

## Departmental Quarterly Monitoring Report Quarter 3

**Directorate:** Environment & Regeneration

**Departments:** **Community & Environment, Planning & Transportation, Economy, Enterprise & Property Services**

**Period:** Quarter 3 - 1<sup>st</sup> October – 31<sup>st</sup> December 2024

### 1.0 Introduction

This quarterly monitoring report covers the **Environment & Regeneration Directorate's** third quarter period up to 31<sup>st</sup> December 2024.

It describes key developments and progress against 'key' milestones and performance indicators for the service in line with the Corporate plan.

### 2.0 Data Quality Statement

The author provides assurance that the information contained within this report is accurate and valid and that every effort has been made to avoid the omission of data.

Where data has been estimated, it has been sourced directly from partner or other agencies, or where there are any concerns regarding the limitations of its use, this has been clearly annotated.

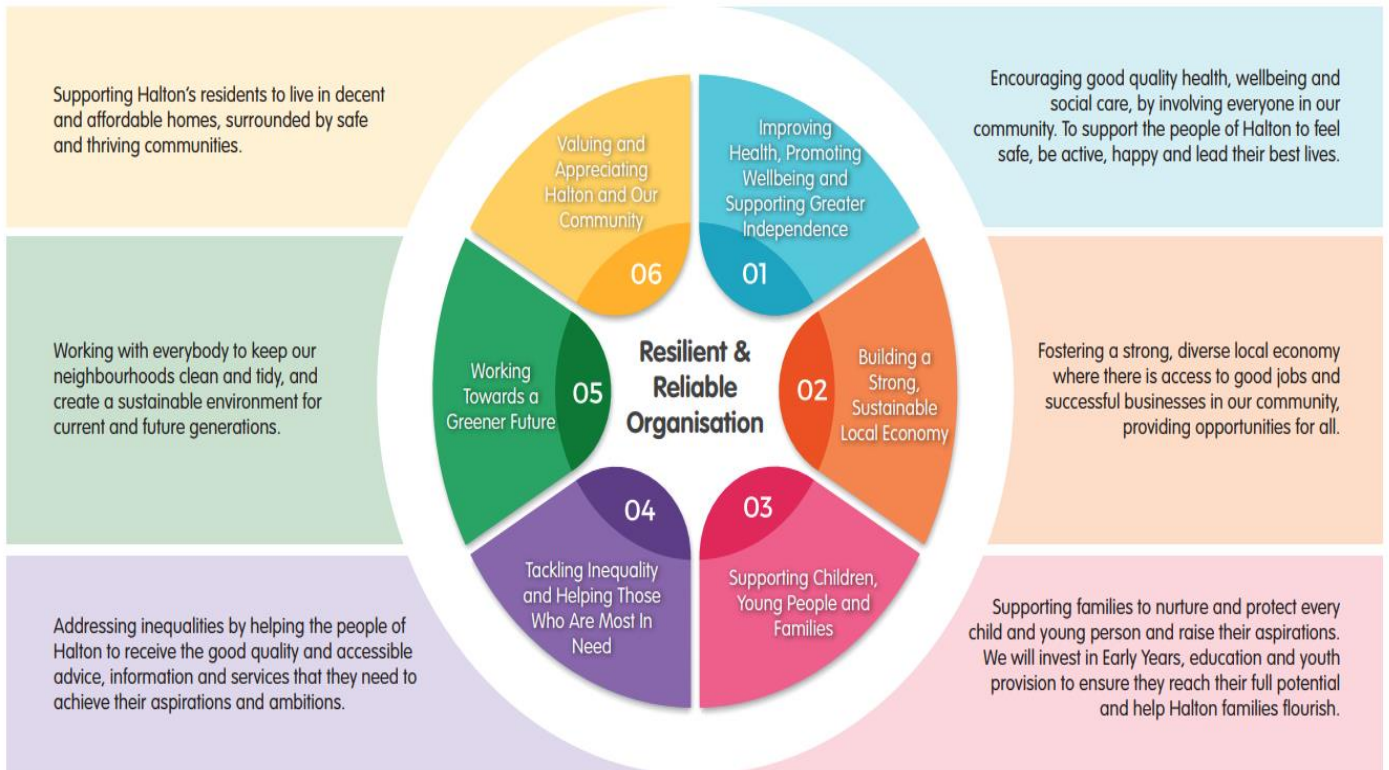
### 3.0 Appendices

Appendix 1: Progress Against Objectives / Milestones







Appendix 2: Explanation of Symbols

Appendix 3: Progress Against Performance Indicators



Appendix 4: Financial Statement



	Priority 2 – Building a strong sustainable local economy. <b>Regeneration</b>
<b>ERD 01</b>	<b>Regeneration of Widnes Town Centre</b>

Milestone	Progress Q3	Supporting Commentary
Secure LCR capacity funding by June 2024		Approved in principle, waiting for the legal agreement from LCR.
Develop & agree project brief by end of June 2024	 	This was concluded at end of July 2024 after the identification of additional budget.
Start procurement process in July 2024		This was delayed but is now completed.
Agree first draft of Framework - March 2025		On Track
Present Widnes Town Centre Regeneration Framework to Town Panel by March 2025		On Track

<b>Corporate Priority</b>	Priority 2 – Building a strong sustainable local economy <b>Regeneration</b>
<b>ERD 02</b>	<b>Regeneration of Runcorn Town Centre</b>




Milestone	Progress Q3	Supporting Commentary
Board member submission to DLUHC by 1 <sup>st</sup> June.		Information submitted to DLUHC. Currently waiting for feedback and approval confirmation which has been delayed due to the General Election.
Submission to DLUHC by 1 <sup>st</sup> November 2024		PLACED have produced a document of the engagement completed to date. Arcadis have started work on the Vision document. The Government are currently reforming this funding and will be issuing new guidance and objectives. Therefore, further work on the investment plan and project development and prioritisation is on hold.



Agree 10-year vision and 3-year investment plan by March 2025		The LTPT funding has been moved back a year to now start from April 2026 meaning this date is more than likely to slip.
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<b>Corporate Priority</b>	Priority 2 – Building a strong sustainable local economy <b>Regeneration</b>
<b>ERD 03</b>	<b>Support development &amp; growth at Sci-tech Daresbury</b>



Milestone	Progress Q3	Supporting Commentary
Assist JV to secure funding from the CA by July 2024		Ongoing discussions with the CA in relation to development appraisal and costs. The OBC has been reviewed by the CA, however further work is required to meet the viability gap and progress the Full Business Case in Q4.
Secure Investment Zone funding by September 2024		Funding is secured in principle subject to Full Business Case. Anticipate funding to be secured in Q4.
Commence delivery of Project Violet Phase 2 – October 2024		Due to increase in the viability gap, the project has been re-appraised. As a result, further funding is required to deliver the scheme, and the procurement exercise will be restarted. A start is now anticipated in August 2025.
Confirm funding arrangements for long term expansion by December 2024		The use of the Enterprise Zone Funding mechanism is likely to be able to support the costs of the land acquisition for the long-term expansion of the campus.
Report to Exec Board Q3 2024-25		Work is ongoing to compile all the necessary supporting information for the land acquisition report in Q3.
Agreed funding package for Project Violet by September 2024		As stated, the viability gap increase means that the project has been re-appraised and further work is required to confirm the funding package for delivery. The Full Business Case is likely to be submitted in Q4.




<b>Corporate Priority</b>	Priority Six – Valuing and Appreciating Halton and our Community <b>Regeneration</b>
<b>ERD 04</b>	<b>Providing new homes that meet Halton’s needs</b>

<b>Milestone</b>	<b>Progress Q3</b>	<b>Supporting Commentary</b>
Sign the MOU by August 2024		Achieved - At its meeting on 11 <sup>th</sup> July 2024, Executive Board approved entering a Strategic Place Partnership Memorandum of Understanding (MOU) with partners, leading to production of a Business Plan and new governance arrangements to be established. See Report: <a href="https://halton.gov.uk/reports/liverpool-city-region-strategic-place-partnership.pdf">Liverpool City Region Strategic Place Partnership.pdf (halton.gov.uk)</a>
Agreeing Halton’s Place Priorities by September 2024		Achieved - At the meeting on 11th July 2024, Executive Board provided delegated authority to the Director of Economy, Enterprise and Property, in consultation with the Portfolio Holder Climate Change, to agree details for the formation of the Strategic Place Partnership and finalise Halton’s Place Priorities. Halton Place Priorities were presented as a draft ‘Place on a Page’ to Executive Board.  The Strategic Place Partnership Interim Business Plan, including Halton’s Place Priorities, were approved at the Housing and Liverpool City Region Combined Authority (LCR CA) first meeting of Strategic Place Partnership Board. This was held on the 13 <sup>th</sup> September 2024.
Establish Place Group by October 2024		Achieved - The Halton Place Group is Officer level meeting held quarterly with representation from the LCR CA and Homes England (HE). The Council lead is the Director of Economy, Enterprise and Property. Council




		<p>Officer representation on the Halton Place Group has now been agreed.</p> <p>The LCR CA have confirmed the first meeting of the Place Group is scheduled to be held in October 2024.</p>
Produce a housing project pipeline, in line with Halton Place Priorities, by March 2025		Housing project pipeline will reflect the priorities identified within the Halton 'Place on Page'. Pipeline drafting has commenced, awaiting information requirements from LCR CA to progress. This will form part of the Halton Place Group which is scheduled to be held in October 2024.
Secure first draft of Housing Strategy by March 2025		<p>At its meeting on 18<sup>th</sup> April 2024, Executive Board approved production of a new Borough wide Housing Strategy and supporting evidence base. See Report: <a href="https://www.halton.gov.uk/productionofboroughwidehousingstrategy.pdf">ProductionofBoroughwideHousingStrategy.pdf (halton.gov.uk)</a></p> <p>Following a formal procurement process, specialist housing consultancy Arc4 were appointed in September 2024. The evidence base gathering stage of the Housing Strategy is now underway. A survey of household in Halton to assess housing need is now underway. A first draft of the Housing Strategy is on track to be prepared by March 2025.</p>




