

# Public Document Pack



## Corporate Policy and Performance Board

Tuesday, 7 June 2016 6.30 p.m.  
Civic Suite, Town Hall, Runcorn

A handwritten signature in black ink that reads 'David WR'.

**Chief Executive**

### **BOARD MEMBERSHIP**

Councillor Robert Gilligan (Chair)	Labour
Councillor Alan Lowe (Vice-Chair)	Labour
Councillor John Abbott	Labour
Councillor Ellen Cargill	Labour
Councillor Harry Howard	Labour
Councillor Chris Loftus	Labour
Councillor Angela McInerney	Labour
Councillor Norman Plumpton Walsh	Labour
Councillor Joe Roberts	Labour
Councillor Gareth Stockton	Liberal Democrat
Councillor Kevan Wainwright	Labour

*Please contact Gill Ferguson on 0151 511 8059 or  
gill.ferguson@halton.gov.uk for further information.  
The next meeting of the Board is on Tuesday, 6 September 2016*

**ITEMS TO BE DEALT WITH  
IN THE PRESENCE OF THE PRESS AND PUBLIC**

**Part I**

<b>Item No.</b>	<b>Page No.</b>
<b>1. MINUTES</b>	
<b>2. DECLARATION OF INTEREST (INCLUDING PARTY WHIP DECLARATIONS)</b>	
Members are reminded of their responsibility to declare any Disclosable Pecuniary Interest or Other Disclosable Interest which they have in any item of business on the agenda, no later than when that item is reached or as soon as the interest becomes apparent and, with Disclosable Pecuniary Interests, to leave the meeting during any discussion and voting on the item.	
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***In accordance with the Health and Safety at Work Act the Council is required to notify those attending meetings of the fire evacuation procedures. A copy has previously been circulated to Members and instructions are located in all rooms within the Civic block.***

**REPORT TO:** Corporate Policy & Performance Board

**DATE:** 7<sup>th</sup> June 2016

**REPORTING OFFICER:** Strategic Director, Community and Resources

**SUBJECT:** Public Question Time

**WARD(s):** Borough-wide

### **1.0 PURPOSE OF REPORT**

1.1 To consider any questions submitted by the Public in accordance with Standing Order 34(9).

1.2 Details of any questions received will be circulated at the meeting.

**2.0 RECOMMENDED: That any questions received be dealt with.**

### **3.0 SUPPORTING INFORMATION**

3.1 Standing Order 34(9) states that Public Questions shall be dealt with as follows:-

- (i) A total of 30 minutes will be allocated for dealing with questions from members of the public who are residents of the Borough, to ask questions at meetings of the Policy and Performance Boards.
- (ii) Members of the public can ask questions on any matter relating to the agenda.
- (iii) Members of the public can ask questions. Written notice of questions must be given by 4.00 pm on the working day prior to the date of the meeting to the Committee Services Manager. At any one meeting no person/organisation may submit more than one question.
- (iv) One supplementary question (relating to the original question) may be asked by the questioner, which may or may not be answered at the meeting.
- (v) The Chair or proper officer may reject a question if it:-
  - Is not about a matter for which the local authority has a responsibility or which affects the Borough;
  - Is defamatory, frivolous, offensive, abusive or racist;
  - Is substantially the same as a question which has been put at a meeting of the Council in the past six months; or
  - Requires the disclosure of confidential or exempt information.

- (vi) In the interests of natural justice, public questions cannot relate to a planning or licensing application or to any matter which is not dealt with in the public part of a meeting.
- (vii) The Chairperson will ask for people to indicate that they wish to ask a question.
- (viii) **PLEASE NOTE** that the maximum amount of time each questioner will be allowed is 3 minutes.
- (ix) If you do not receive a response at the meeting, a Council Officer will ask for your name and address and make sure that you receive a written response.

Please bear in mind that public question time lasts for a maximum of 30 minutes. To help in making the most of this opportunity to speak:-

- Please keep your questions as concise as possible.
- Please do not repeat or make statements on earlier questions as this reduces the time available for other issues to be raised.
- Please note public question time is not intended for debate – issues raised will be responded to either at the meeting or in writing at a later date.

#### **4.0 POLICY IMPLICATIONS**

None.

#### **5.0 OTHER IMPLICATIONS**

None.

#### **6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

6.1 **Children and Young People in Halton** - none.

6.2 **Employment, Learning and Skills in Halton** - none.

6.3 **A Healthy Halton** – none.