<b>Corporate Priority</b>	<b>Priority Two – Building a Strong, Sustainable Local Economy Business Investment &amp; Growth</b>
<b>ERD 05</b>	<b>To provide support to all Halton’s businesses and encourage start-ups.</b>

<b>Milestone</b>	<b>Progress Q3</b>	<b>Supporting Commentary</b>
Deliver four sector network events and two business events by March 2025		One business event complete and one planned for Q4 Over 4 network events complete by 31/12/24
Carry out 150 diagnostics by March 25		On track to complete in Q4




Provide support to forty-seven town centre businesses by March 25		20 complete by end of Q3
Provide support to 67 Halton businesses by March 25		On target
Provide support to 114 businesses across the Borough by March 2025		On Target
Support sixteen business startups by March 2025		Almost complete at 31/12/24

<b>Corporate Priority</b>	Priority One – Improving Health, Promoting Wellbeing and Supporting Greater Independence <b>Programmes Office</b>
<b>ERD 06</b>	<b>Maximise new external funding opportunities and effectively manage and monitor existing funding programmes</b>



<b>Milestone</b>	<b>Progress Q3</b>	<b>Supporting Commentary</b>
Produce monthly funding bulletins.		Monthly Funding Bulletins produced and widely distributed to HBC colleagues and external partners (voluntary sector) via Community Development Team and VCA
Deliver quarterly training sessions for colleagues.		Training sessions were paused for a short period due to limited staff resources; a programme of dates has now been agreed and promoted. Training in Bid Writing and Grant Monitoring will be delivered on a bi-monthly basis. Liaising with VCA to develop a programme of training to voluntary sector for 2025
Submit compliant claims for all grant programmes		Bi-annual performance report submitted to Govt for the Town Deal Programme

		Quarterly grant claims submitted to the CA for the UKSPF and Destination Marketing programmes. Additional claim work on One Public Estate and Catalyst Museum
Provide an annual Programmes Office update to Corporate PPB in July 2024		Comprehensive Report prepared and presented to Corporate PPB in September 24; report well received
Produce a pipeline of future regeneration projects to maximise the potential to secure future funding by October 2024		Work in progress on Regeneration Pipeline; progress delayed due to gaps in info requested and additional information required. However, pipeline is well developed and in its current form will be completed by end Jan 25
Agree pipeline with members and the CA by March 2025		Early discussions held with Exec Director/Directors; agreement of format early Jan and exercise to be completed by end March 2025





<b>Corporate Priority</b>	<b>Priority Five – Working Towards a Greener Future Visitor Economy</b>
<b>ERD 07</b>	<b>To deliver a dynamic and exciting Destination Marketing programme promoting the Borough’s cultural, heritage and green assets, to highlight Halton as a great place to live, work and play.</b>

Milestone	Progress Q3	Supporting Commentary
A Taste of Halton campaign – April to June 2024		Successfully delivered campaign 20+ venues showcased – well received in Halton and by LCR colleagues
50 Quirky Things campaign to 31 <sup>st</sup> Dec 2024		Successfully delivered campaign throughout the year, including a monthly prize from 12 local venues; widely promoted and well received
Heritage Open Days campaign August-Sept 2024		Relatively successful campaign; featured 6 local heritage walks. Would have benefited from more input from HHP members and wider promotion








Well, attended quarterly Marketing Halton meetings with clear ambitions.		Quarterly meetings held and well attended by a range of partners; planning for future of forum once current programme ends on March 25
Produce an external evaluation report by end April 2025		External evaluator appointed and information being collected and collated; final evaluation report due April 2025




<b>Corporate Priority</b>	Priority Two – Building a Strong, Sustainable Local Economy. Priority Three – Supporting Children, Young People and Families. Priority Five – Working Towards a Greener Future. Priority Six - Valuing and Appreciating Halton and our Community. <b>Asset Management &amp; Valuation</b>
<b>ERD 08</b>	<b>Provide Support for the Council’s Corporate Priorities through the Provision of Property Advice</b>

<b>Milestone</b>	<b>Progress Q3</b>	<b>Supporting Commentary</b>
Agree a programme to renew agreements with providers of early years care in primary schools and the school by August 2024		School visits completed and final draft figures for the fee charge has been presented to colleagues in Education for support. Q4 commence negotiations with the early years providers for each school.
Support the provision of a café in the new leisure centre by March 25		No further action required by Asset Management s cafe to be provided by in house staff
Bring forward residential development land at Priory Meadow for development by March 25		Working with colleague in Regeneration and appointed external property consultants to finalise the marketing pack and engage with Homes England to resolve the matter of the calculation of ‘clawback’ payment due to Homes England on disposal. Marketing pack due for completion end Q3 and go out to the market Q4.
Provide a Property Service across the Council to support corporate priorities		The team are working through the caseload relying on agency staff




and accelerated growth throughout 24/25		
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<b>Corporate Priority</b>	Priority Two – Building a Strong, Sustainable Local Economy. Priority Three – Supporting Children, Young People and Families. Priority Four – Tackling Inequality and Helping those who are most in need. <b>Employment, Learning &amp; Skills</b>
<b>ERD 9</b>	<b>To promote access to learning to those who need it most and create employment opportunities for Halton residents</b>

<b>Milestone</b>	<b>Progress Q3</b>	<b>Supporting Commentary</b>
Deliver six accredited ESOL and two Pre-ESOL courses across Widnes and Runcorn to help our BAME residents improve their English skills between 1 <sup>st</sup> August 2024 and 31 <sup>st</sup> July 2025		Delivery of 3 accredited ESOL programmes and one pre-ESOL programme began in September 2024. A further ESOL tutor has been recruited and will commence the other 3 accredited and one pre-ESOL programme in January 2025
Utilise a budget of £11,300 LCR Devolved ESFA Hardship Funding for adult learners between 1 <sup>st</sup> August 2024 and 31 <sup>st</sup> July 2025		On track for full spend this academic year
Commence learning programme for those aged 19+ by 1 <sup>st</sup> August 2024		Commenced. Successful recruitment of Art, Personal Development and ESOL tutors has resulted in a wider curriculum offer. At R04 (November return), Adult Learning was delivering at 95% of its expected allocation, with new programmes to launch in January 2025.
Commence year 3 of the Supported Internship Programme by September 2024		8 new Supported Interns commenced programme in Sep 2024 (year 3). All 8 remain on programme at the end of Q3.
Learners passing courses = 92% by July 2025		Review of Autumn 1 Pass Rate Data – Overall 99%, Tailored Learning 100%, Accredited 95%.




330 residents who access HPIJ employment programmes to obtain employment between April 2024 – March 2025.		105 residents were supported into work through HPIJ employment programmes in Q3. There were more job starts; however, we are awaiting evidence from employers for audit.
The % of learners (average across all target wards) who are of unemployed working age residing in the LSOAs, and who access Halton Adult Learning will increase from 29% to 48% between 1 <sup>st</sup> August 2024 and end July 2025.		Enrolments increased in 3/5 target ward areas (Halton View and Grange decreased slightly). Full scrutiny of ward data to take place in Autumn 1 Quality, Income and Marketing meeting in January 2025
The % of residents accessing Halton Adult Learning courses and achieving will increase from 88% to 92% between 1 <sup>st</sup> August 2024 and July 2025.		Review of Autumn 1 Achievement Data – Overall 98%, Tailored Learning 100%, Accredited 90.5%. Further achievements expected, awaiting exam results

<b>Corporate Priority</b>	Priority One – Improving Health, Promoting Wellbeing and Supporting Greater Independence. Priority Three – Supporting Children, Young People and Families. Priority Five – Working Towards a Greener Future. <b>Property Services</b>
<b>ERD 11</b>	<b>Rationalise the Council’s main office accommodation to deliver revenue savings.</b>



<b>Milestone</b>	<b>Progress Q3</b>	<b>Supporting Commentary</b>
Exec Board approval to vacate the Municipal Building and progress with associated works – June 24.		Informal discussions held with Exec Board with regards to the rationalisation of our office accommodation in September. Ongoing discussions and design work is taking place and will be presented to Exec Board early 2025.
Agreement to revised officer to desk ratio – September 24		A trial is due to take place in RTH
Complete options appraisal for Widnes office to present to members by March 25		Various options have been presented to Executive Board members, no decision in respect of the way forward has been made yet.

<p>Agreed approach to provision of HBC staff accommodation by March 25</p>		<p>Various options have been presented to Executive Board members, no decision in respect of the way forward has been made yet. Further discussions to take place prior to confirming agreed approach.</p>
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<p><b>Corporate Priority</b></p>	<p>Priority Five – Working Towards a Greener Future. <b>Property Services</b></p>
<p><b>ERD 12</b></p>	<p><b>Reduce Carbon Emissions from the Council’s Property Portfolio</b></p>

Milestone	Progress Q3	Supporting Commentary
<p>Deliver the leisure centre by Feb 3<sup>rd</sup>, 2025.</p>		<p>The leisure centre is on programme and will be handed over by the completion date of February 3<sup>rd</sup> 2025.</p>
<p>Commence works on site at St Pat’s &amp; St Luke’s by December 2024.</p>		<p>Capital investment was predicated on a successful grant application, unfortunately the bid was unsuccessful and further work with the client department is required to determine how this project should proceed.</p>
<p>Ensure year on year reduction in carbon emissions from the Council’s property portfolio. Baseline at 31<sup>st</sup> March 2023 - 6096 tonnes. target 3% after year 1, 5% reduction after year 3.</p>		<p>We are on course for reducing emissions in line with the targets stated.</p>


<p><b>Corporate Priority</b></p>	<p>Priority One – Improving Health, Promoting Wellbeing and Supporting Greater Independence.  Priority Two – Building a Strong, Sustainable Local Economy.  Priority Three – Supporting Children, Young People and Families.  Priority Four - Tackling Inequality and Helping Those Who Are Most in Need.  Priority Five – Working Towards a Greener Future.  Priority Six - Valuing and Appreciating Halton and our Community  <b>Planning &amp; Development</b></p>
<p><b>ERD 13</b></p>	<p><b>Create and maintain statutory plans, generated through community consultation, that guide decisions on future development proposals and address the needs and opportunities of the area</b></p>



Milestone	Progress Q3	Supporting Commentary
Delivery during the plan period (2037)		Local Development Strategy agreed 6 SPDs identified within the work programme
As per Local Plan Monitoring Framework & Annual Monitoring Report		Annual AMR reporting to Environment and Urban renewal PPB reported on time.

<b>Corporate Priority</b>	Priority Two – Building a Strong Sustainable Local Economy. <b>Planning &amp; Development</b>
<b>ERD 14</b>	<b>Providing new homes that meet Halton’s needs</b>


Milestone	Progress Q3	Supporting Commentary
Granting of planning permission for housing and other forms of accommodation		A total of 3 applications have been approved for residential development for a range of application types such as Outline, Full and a S73 applications. In Q3 7 new residential development applications were received and are within the statutory deadline. Overall, 28 applications are awaiting decision.

<b>Corporate Priority</b>	Priority Two – Building a Strong Sustainable Local Economy. <b>Planning &amp; Development</b>
<b>ERD 15</b>	<b>Provide an efficient Planning service that supports business investment in Halton</b>



Milestone	Progress Q3	Supporting Commentary
60% major determined within 13 weeks (or agreed extension)		100% 5 of 5 Applications therefore above target
70% minor application determined in 8 weeks (or agreed extension)		

		100% 7 of 7 Applications therefore above target
70% other application determined in 8 weeks (or agreed extension)		95% 53 of 56 Applications therefore above target All above correct as of the 17 <sup>th</sup> December.







<b>Corporate Priority</b>	<b>Priority Five - Working Towards a Greener Future Planning &amp; Development</b>
<b>ERD 16</b>	<b>Provide improvements to Biodiversity</b>

Milestone	Progress Q3	Supporting Commentary
The amount of BNG secured as part of planning applications.		Applications have been received that are expected to be liable for BNG, but none yet determined



<b>Corporate Priority</b>	<b>Priority Four - Tackling Inequality and Helping Those Who Are Most in Need. Logistics</b>
<b>ERD 17</b>	<b>Deliver travel choices that are safe, inclusive, affordable, and low carbon</b>

Milestone	Progress Q3	Supporting Commentary
Percentage number of public transport journeys on-time at intermediate timing points Baseline 87% Target 95%		82% - 3% down against Q2. Indicator has not achieved the baseline target. Punctuality reports show that this is due to highway works in Liverpool and along the A56 in Daresbury. Ongoing liaison with bus operators to improve performance. Expected to increase to Q2 levels towards the end of the quarter with service changes being put in place.
Percentage number of public transport journeys departing the terminus on-time Baseline 96% Target 97%		Unable to safely perform punctuality checks at Murdishaw Centre (terminus) due to major highway works along the busway.



<b>Corporate Priority</b>	Priority Four - Tackling Inequality and Helping Those Who Are Most in Need. <b>Logistics</b>
<b>ERD 18</b>	<b>Maintain Corporate Fleet Availability</b>

Milestone	Progress Q3	Supporting Commentary
Number of vehicle maintenance & safety inspections completed within the statutory timeframe.		Confirmation that all vehicle safety inspections will be completed to end of the 3 <sup>rd</sup> quarter, December 2024
Number of litres of diesel consumed.		96200 estimated until the end of December 2024
Number of Community Meals delivered within the two-hour timeframe.		8740 Estimated until the end of December 2024
Number of student passenger journeys		62,730 Calculated on actual school days in period. Figures from Q1 & Q2 were mis-calculated and should be doubled as were quoted as number of pupils transported as opposed to number of passenger journeys (each pupil travels AM & PM).
Number of school transport routes		173 Average of total during reporting period.
Cost of externally contracted school transport		£863,622 Total cost for period (increased from last period as busy term with few school holidays)

<b>Corporate Priority</b>	Priority One - Improving Health, Promoting Wellbeing and Supporting Greater Independence. <b>Logistics</b>
<b>ERD 19</b>	<b>Deliver travel choices that are safe, inclusive, affordable, and low carbon.</b>

Milestone	Progress Q3	Supporting Commentary
Number of referrals for travel training and number of successful uptakes from the referrals.		11 referrals during the reporting period with 8 individuals (72.7%) taking up the travel training offer.
Number of students who engage in group classroom and outdoor tailored practical sessions.		52 individuals have taken part in weekly classroom-based sessions, 7 have taken part in weekly outdoor practical group sessions and 10 individuals have taken part in 1-2-1 ITT sessions in the same time frame (5 of whom undertook the ITT programme).







<b>Corporate Priority</b>	Priority Five - Working Towards a Greener Future Highways
<b>ERD 20</b>	<b>Deliver travel choices that are safe, inclusive, affordable, and low carbon</b>

Milestone	Progress Q3	Supporting Commentary
Securing and Investing funding in Travel schemes		Same as last quarter in terms of securing funding. A consultation was carried out during June on a proposed Wilmere Lane Birchfield Rd Active travel scheme (likely to be CRSTS funded with design work to date funded by ATE capability funding streams). Also, the Halton Local Cycling and Walking Infrastructure Plan (LCWIP) documents have now been completed and a report presented to PPB.
Length of schemes implemented / delivered.		1.1km of new cycleway delivered in the period


<b>Corporate Priority</b>	Priority Five - Working Towards a Greener Future Highways
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<b>ERD 21</b>	<b>Deliver travel choices that are safe, inclusive, affordable, and low carbon</b>
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<b>Milestone</b>	<b>Progress Q3</b>	<b>Supporting Commentary</b>
Securing and Investing funding in highway maintenance to protect the asset.		Three GFA's at Octobers Exec Board for acceptance and investment in the Highway asset
Total length of highway asset		HAMP is 606 km of roads and 838 km of footpaths
Length of maintenance schemes implemented / delivered.		5915m2 footway and carriageway maintained
Value of insurance claims for highways defects		There have been 6 insurance claims received in the last quarter. A figure cannot be provided as the claims remain open.
Number of bridges and structures maintained.		The number of structures maintained in Q3 is 5 - 3 minor repairs and 2 through Capital funding.
Number of streetlights maintained		In this quarter officers have attended to 126 general streetlights which is 12 less than in Q2. The Council maintains 21053 streetlights in the borough.

<b>Corporate Priority</b>	Priority One – Improving Health, Promoting Wellbeing and Supporting Greater Independence <b>Traffic</b>
<b>ERD 22</b>	<b>Deliver travel choices that are safe, inclusive, affordable, and low carbon</b>



<b>Milestone</b>	<b>Progress Q3</b>	<b>Supporting Commentary</b>
Programme of education relating to road safety		8 No. KS1 and 10 No. KS2 and 1 No. KS3 sessions delivered. SCP priority list surveys undertaken. Two parking


		campaigns at schools, joint working days with Police and Fire at Cronton College and a number of supermarkets and shopping areas throughout the Borough.
Safety cameras and speed indication devices	U	Existing mobile camera site upgraded with new hardstanding and signage. New mobile SiD purchased to be deployed at multiple sites across Borough. 16 SiDS, 24 speed activated signs. 2 SiDs currently not operating and options for repair / replacement being explored. PCC has agreed to fund a new mobile SiD to replace one no longer functioning.
Analysis of collision sites	✓	A number of small-scale accident remedial schemes have been undertaken at known collision sites.
Road safety audits for new schemes	U	None this quarter
Number of school crossing patrols	✓	21 school crossing patrols 1 mobile 1 casual
Number of bike-ability training sessions delivered	✓	459 children attended Bikeability training sessions in October and November
Number of safety cameras	U	Currently 13 No. mobile camera sites and 8 No. static cameras in the Borough.

<b>Corporate Priority</b>	Priority One - Improving Health, Promoting Wellbeing and Supporting Greater Independence. <b>Leisure Services</b>
<b>ERD 23</b>	<b>To provide a new leisure centre for Widnes</b>




Milestone: One new leisure centre open	Progress Q3	Supporting Commentary
Opening February 2025		Handover of the keys to the Council is scheduled for 06/01/25. Wates staff (constructor) will remain on site for the first 6 weeks, continuing to complete and log items on the snagging list. Wates will provide help and support to Sports Facility Team, IT, Property Services, and suppliers to prepare the building and staff for opening to the public. The centre looks fantastic, welcoming and bright. The Sports Team is confident that they will be ready to deliver a varied programme of activity to support residents, staff and visitors from 10 <sup>th</sup> February.

<b>Corporate Priority</b>	Priority One - Improving Health, Promoting Wellbeing and Supporting Greater Independence. Priority Two – Building a Strong, Sustainable Local Economy. Priority Three – Supporting Children, Young People and Families. Priority Four – Tackling Inequality and Helping those who are most in need. <b>Leisure Services</b>
<b>ERD 24</b>	<b>Increase footfall at the Brindley</b>

Milestone: Increase footfall at the Brindley	Progress Q3	Supporting Commentary
Brindley - Total number of tickets sold		26,805 = £491,099, this figure is an increase of 14,657 tickets from quarter 2. Quarter 3 includes the pantomime.
Brindley - Total number of days hired days		42 Hire Days, this figure is lower than last quarter by 11 hires. This is in part because we have halted bookings due to the current construction works and the requirement to give the contractor spaces within the calendar to undertake noisy groundworks.