6.4 **A Safer Halton** – none.

6.5 **Halton's Urban Renewal** – none.

#### **7.0 EQUALITY AND DIVERSITY ISSUES**

7.1 None.

**8.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE  
LOCAL GOVERNMENT ACT 1972**

8.1 There are no background papers under the meaning of the Act.

**REPORT TO:** Corporate Policy and Performance Board  
**DATE:** 7<sup>th</sup> June 2016  
**REPORTING OFFICER:** Chief Executive  
**SUBJECT:** Executive Board Minutes  
**WARD(s):** Boroughwide

## **1.0 PURPOSE OF REPORT**

- 1.1 The Minutes relating to the Corporate Services Portfolio which have been considered by the Executive Board are attached at Appendix 1 for information.
- 1.2 The Minutes are submitted to inform the Policy and Performance Board of decisions taken in their area.

## **2.0 RECOMMENDATION: That the Minutes be noted.**

## **3.0 POLICY IMPLICATIONS**

- 3.1 None.

## **4.0 OTHER IMPLICATIONS**

- 4.1 None.

## **5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

### **5.1 Children and Young People in Halton**

None

### **5.2 Employment, Learning and Skills in Halton**

None

### **5.3 A Healthy Halton**

None

### **5.4 A Safer Halton**

None

### **5.5 Halton's Urban Renewal**

None

**6.0 RISK ANALYSIS**

6.1 None.

**7.0 EQUALITY AND DIVERSITY ISSUES**

7.1 None.

**8.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

8.1 There are no background papers under the meaning of the Act.

**Extract of Executive Board Minutes relevant to the Corporate Policy and Policy and Performance Board****11th February 2016****RESOURCES PORTFOLIO****EXB109 BUDGET 2016/17 - KEY DECISION**

The Board considered a report of the Operational Director, Finance, which outlined a recommendation to Council in respect of the Budget, Capital Programme and Council Tax for 2016/17.

It was noted that, at the time of writing the report, the Cheshire Police and Crime Commissioner, the Cheshire Fire Authority and Daresbury Parish Council had not set their budgets and Council Tax precepts. However, final figures would be reported to Council when the information was available.

The Government announced the Final Local Government Finance Settlement figure for 2016/17 on 9 February 2016, which was in line with the Provisional Settlement announced on 17 December 2015. The Business Rates Retention Scheme allowed 49% of the business rates generated within the Borough to be retained, with the Council in receipt of a Top Up grant and Revenue Support grant.

The 2015 Spending Review also announced that local authorities responsible for adult social care would be given an additional 2% flexibility on their current council tax referendum threshold, which was to be used towards the funding shortfall for adult social care.

The Board was advised that the Medium Term Financial Strategy, approved on 10 December 2015, had identified a funding gap of around £18m in 2016/17, £16m in 2017/18 and £7m in 2018/19. The Strategy had the following objectives:

- Deliver a balanced and sustainable budget;
- Prioritise spending towards the Council's five priority areas;
- Avoid excessive Council Tax rises;
- Achieve significant cashable efficiency gains;
- Protect essential front line services; and

- Deliver improved procurement.

In terms of consultation, it was noted that the Council used various methods to listen to the views of the public and Members' own experiences through their Ward work was an important part of that process. Budget presentations had taken place at its Area Forums and details of the comments made were tabled at the meeting. In addition, individual consultations would take place in respect of specific budget proposals and equality impact assessments would be completed where necessary.

On 14 October 2015 and 9 December 2015, the Council approved initial budget savings totalling £11.5m for 2016/17, and further proposed savings were shown at Appendix B. The Departmental analysis of the budget was shown in Appendix C and the major reasons for change from the current budget were outlined for Members' information in Appendix D. It was noted that the proposed budget total was £98.465m.

The Board was advised that the proposed budget incorporated the grant figures announced in the Final Grant Settlement, and included £0.5m for the New Homes Bonus Grant, payable to local authorities based on the net increase in the number of homes in their area.

Further information was provided in respect of the budget outlook. As part of the Local Government Provisional Finance Settlement for 2016/17, the Government had published indicative Settlement Funding Allocations for the three years up to 2019/20. In addition, a consultation had been published on the future of the New Homes Bonus grant, which looked to reduce the number of years this grant was paid from six to four years. The Medium Term Financial Forecast had been updated and was attached at Appendix E. It was noted that the resultant funding gap over the next two years was forecast to be in the region of £34m.