Brindley - Total number of Council Promotions		52 Council Promotion Days, this figure is up has increased by 41 from quarter 2.
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<b>Corporate Priority</b>	<p>Priority One - Improving Health, Promoting Wellbeing and Supporting Greater Independence.</p> <p>Priority Two – Building a Strong, Sustainable Local Economy.</p> <p>Priority Three – Supporting Children, Young People and Families.</p> <p>Priority Four – Tackling Inequality and Helping those who are most in need.</p> <p><b>Leisure Services</b></p>
<b>ERD 25</b>	<b>Increase footfall at the Libraries</b>

<b>Milestone: Increase footfall at the Libraries</b>	<b>Progress Q3</b>	<b>Supporting Commentary</b>
Footfall for all libraries, Ditton, Widnes, Runcorn & Halton Lea		<p>Site footfall counters:            Ditton Library = 14,490            Halton Lea Library = 35,657            Runcorn Library = 22,916            Widnes Library = 23,794  <b>Total = 96,857</b>            Previous quarter (2) people count total was 125,772            Figures for the same quarter last year 2023: (D)4461 (R)17493 (H)32352 (W)19530 = 73,836 an improvement on last year of over 20,000.</p>
Library Digital issues		<p><b>Digital Issues Grand Total = 1,030,223</b>            The previous quarter was 1,010,252 (increase of over 20,000)</p>
Library Issues in branch: Ditton Library Widnes Library Runcorn Library Halton Lea Library		<p><b>Library Issues in Branch (October – December 2024)</b>            Ditton = 3,894            Widnes = 20,487            Runcorn = 6,639            Halton Lea = 18,801            Library issues are up on same period in 2023 but down on previous quarter 2024 (July – September)</p>



		2024) as expected with summer reading initiatives and events.
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<b>Corporate Priority</b>	<p>Priority One - Improving Health, Promoting Wellbeing and Supporting Greater Independence.</p> <p>Priority Two – Building a Strong, Sustainable Local Economy.</p> <p>Priority Three – Supporting Children, Young People and Families.</p> <p>Priority Four – Tackling Inequality and Helping those who are most in need.</p> <p><b>Community Centres</b></p>
<b>ERD 26</b>	<b>Increase footfall at the Community Centres</b>


<b>Milestone: Monitor footfall, hires and events at Community Centres</b>	<b>Progress Q3</b>	<b>Supporting Commentary</b>
Community Centres - Total number of users in attendance (including drop-ins, events and hires)		<p>The total number of users for Q3 is 52,788</p> <p>Castlefields 9,427</p> <p>Ditton 11,241</p> <p>Grangeway 13,605</p> <p>Murdishaw 7,661</p> <p>Upton 10,854</p> <p>The total number of users is slightly higher than the previous quarter, the events have brought in more customers along with the increased bookings all 5 our Centres.</p>
Community Centres - Total number of hires		<p>The total number of hires for Q2 is 2,258</p> <p>Castlefields 427</p> <p>Ditton 473</p> <p>Grangeway 499</p> <p>Murdishaw 369</p> <p>Upton 490</p> <p>All Community Centres are performing well with increased bookings at all Centres. We have taken extra booking due to the closure of the Chi Cafe and</p>

		accommodated them in Castlefields Community Centre.
Community Centres - Total number of Centre organised events		4/5 Community Centres held parties for Halloween, and Christmas for children. Adult Christmas parties were also held in 4/5. Grangeway and Upton Community Centres run weekly Bingo sessions which are well attended. Grangeway also held a Christmas Fayre with stall holders and activities for Children. Castlefields has an Animal Teach event at the end of the year. Overall, the Community Centre service directly delivered 41 events in Q3 which is on par with the previous quarter, and an increase on the previous year.


<b>Corporate Priority</b>	<b>Priority Five – Working Towards a Greener Future Environment Services</b>
<b>ERD 27</b>	<b>Provide a clean, safe, and attractive environment</b>

<b>Milestone:</b> Carry out Land Audit Management Surveys (LAMS) to assess the standard and quality of the Council's Parks, Cemeteries and Public Realm.	<b>Progress Q3</b>	<b>Supporting Commentary</b>
Ensure that, as a minimum, inspections are carried out bi-monthly throughout the year with results uploaded to the Association for Public Service Excellence (APSE) for benchmarking purposes and Quality Standard Scores.		In Q3, 40 inspections on sites chosen at random have been completed. Results showed 15 at Grade A (37.5%) and 25 at Grade B (62.5%).
Training to be delivered to all managers by June 2024 to ensure that they are able to carry out and record quality and inspections to the required standard.		Training completed on 2 <sup>nd</sup> May



<b>Corporate Priority</b>	<b>Priority Five – Working Towards a Greener Future Environment Services</b>
<b>ERD 28</b>	<b>Safety within Parks and Open Spaces</b>

<b>Milestone: Carry out planned equipment and safety inspections at playgrounds and Multi-Use Games Areas (MUGAs) in the Council's parks and public open spaces.</b>	<b>Progress Q3</b>	<b>Supporting Commentary</b>
% of playgrounds, play equipment and MUGAs inspected in accordance with planned safety inspection schedules.		In Q3, a total of 888 inspections were carried out. This is against a scheduled target of 818. The completion rate is over 100% and is due to staff carrying out further inspections when revisiting sites to complete repairs on equipment.


<b>Corporate Priority</b>	<b>Priority Five – Working Towards a Greener Future Environment Services</b>
<b>ERD 29</b>	<b>Increase the Council's recycling rate and reduce the amount of waste produced per household</b>

<b>Milestone: Quarterly updates on progress and annual performance data statistics to be reported to the relevant PPB by 31<sup>st</sup> March 2025.</b>	<b>Progress Q3</b>	<b>Supporting Commentary</b>
Kgs of waste produced per household and % of waste recycled - reported annually to the relevant PPB.		<p>Waste production is subject to seasonal variation. This is an estimated figure, but it does show that waste levels per household in Q3 (465kgs) are slightly higher than those in Q3 in the previous year (452kgs).</p> <p>This is an estimated figure, but it does show that recycling levels in Q3 (37.8%) are slightly higher than in Q3 in the previous year (37.2%).</p>

<b>Corporate Priority</b>	Priority Five – Working Towards a Greener Future <b>Environment Services</b>
<b>ERD 30</b>	<b>Development plans for council's Cemeteries &amp; Crematoria</b>


<b>Milestone: To develop plans for the future provision of the Council's Cemeteries and Crematoria</b>	<b>Progress Q3</b>	<b>Supporting Commentary</b>
Developing a plan for replacing the current crematorium with an improved new facility, in a new location, to meet future regulations and service demands. As well as providing a facility which can be adapted for additional offers to produce a financially sustainable business.		A project is underway to secure a suitable site and begin a feasibility study to define project parameters and work on this is progressing in conjunction with colleagues in Legal and Property Services. It was reported that an outline project programme will begin to be developed in Q2, and this work is also progressing.
Identify a future cemetery site for Runcorn. The existing Runcorn Cemetery extension has capacity for possibly up to 10 further years and, as such, a new suitable cemetery site is required.		This work is in progress and on-going and is added to the pipeline project list.

<b>Corporate Priority</b>	Priority Five – Working Towards a Greener Future <b>Environment Services</b>
<b>ERD 31</b>	<b>Safety within Cemeteries &amp; Crematoria</b>



<b>Milestone: Ensure memorial safety across the Council's 4 cemetery sites is carried out and properly recorded</b>	<b>Progress Q3</b>	<b>Supporting Commentary</b>
<p>Memorials affected by adjacent burial excavations to be inspected, and actions recorded on burial forms/cemeteries database system.</p> <p>Progress integration of ALLOY asset management system to record memorial safety testing (5 year rolling programme to fully survey).</p>		<p>ALLOY integration is being progresses with a joint HBC/ALLOY Project Team established and a number of project team meetings have now been held.</p> <p>Ahead of full ALLOY implementation, inspections around new burials will continue to be carried out to ensure safety to staff and public.</p>



<b>Corporate Priority</b>	Priority Five – Working Towards a Greener Future <b>Environment Services</b>
<b>ERD 32</b>	<b>Increase standards of service within Cemeteries &amp; Crematoria</b>



<b>Milestone: Ensure high standard of service is maintained throughout the cemeteries; ensuring good upkeep.</b>	<b>Progress Q3</b>	<b>Supporting Commentary</b>
The general quality of cemetery grounds will be assessed and scored for quality, for grass cutting, weed control and overall management using the Association for Public Service Excellence (APSE) Land Audit Management System (LAMS) system scoring.		Staff training completed and LAMS system now in use.  In Q3, 30 inspections have been completed. Results showed 6 at Grade A (20%), 22 at Grade B (73%) and 2 at Grade C (7%)

<b>Corporate Priority</b>	Priority One - Improving Health, Promoting Wellbeing and Supporting Greater Independence. <b>Community Safety &amp; Protection</b>
<b>ERD 33</b>	<b>Deliver services that support victims of Domestic Abuse as set out in the Domestic Abuse Act 2021</b>

<b>Milestone: Deliver services that support victims of Domestic Abuse as set out in the Domestic Abuse Act 2021</b>	<b>Progress Q3</b>	<b>Supporting Commentary</b>
% of those who have experienced high risk high harm perpetrators leave the service in a planned way		The service received 502 referrals in Q3. The average case is open to the service for 22 days and 111 cases left the service in planned way having received an intervention.  For the same quarter in 2023 the service received 407 referrals. The average case was open to the service for 31 days and 48 cases left the service in planned way having received an intervention.
% of those who present with harmful behaviours leave the service in a planned way		The HBC offer for those who harm is the CHOICES behaviour change programme, (24–32-week



		<p>intervention) established this operational year.</p> <p>34 referrals were received for the service in Q3, a significant increase from 6 in the previous quarter. The service offer has been promoted with awareness increasing; a total of 36 currently pending on the waiting list.</p> <p>17 clients are currently actively engaging in Choices.</p> <p>A total of 193 1:1 sessions delivered with the first cohort of successful course completions anticipated in Q4.</p>
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<b>Corporate Priority</b>	Priority One - Improving Health, Promoting Wellbeing and Supporting Greater Independence. <b>Community Safety &amp; Protection</b>
<b>ERD 34</b>	<b>Ensure preparedness and risk and resilience in Emergency Planning for Halton as set out in the Civil Contingencies Act 2004</b>

<b>Milestone: Report into Cheshire Resilience Forum and produce annual report for Safer Halton PPB and deliver Member session annually.</b>	<b>Progress Q3</b>	<b>Supporting Commentary</b>
Delivery of two COMAH exercises per year		Two completed COMAH exercises in 2024. Updated version of the Runcorn Site COMAH Operators Plan currently out for consultation with the aim to publish in January 2025. Exercises scheduled for 2025 are Lanxess 15/05/25 and RSCO 02/10/25.
Number of Emergency Planning Training sessions attended		Reported to Senior Management Team on 12/11/24 detailing attendance at EP training and exercises; further sessions planned in 2025 for responders. EP delivered a Council wide Business Continuity exercise in November along with IT Services and launched amended business continuity plans framework.

		The EP team have commenced a programme of Rest Centre training.
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<b>Corporate Priority</b>	Priority Five - Working Towards a Greener Future <b>Community Safety &amp; Protection</b>
<b>ERD 35</b>	<b>To work towards a cleaner, greener Halton applying statutory powers as set out in the Environment Protection Act 1990 &amp; Environment Act 2021</b>


<b>Milestone: Annual report to Safer Halton PPB</b>	<b>Progress Q3</b>	<b>Supporting Commentary</b>
Number of fixed penalty notices (FPN's) issued.		16 FPN's issued in Q3 for an array of offences including littering, fly-tipping, breach of householder's responsibility, and breach of PSPO (dogs off lead).
Number of prosecutions for environmental crime		<p>There have been 6 prosecutions for waste related offences in Q3. Three heard in November with all resulting in criminal convictions and financial penalties of £1,172 per case at total of £3,516. T</p> <p>Three cases were listed for hearing at Magistrates Court on 30/12/2024 outcomes will be notified in January 2025.</p> <p>Council Members informed of actions and outcomes in the respective wards and the Council has issued press releases to raise awareness.</p>

<b>Corporate Priority</b>	Priority Six - Valuing and Appreciating Halton and our Community <b>Community Safety &amp; Protection</b>
<b>ERD 36</b>	<b>To co-ordinate an effective Community Safety Partnership, Safer Halton as set out in Crime &amp; Disorder Act 1998 placing the duty on Local Authorities</b>

<b>Milestone: Quarterly reporting to Safer Halton PPB and Safer Halton Partnership.</b>	<b>Progress Q3</b>	<b>Supporting Commentary</b>
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Overall crime figures for Halton	<b>U</b>	The overall position of crime figures data managed by Cheshire Police is a positive trajectory however, at the date of publishing permissions for public reporting is not authorised, this is being progressed.
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<b>Corporate Priority</b>	Priority Two - Building a Strong Sustainable Local Economy. <b>Community Safety &amp; Protection</b>
<b>ERD 37</b>	<b>Ensure a fit for purpose surveillance service that contributes to tackling crime &amp; disorder whilst supporting residents to feel safe in the borough.</b>





<b>Milestone: Annual report to Safer Halton PPB and Safer Halton Partnership</b>	<b>Progress Q3</b>	<b>Supporting Commentary</b>
% of camera's fully operational per month		82% - 114 cameras fully operational, 6 additional cameras installed in Widnes Town Centre in Q3 utilising UKSPF funding to support a safer environment reducing anti-social behaviour.
number of fully operational control room weeks	<b>U</b>	92% - The service has experienced some staff absence and a gap in full establishment with recruitment in process to a vacant Operator post. Two new starters in the team in Q3 awaiting completion of vetting to enable lone operating of the system which will support increased fully operational control room weeks.

<b>Corporate Priority</b>	Priority Two – Building a Strong Sustainable Local Economy. <b>Widnes Market</b>
<b>ERD 38</b>	<b>Provide a variety of affordable trading spaces at Widnes Market</b>

<b>Milestone: Deliver a new business plan by the end of 2025.</b>	<b>Progress Q3</b>	<b>Supporting Commentary</b>
<b>Increase market occupancy levels both indoor and outdoor stalls.</b> <b>Increase the awareness of the Market offering and public perception.</b>		




Indoor stall occupancy levels %		The Market has a high trader occupancy rate, which is currently at <b>83%</b> , this is in an economy where many local markets are suffering from reduced trader numbers, and the national average of local market occupancy rates are at <b>72%</b> (in accordance with the 2023 survey from NABMA)
Outdoor stall occupancy levels %		Widnes outdoor market regular trading days are Monday, Friday and Saturday with the Flea and Collectors market on Wednesday, the occupancy levels overall for established trading is <b>88.5%</b> . (target of <b>72%</b> ) However, a combined flea and retail trading day was introduced on Thursdays in April 2022 and uptake on this day each week is low in comparison to established regular days which reduces the overall occupancy in terms of data analysis, however, operates at no additional cost to the Authority the combined occupancy of the outdoor market is <b>70.25%</b> .
Overall footfall Indoor Outdoor		<b>Indoor</b> visitor footfall is down by <b>2.19%</b> on the same period as last year. <b>Outdoor</b> visitor footfall is down by <b>32.17%</b> on the same period as last year.

<b>Corporate Priority</b>	Priority One – Improving Health, Promoting Wellbeing and Supporting Greater Independence. Priority Three – Supporting Children, Young People and Families. Priority Six - Valuing and Appreciating Halton and our Community <b>The DCBL Stadium</b>
<b>ERD 39</b>	<b>Provide affordable space for business, community, cultural and recreational activities to take place.</b>

	Progress Q3	Supporting Commentary
Meeting space occupancy levels %		<p>2024 Q3 has seen meeting space occupancy at <b>49.92%</b> which shows an increase of <b>29.26%</b> from the same period in the previous operating year which was <b>20.66%</b>.</p> <p>During Q3 occupancy in the Stadium's Suites for conferences and functions is at <b>53.20%</b> compared to <b>48.80%</b> occupancy in Q3 2023 representing a <b>4.40%</b> increase.</p>
Sports hall occupancy levels %		<p>Sports hall occupancy has increased in the Q3 period to <b>57.78 %</b> in comparison to <b>21.42%</b> in Q3 2023.</p> <p>This increase can be attributed to the Stadium accommodating local dance schools for competitions and showcases, the hosting of Children's birthday parties, Local sports clubs etc.</p>
4g pitch occupancy levels %		<p>Q3 sees the start of community pitch hire at the Stadium and the facility is well used which is demonstrated in the occupancy data showing a <b>75.78%</b> take up of available slots.</p>
Customer satisfaction % of 4/5-star reviews.		<p><b>97%</b> of returns rated the stadium in terms of 'Quality of Venue' between 4 and 5 stars.</p> <p><b>94%</b> of returns rated the stadium in terms of 'Quality of Catering' between 4 and 5 stars.</p> <p><b>97%</b> of returns said they would likely or very likely use the stadium again.</p> <p><b>96%</b> of customers would likely or very likely recommend the stadium to</p>

		<p>others. (1 star being very poor and 5 stars being excellent)</p> <p>Overall, <b>95%</b> of customers rated the stadium very good or excellent.</p>
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<b>Corporate Priority</b>	Priority Three – Supporting Children, Young People and Families. Priority Four - Tackling Inequality and Helping Those Who Are Most in Need. <b>Registrars</b>
<b>ERD 40</b>	<b>Provide accessible and efficient Registration Service to Halton residents.</b>

<b>Milestone: Quarterly updates on progress and annual performance data statistics to be reported to the relevant PPB (national benchmarks set by General Registrar Office)</b>	<b>Progress Q3</b>	<b>Supporting Commentary</b>
Births (or declarations) within 5 working days of request		100% achievement, national benchmark is 95%. Appointment availability monitored to ensure births registered with required timeframe.
Deaths (or declarations) within 2 working days of request		99.04% achievement, national benchmark is 95%. Appointment availability monitored to ensure deaths registered with required timeframe
Waiting times - % of customers seen early, on time or within 10 minutes of their appointment time.		99.32% achieved, national benchmark is 90%.

## 4.0 Financial Statements

### **ECONOMY ENTERPRISE & PROPERTY DEPARTMENT**

#### **Revenue Operational Budget at 30 November 24**

	Annual Budget	Budget to Date	Actual Spend	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
<b>Expenditure</b>					
Employees	5,075	3,558	3,285	273	410
Agency - covering vacancies	0	0	198	(198)	(320)
Repairs & Maintenance	1,706	1,280	1,346	(66)	(99)
Premises	136	119	119	0	0
Energy & Water Costs	1,248	666	617	49	74
NNDR	690	691	660	31	31
Rents	173	94	89	5	7
Economic Regeneration Activities	21	0	0	0	0
Security	544	243	278	(35)	(53)
Supplies & Services	506	387	369	18	27
Supplies & Services - Grant	2,090	302	304	(2)	(3)
Grants to Voluntary Organisations	75	85	86	(1)	(1)
Capital Finance	0	0	0	0	0
Transfer to Reserves	185	186	185	1	1
<b>Total Expenditure</b>	<b>12,449</b>	<b>7,611</b>	<b>7,536</b>	<b>75</b>	<b>74</b>
<b>Income</b>					
Fees & Charges Income	-987	-405	-460	55	83
Rent - Commercial Properties	-872	-524	-511	(13)	(20)
Rent - Investment Properties	-38	-26	-26	0	0
Government Grant	-2,510	-1,157	-1,158	1	1
Reimbursements & Other Grant Income	-193	-403	-400	(3)	(5)
Schools SLA Income	-227	-208	-198	(10)	(15)
Recharges to Capital	-295	-214	-217	3	5
Transfer from Reserves	-1,120	-1,164	-1,164	0	0
<b>Total Income</b>	<b>-6,242</b>	<b>-4,101</b>	<b>-4,134</b>	<b>33</b>	<b>49</b>
<b>Net Operational Expenditure</b>	<b>6,207</b>	<b>3,510</b>	<b>3,402</b>	<b>108</b>	<b>123</b>
<b>Recharges</b>					
Premises Support	2,074	1,382	1,382	0	0
Transport Support	30	18	18	0	0
Central Support	1,947	1,298	1,298	0	0
Asset Rental Support	4	0	0	0	0
Recharge Income	-7,927	-5,285	-5,285	0	0
<b>Net Total Recharges</b>	<b>-3,872</b>	<b>-2,587</b>	<b>-2,587</b>	<b>0</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>2,335</b>	<b>923</b>	<b>815</b>	<b>108</b>	<b>123</b>



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

Finance communicates with the department on a regular basis to manage and analyse spending, identifying potential savings that could support current and future priorities. In an era of constrained budgets, achieving these goals is essential. The above report indicates the department will be under budget by £0.123m at year-end, compared to the period 6 projection of £0.030m under budget

### **Supporting Information**

The department consists of 139fte, of which 69fte are externally funded, with a staff turnover savings target of £0.126m. The employee figures in this report incorporate the pay award for 24/25. All vacancies have been removed from the budget until the next financial year. Through diligent account monitoring, the success of utilising grant and external funding to alleviate pressure on the core budget is evident in employee expenses. Specific projects have been identified, and staff time has been allocated accordingly. Ensuring at all times that we are compliance with the grant conditions. This approach will continue throughout the year.

To fulfil statutory and contractual obligations and support the borough's regeneration, maintaining a complete staff is essential. However, the challenge of filling surveyor and project manager roles, even with a market supplement, has resulted in a lack of suitable candidates. Consequently, the engagement of agency personnel has been necessary, anticipated to cost £0.320m this financial year. Without these personnel, the borough's regeneration efforts would be hindered, potentially leading to a loss of business rates and council tax. Where possible, these costs are reimbursed through capital and external funding grants. So far, £0.050m has been recharged.

The recruitment of agency staff has increased commercial rental income by enabling the completion of pending rent reviews. All units at The Hive are now tenanted, although a rent-free period was provided to secure lease completions, resulting in a £0.020m shortfall.

A reconciliation of service charges at Rutland House and the relocation of Connect to Halton to the Municipal Building have increased the fees and charges income. As a result, the department is forecasting an overachievement of £0.083m by year-end. Managers have asked to identify and implement measures to reduce unnecessary spending, whilst also ensuring the needs of the service are met leading to the department's projecting a positive variance amounting to £0.027m within supplies and services.

A recent exercise was conducted to determine the costs associated with empty properties within the Borough. Consequently a new cost centre was established to monitor these expenses.

In addition to the loss of rental income whilst the properties remain vacant, the Council also incur additional costs for utilities, repairs, and maintenance. As of the end of September, the total costs related to these properties amount to £0.203m. To reduce the expenses actions need to be taken to accelerate the leasing or explore temporary uses for properties, such as short-term rentals or community projects, which will generate some income and reduce costs.

The Department highlighted the necessity of expert advice to advance regeneration projects. Additionally, the change in Government highlighted the need for an up-to-date Housing Strategy for the Borough. Following a meeting with the Director of Economy, Enterprise, and Property, it was decided to use the Department's reserves to cover these one-off costs. Seeking external advice will assist with future grant funding requests from the LCR and Government, and enable the department to fulfil its obligations regarding the borough's regeneration strategy.

Although there has been a significant increase in energy costs over the last few years, it is anticipated that costs this financial year will be £0.152m lower than in 2023/24, representing a decrease of over 11%. The department is forecasting that it will be £0.074m under budget by year-end.



Since contract prices are fixed until March 2025, projections are based on the 2023/24 usage, using the unit price quoted by the supplier. Due to a delay in securing a new security contract, the current provider has been granted a one-year extension. Based on the spending over the last six months, actual spend is projected to exceed budget by £0.053m by the end of the year. The repairs and maintenance program is under continuous review to ensure it stays within budget. This financial year is particularly challenging because the 24/25 budget did not include an inflation adjustment and was further reduced by 10%. An exercise was conducted with the service to distinguish between capital and revenue expenditures, and the budgets have been adjusted accordingly. Despite these adjustments, revenue expenditure is projected to exceed the budget by £0.099m by the end of the year.

### Approved 2024/25 Savings

Please see Appendix A for details of progress towards achieving budget efficiency savings agreed by Council in February 2023.

## ECONOMY, ENTERPRISE AND PROPERTY DEPARTMENT

### APPENDIX A

Ref.	Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
				24/25 £'000	25/26 £'000		
EEP4	Cleaning Services – Council Buildings	580	Review cleaning arrangements, with a focus on only emptying bins and cleaning toilets daily.	100	0		A review of the cleaning service is underway with some positions removed from the structure. The full savings will not be achieved until the accommodation review is complete.
EEP2	Caretaking & Security Services	641	A review and restructuring of	52	0		The restructure can now take place following the

			caretaking arrangements.				retirement of a member of staff. The full saving will not be made until financial year 25/26
<b>Total Economy, Enterprise &amp; Property Department</b>				<b>152</b>	<b>0</b>		

### Capital Budget at 30 November 24

Scheme Detail	2024/25 Original Allocation £000	2024/25 Revised Allocation £000	Q1 Spend £000	Q2 Spend £000	Q3 Spend £000	Q4 Spend £000	Total Spend £000	Allocation remaining £000
<b>Environment &amp; Regeneration Directorate</b>								
<b>Economy, Enterprise &amp; Property</b>								
3MG	134.5	134.5	0.0	0.0	0.0		0.0	134.5
Murdishaw redevelopment	21.2	21.2	5.4	0.0	0.0		5.4	15.8
Waterloo Building	0.0	75.0	46.0	66.0	-112.0		0.0	75.0
Equality Act Improvement Works	293.2	93.2	8.7	17.6	59.6		85.9	7.3
Foundary Lane Residential Area	1,160.0	1,160.0	1.8	464.8	2.3		468.9	691.1
Property Improvements	360.2	460.5	4.3	131.1	286.6		422.0	38.5
Town Deal	11,352.9	11,552.9	174.9	261.8	940.0		1,376.7	10,176.2
Runcorn Station Quarter	484.7	484.7	0.0	60.5	15.5		76.0	408.7
UK Shared Prosperity Fund	178.2	178.2	0.0	0.0	12.2		12.2	166.0
Runcorn Waterfront Residential Development	484.7	268.7	8.6	122.9	61.5		193.0	75.7
Chanqing Places	24.1	24.1	2.5	0.1	1.6		4.2	19.9
Sci-tech Daresbury Project Violet	2,200.0	2,200.0	0.0	0.0	0.0		0.0	2,200.0
Port of Weston	0.0	3,960.0	0.0	1.3	1.7		3.0	3,957.0
Kingsway Leisure Centre Demolition	0.0	750.0	0.0	30.7	0.0		30.7	719.3
<b>Total EEP</b>	<b>16,693.7</b>	<b>21,363.0</b>	<b>252.2</b>	<b>1,156.8</b>	<b>1,269.0</b>	<b>0.0</b>	<b>2,678.0</b>	<b>18,685.0</b>

### Comments on above figures

**3MG** is in its final stages for development with HBC Field being finalised this year and developments for Liberty Park and the Mound not presently forthcoming. No significant levels of expenditure this quarter.

**Foundry Lane** Resolving some of the site and financial issues remains the main focus of the work of this project in the quarter resulting in minimal expenditure with a view to being back on track in the next quarter.

**Murdishaw** The allocation has been brought forward to continue work to improve the amenity at Murdishaw Community Centre as part of the wider community project.

Work has been completed to provide allotment space and further work is due to be undertaken to provide secure and accessible spaces, enhancing the allotment offer. It is intended to allocate and spend the remaining balance within the financial year.

The improvements are part of the wider Murdishaw community regeneration scheme which has supported the delivery of the Tea Tree community café, improvements to bungalows on the estate and environmental improvements.

**Sci-Tech Daresbury Project Violet** Project Violet is currently being reviewed and a full business case is in development. As a result of increased costs, the development appraisal is being reviewed and the funding requirements being reviewed. The programme anticipates a

procurement exercise in the next quarter and the revised delivery programme proposes a 26 month build with construction commencing in August 2025 and completion in Q4 2026.

**Waterloo Building** All works complete, site now sold, retention monies left to pay in March 2025 circa £2.5k

**Equality Improvement Works** All budget will be spent by year end, £0.200m allocated to The Brindley.

**Property Improvement** The budget has been adjusted to accommodate two new unforeseen projects: replacing the platform lift at Kids Planet and fully refurbishing the public lift at Halton Lea.

**Changing Places** Works all complete, grant money fully spent, some retention monies left to pay circa £5k.

**Runcorn Station Quarter** The Runcorn Station Development Project will formally be passed over to the CA Rail team as a Merseytravel project from 30th September. A final invoice is estimated to be submitted during quarter 3 2024 period for Network Rail Project Management fees.

This is estimated to be no more than £10k. Once this has been paid and claimed, the CA Investment Team will formally end Halton's GFA. Halton's role will continue as strategic partner and actively be involved in the design process.

**Town Deal** Although at different stages work is progressing with all Town Deal funded projects. The Brindley started on site mid-August and the next phase of the Creative and Digital Skill centre started on site in September. The Health Hub design work is completed and the next stage is to tender the work. Design work progresses on the remaining projects.

**Runcorn Waterfront Residential Development** A contractor for the demolition works was appointed in March 2024, with Planning Consent gained in May 2024. Following a period of services disconnections and liaison with Halton Housing (whose adjoining building Church Mansions, is connected to Churchill Hall), the demolition works commenced in mid-July 2024. The main demolition works are now completed, with practical completion anticipated in mid-Oct 2024. This will bring to a close the Council capital element of the project. The Council continues to work on developing residential proposals for the site in partnership with Halton Housing, community consultation is anticipated in Winter 2024.

**Kingsway Leisure Centre Demolition** Preliminary work is underway, with a submission of an application for demolition works to the Local Planning Authority and the procurement of the demolition contractor both anticipated to commence in Autumn 2024. The demolition works are on track to commence in Spring 2025, following relocation of the Leisure Centre and period of decommissioning of the building.

**Port of Weston** A outline business case has been developed and finalised which demonstrates the viability of the Port of Weston as a business location with a mixture of uses including high-barn warehousing and a business park. Within the quarter a full business case was starting to be commissioned with a view to carrying out a green book assessment to secure the funding for site purchase and development.

**UK Shared Prosperity Fund** Work has commenced at The Brindley. The allocation for the education room will be reflected in the forecast. The allocations for the High Street solar panels and Church Street works are projected for the end of the financial year.

## **COMMUNITY & GREENSPACE**

### **Revenue Budget as at 30<sup>th</sup> November 2024**

	<b>Annual Budget £'000</b>	<b>Budget to Date £'000</b>	<b>Actual Spend £'000</b>	<b>Variance (Overspend) £'000</b>	<b>Forecast Outturn £'000</b>
<b>Expenditure</b>					
Employees	17,435	11,470	10,795	675	1,012
Agency - covering vacancies	0	0	149	(149)	(224)
Agency - in addition to establishment	0	0	164	(164)	(246)
Premises	3,455	2,004	2,092	(88)	(90)
Supplies & Services	2,186	1,304	1,381	(77)	(115)
Hired & Contracted Services	623	623	623	0	0
Book Fund	128	96	96	0	0
Food Provisions	388	281	259	22	33
School Meals Food	1,960	972	1,025	(53)	(80)
Transport	117	52	74	(22)	(33)
Other Agency Costs	429	340	340	0	0
Other Expenditure	0	0	63	(63)	(64)
Waste Disposal Contracts	7,002	3,317	3,131	186	279
Grants to Voluntary Organisations	64	44	27	17	26
Grants to Norton Priory	172	172	172	0	0
<b>Total Expenditure</b>	<b>33,959</b>	<b>20,675</b>	<b>20,391</b>	<b>284</b>	<b>498</b>
<b>Income</b>					
Sales Income	-1,373	-991	-973	(18)	(26)
Fees & Charges Income	-5,490	-4,016	-4,122	106	158
Rental Income	-235	-135	-170	35	53
Markets Income	-910	-446	-437	(9)	(12)
Government Grant Income	-1,337	-1,337	-1,337	0	0
Reimbursements & Other Grant Income	-703	-361	-361	0	0
School SLA Income	-1,313	-564	-564	0	0
School Meals Income	-3,598	-1,942	-1,808	(134)	(200)
Internal Fees Income	-322	-135	-177	42	64
Capital Salaries	-173	-90	-34	(56)	(84)
Transfers From Reserves	-15	-15	-15	0	202
<b>Total Income</b>	<b>-15,469</b>	<b>-10,032</b>	<b>-9,998</b>	<b>(34)</b>	<b>155</b>
<b>Net Operational Expenditure</b>	<b>18,490</b>	<b>10,643</b>	<b>10,393</b>	<b>250</b>	<b>653</b>
<b>Recharges</b>					
Premises Support	1,675	1,115	1,116	(1)	0
Transport	2,257	1,491	1,515	(24)	(37)
Central Support	3,897	2,581	2,581	0	0
Asset Rental Support	199	0	0	0	0
HBC Support Costs Income	-1,148	-765	-765	0	0
<b>Net Total Recharges</b>	<b>6,880</b>	<b>4,422</b>	<b>4,447</b>	<b>(25)</b>	<b>(37)</b>
<b>Net Departmental Expenditure</b>	<b>25,370</b>	<b>15,065</b>	<b>14,840</b>	<b>225</b>	<b>616</b>

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

The net departmental expenditure is forecast to be £0.616m under budget at the end of the 2024/25 financial year. A marginally improved position from the expected £0.395m forecasted in Month 6.

The largest contributor to the underspend is in relation to spend on Employees, this is currently forecast to be £1.012m under the approved budget profile by the end of the financial year.

There are several restructures taking place across the Department, in order to facilitate these, a number of vacancies arising are being held vacant for the current financial year until the new

structure is implemented, the most notable being the new structure being realised when the Halton Leisure Centre is opened.

Agency spend is currently sitting at £0.313m for the first half of the 2024/25 financial year. As the Department offers a number of front-line services, including waste collections, in order to continue operations in the event of staff sickness, there is a reliance on agency to reduce the impact on residents within the borough.

Spend on premises costs is forecast to be £0.090m over budget in 2024/25, the new leisure centre is now expected to hand over within this financial year and will begin to incur costs within 2024/25. The site is planning to be open in February 2025, in order to facilitate this, both sites will incur costs in the overlap. This should be offset by the increase in fees expected from a rise in demand with the new site. The original plans were for the leisure centre to utilise the solar farm however the extension required to provide energy to the leisure centre has only recently been submitted for planning, so there is a potential budget pressure next year as the energy will have to be supplied from elsewhere until the solar farm extension is functioning.

Supplies and Services is forecasting an overspend of £0.115m which is a budget pressure throughout the Department, and is primarily caused by inflationary cost increases of key goods and services over recent years, if the Council were to contain these costs within the budget profile there would be a reduction in the service provided. As the Department provides very visible services to the residents of Halton, any changes would be likely to have a negative impact to The Council's reputation.

School Meals food costs have been severely impacted by the high rate of inflation on food, due to the winding up of the service the department is likely to see an underspend in regards to its expenditure, however this will be net against a reduction in income.

Waste Disposal Contract costs are forecasted to achieve £0.279m under the approved budget during 2024/25. Costs are likely to increase slightly from 2023/24 however, from a budgetary position it is still expected to be underspent by the end of the financial year. Reconciliation adjustments for prior year costs are also received several months into subsequent financial years which cause difficulties when accurately projecting expenditure.

There is central government initiative to incorporate food waste recycling into all waste provisions across the country, once this has been fully implemented, there is scope to further drive down these costs as when sorted at source, the processing costs are reduced.

Income across the Department (excluding reserves movements) is expected to be below the approved budget profile within 2024/25 by £0.047m, an improved figure from Month 6 - £0.141m, these are offset against reductions in forecasted expenditure for the year in particular the staffing costs, as the staff are not in place to generate the income, however the full impact of changes of this nature will be realised following the cessation of the School Meals service as this budget pressure absorbs any underspend generated. The improvement from Month 6 has come from the Leisure Centre site opening in February, and generating higher income than that of the Kingsway facility. The most significant change in reported outturn from Month 6 is within the Transfers From Reserves line. There has been an identification of £0.202m of grant funding which can be utilised in year from the Homes For Ukraine scheme

which is currently in reserves. This can be used against costs arising from the support and subsequent impact on other services as Halton hosts Ukrainian citizens.

## **BUDGET SAVINGS**

### **COMMUNITY AND GREENSPACES DEPARTMENT**

Ref.	Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
				24/25 £'000	25/26 £'000		
COMM3	Sport & Recreation	471	Restructuring the roles and responsibilities of the Sports Development Team	36	0	<input checked="" type="checkbox"/>	Phase 1 of the restructure is underway with subsequent phases to occur within the next financial year.
COMM5	Stadium & Catering Services – School Meals	12	Cease to deliver the school meals service, which has made significant losses of over £200,000 for a number of years and is forecast to make a similar loss by year-end. Work would be undertaken with schools over the next two years to support them to secure an alternative means of delivery, whether in-house or via an external provider.	0	12	<input checked="" type="checkbox"/>	The cessation of the service is underway with the majority of schools ending their contracts by the end of the calendar year.
<b>Total Community &amp; Environment Department</b>				<b>36</b>	<b>12</b>		

**Planning, Provision and Transportation Department**  
**Revenue Budget as at 30 November 2024**

	<b>Annual Budget</b>	<b>Budget to Date</b>	<b>Actual Spend</b>	<b>Variance (Overspend)</b>	<b>Forecast Outturn</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Expenditure</b>					
Employees	5,719	3,796	3,535	261	393
Agency - covering vacancies	110	84	120	(36)	(54)
Agency - in addition to establishment	24	22	68	(46)	(69)
Efficiency Savings	-150	-100	0	(100)	(150)
Premises	193	144	111	33	50
Hired & Contracted Services	59	0	96	(96)	(167)
Planning Appeal Decision	0	0	0	0	(300)
Supplies & Services	144	153	260	(107)	(161)
Street Lighting	1,662	502	494	8	12
Highways Maintenance - Routine & Reactive	1,772	946	1,010	(64)	(97)
Highways Maintenance - Programmed Works	1,908	932	718	214	321
Fleet Transport	1,455	978	908	70	105
Bus Support - Halton Hopper Tickets	23	20	15	5	8
Bus Support	498	569	569	0	0
Agency Related Expenditure	8	7	34	(27)	(27)
Grants to Voluntary Organisations	31	31	31	0	0
NRA Levy	74	73	73	0	2
LCR Levy	1,059	529	529	0	0
Contribution to Reserves	359	359	359	0	0
<b>Total Expenditure</b>	<b>14,948</b>	<b>9,045</b>	<b>8,930</b>	<b>115</b>	<b>(134)</b>
<b>Income</b>					
Sales & Rents Income	-97	-65	-111	46	70
Planning Fees	-826	-546	-350	(196)	(294)
Building Control Fees	-245	-163	-163	0	0
Other Fees & Charges	-908	-596	-910	314	472
Grants & Reimbursements	-206	-121	-121	0	0
Government Grant Income	-240	-253	-253	0	0
Halton Hopper Income	-24	-16	-7	(9)	(13)
Recharge to Capital	-467	-89	-89	0	0
LCR Levy Reimbursement	-1,059	-529	-529	0	0
Contribution from Reserves	-1,036	-1,036	-1,036	0	0
<b>Total Income</b>	<b>-5,108</b>	<b>-3,414</b>	<b>-3,569</b>	<b>155</b>	<b>235</b>
<b>Net Operational Expenditure</b>	<b>9,840</b>	<b>5,631</b>	<b>5,361</b>	<b>270</b>	<b>101</b>
<b>Recharges</b>					
Premises Recharges	560	373	373	0	0
Transport Recharges	749	511	509	2	4
Central Recharges	1,534	1,022	1,022	0	0
Asset Charges	851	0	0	0	0
HBC Support Costs Income	-5,129	-3,438	-3,720	282	423
<b>Net Total Recharges</b>	<b>-1,435</b>	<b>-1,532</b>	<b>-1,816</b>	<b>284</b>	<b>427</b>
<b>Net Departmental Expenditure</b>	<b>8,405</b>	<b>4,099</b>	<b>3,545</b>	<b>554</b>	<b>528</b>



## Comments on the above figures

**Financial Position** It is currently estimated net spend for the year will be £0.528m below the approved budget.

### Supporting Information

As in previous years budget holders are working closely with the Finance Officers to ensure a balanced budget is achieved. Wherever possible capital expenditure is being prioritised to relieve pressure on the revenue budgets.

Employee expenditure is predicted to be under budget at the end of the financial year due to the following:

- There is now a more accurate projection of current vacant posts and when they are likely to be filled, this includes vacancies that have not been filled after going out to advert. The department is currently about to embark on a restructure.
- There were 3 members of agency staff which are now shown separately from employee costs. These contracts have now ended.

Efficiency savings for PPT are not expected to be met and more information is provided about this further down the report.

Supplies and services and contracted services are projected to be over budget as in previous years due to the following:

- Halton has a contract with MEAS (Merseyside Environmental Advisory Service) which is hosted by Sefton LA. This is used to provide Halton with advice in relation to ecology, waste, environmental impact assessments and local plans. Although the expenditure on the contract is over the allocated budget, it would cost Halton considerably more to provide this advice in house. Budget has been increased in 2025/26 to allow for this.
- £0.109m of the overspend against supplies and services is in relation to software licences and maintenance of systems required but there is no budget available.

For a number of years the Council has reported a contingent liability on the balance sheet as under the Town and Country Planning Act 1990, participants in planning appeals can apply for costs against other parties. The Council has had one application awarded against them recently, and so until the final costs are agreed there has been a provision of £0.300m put against the revenue budget in 2024/25. As the cases have been settled in 2024/25, these need to be provided for in this financial year. This relates to the Pavilions public enquiry. It is therefore important that Halton makes robust planning decisions otherwise expenditure like this can occur.

The street lighting expenditure is projected to come in slightly under budget. Various actions have been taken to decrease the amount of power being used such as lights being turned off 12am – 6am on some routes and over 80% of HBC owned street lighting stock of around 20,500 columns have been upgraded to LED. However, this has been offset a small amount by new developments that have become adopted and therefore added to the energy bill. This is a volatile budget and could change over the winter months. For the purpose of this report the projected figure is based on the previous financial years outturn in terms of energy costs. This is

the simplest way to project expenditure due to actual usage fluctuations year upon year which cannot be predicted.

Highways maintenance actual spend is projected to be under budget. Capital is again being utilised where appropriate. The report is again broken down into routine and reactive schemes and programmed works so the various areas can be looked at in more detail.

Fleet transport has seen an increase in costs across fuel and parts which reflects the projected outturn and was also evidenced in the last financial year. However, there has been a concerted effort to ensure expenditure is only accrued when necessary. There is also a significant delay in the time it takes from placing an order and receiving the goods. Every effort is being made to prolong fleet replacements, but this also has a negative impact on the cost of repairs as they then increase.

Planning income is again projected to be under achieved. Following on from the last financial year there is a downturn in the number of applications being received. Although, Government increased planning fees rates towards the end of last year this has not offset the lack of large development agreements the Council has witnessed in previous years. This forecast is based on the income that has been received so far, this financial year and what is likely to be achieved going forward.

Fees and charges income is projected to exceed its income target based on the last few financial years. This is an ever-changing area as it is fully dependent on the amount of permit applications etc that is received. It is anticipated that this level of income will start to reduce in future years.

Transport income recharges will be over on its income target, but these are offset by overspends in other Council departments where transport support is provided.

### **Approved 2024/25 Savings**

Savings that were put forward for 2024/25 can be seen in Appendix A at the end of this report

### **Risks/Opportunities**

Across the whole department inflation has significantly driven costs up and every division is bearing the cost of this. Budgets have also been top sliced in order to help balance the overall council budgets. The Highways / Traffic and Logistics divisions are seeing the largest impact of this when purchasing materials / fuel / parts for vehicles etc.

Scheme Detail	2024/25 Original Allocation £000	2024/25 Revised Allocation £000	Q1 Spend £000	Q2 Spend £000	Q3 Spend £000	Q4 Spend £000	Total Spend £000	Allocation remaining £000	Comments
<b>Environment &amp; Regeneration Directorate</b>									
<b>Policy, Planning &amp; Transportation Dept</b>									
Bridge and Highway Maintenance	0.0	2,265.6	281	313	20		613.8	1,651.8	
Runcorn Busway	0.0	0.0	227	80	371		678.4	-678.4	
ATF3 Murdishaw to Whitehouse	0.0	3,000.0	175	363	497		1,035.3	1,964.7	
ATF4 Widnes Town Centre Accessibility	0.0	114.5	0	0	0		0.0	114.5	
A56 Reconstruction (Delph Lane)	0.0	943.7	351	0	10		361.1	582.6	
Dukesfield ATL (Waterloo Bridge)	0.0	0.0	1	0	0		1.1	-1.1	
LCWIP Phase 2 Daresbury	0.0	3,861.7	629	56	15		700.3	3,161.4	
Additional Pothole Funding	0.0	429.1	0	0	0		0.0	429.1	
CRSTS	5,288.6	5,288.6	1,656	884	2,184		4,724.0	564.6	
Street Lighting - Structural Maintenance	1,025.6	1,025.6	0	37	94		131.0	894.6	
Street Lighting - Upgrades	969.4	969.4	0	0	0		0.0	969.4	
East Runcorn Connectivity	5,851.7	5,851.7	453	207	810		1,469.5	4,382.1	
Risk Management	597.8	597.8	5	0	0		4.9	592.9	
Fleet Replacements	4,927.4	4,927.4	1,082	455	256		1,792.8	3,134.6	
<b>Total PPT</b>	<b>18,660.4</b>	<b>29,275.0</b>	<b>4,860.2</b>	<b>2,395.0</b>	<b>4,257.0</b>	<b>0.0</b>	<b>11,512.2</b>	<b>17,762.8</b>	

### Comments on the above capital figures

Both Runcorn Busway and Dukesfield ATL (Waterloo Bridge) came in over budget. These were grant funded and the full amount has been utilised, LCR have confirmed they will fund the majority of the gap for Runcorn Busway and talks are still ongoing around Dukesfield.

CRSTS (City Region Sustainable Travel Settlement) replaced the historical grant funding from the DfT. It is broken down into various areas such as carriageway maintenance, footway maintenance, street lighting and structures. Halton has recently been informed by the Combined Authority (CA) that the underspend from 2023/24 will be carried forward into 2024/25.


The East Runcorn Connectivity (ERC) scheme is on track and additional funding from LCR has been secured. The grant funding agreement has now been signed off by both parties and claims are currently being completed.

The A56 project is in support of the new junction completion for the Redrow development which overlaps with the ERC scheme mentioned above. Progress is not being made on this and will continue over the summer period.

LCWIP Phase 2 (Local Cycling and Walking Infrastructure Plan) Runcorn to Daresbury is currently underway on Long Benton Way. A change request has been submitted to LCR as expenditure is not projected to reach the original budget of £5.7m, but a response hasn't yet been received.

POLICY, PLANNING AND TRANSPORTATION DEPARTMENT




APPENDIX A

Ref.	Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
				24/25 £'000	25/26 £'000		
PPT6	Traffic	N/A	Consider introducing civil traffic enforcement for traffic violations. Employ private sector civil enforcement officers to issue fines and generate income. It would take 12 months to apply for powers from the DFT and put the scheme in place. The Environment & Urban Renewal Policy & Performance Board will consider this via a Topic Group.	150	0		This was not agreed to be a viable saving and members did not approve the scheme. Therefore no income will be generated as the traffic enforcement will not be carried out.
<b>Total Policy, Planning &amp; Transportation Department</b>				<b>150</b>	<b>0</b>		




## Appendix 2: Explanation of symbols

Symbols are used in the following manner:

### Progress Symbols

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

### Direction of Travel Indicator

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