Further information was provided in respect of Halton's Council Tax, Parish Precepts, Capital Programme, the Prudential Code and school budgets.

Members wished to place on record their thanks to all members of the Budget Working Group, Policy and Performance Board Chairs and staff for their hard work in producing this year's budget.

Reason(s) For Decision

To seek approval for the Council's revenue budget, capital programme and council tax for 2016/17.

Alternative Options Considered and Rejected

In arriving at the budget saving proposals set out in Appendix B, numerous proposals had been considered, some of which had been deferred pending further information or rejected.

Implementation Date

2 March 2016.

RESOLVED: That Council be recommended to adopt the resolution set out in Appendix A of the report, which included setting the budget at £98,465m, the Council Tax requirement of £41.217m (before Parish, Police and Fire Precepts) and the Band D Council Tax for Halton of £1,250.97.

Operational  
Director - Finance

EXB110 TREASURY MANAGEMENT STRATEGY STATEMENT  
2016/17

The Board considered a report of the Operational Director, Finance, proposing the Treasury Management Strategy Statement (TMSS) which incorporated the Annual Investment Strategy (AIS) and the Minimum Revenue Provision (MRP) Strategy for 2016/17.

The TMSS was attached to the report and detailed the expected activities of the Treasury function in the forthcoming financial year (2016/17).

The Local Government Act 2003 required the Council to "have regard to" the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council's capital investment plans were affordable, prudent and sustainable. The Act therefore required the Council to set out its treasury strategy for borrowing as well as an Annual Investment Strategy, which set out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments. However, Government guidance stated that authorities could combine the statement and the strategy into one report, and the Council had adopted this approach.

Members noted that the production of a Minimum Revenue Provision Policy Statement was required and a formal statement for approval was contained within the

report at paragraph 2.3, with Appendix A detailing the full policy and Appendix B detailing the changes in the policy for 2016/17.

RESOLVED: That Council be recommended to adopt the policies, strategies, statements and prudential and treasury indicators outlined in the report.

Operational  
Director - Finance

**25<sup>th</sup> February 2016**

**LEADER'S PORTFOLIO**

**EXB112 SYRIAN REFUGEE CRISIS**

The Board considered a report of the Chief Executive, on the Syrian Refugee Crisis, the current response from Central Government and at local level.

The Board was advised that Halton was working collaboratively with all the North West local authorities in respect of this agenda, and was part of the Merseyside sub regional group. It was reported that the Council had developed measures to fully engage with communities, statutory and non- statutory agencies including the faith and voluntary sector, to improve the understanding of the refugee crisis and the implications this had for Halton and the wider North West.

The report set out details of the Asylum Dispersal Programme (COMPASS), which the Home Office had contracted out to Serco to provide asylum accommodation, transport and support. It was noted that the Syrian Vulnerable Persons Resettlement Scheme (VPR), would expand to admit 20,000 Syrian refugees to be admitted to the UK by 2020.

It was further reported that each local authority in the North West would take the lead role to work with local partners to ensure that arrivals were provided with suitable accommodation and the specific needs of this vulnerable group were met. Central Government would meet the cost of the arrivals in terms of orientation, support, health and education costs for the first year, with reducing support in years 2-5.

RESOLVED: That Council

- 1) support the COMPASS and VPR Programme;
- 2) work with all the North West Local Authorities to

Chief Executive

- establish a robust operational mechanism to oversee and deliver the programme; and
- 3) learn from the examples of best practice nationally, to ensure that Halton provides effective humanitarian support, which is measured and proportionate, and takes into account the needs of those relocated under the programme and Halton's existing communities.

## RESOURCES PORTFOLIO

### EXB115 THE ESTABLISHMENT, VICTORIA SQUARE, WIDNES

The Board considered a report of the Strategic Director, People and Economy, on the proposed sale of the Council's reversionary freehold interest in The Establishment (Former Halton Business Forum).

The Board was advised that the former Halton Business Forum was currently leased to SJL Leisure Ltd for a term of 150 years from November 2008. The original proposal was for the leaseholder to develop the site for a hotel and a substantial two storey extension was built at the rear of the original listed building to facilitate this.

It was reported that, due to the downturn in the economy, the only area of the building in use was the ground floor bar, the remainder of the property was unoccupied. As the leaseholder would now like to develop the vacant area to provide office space close to the town centre, it was reported he had made an offer of £20,000 (plus professional costs) to the Council for the disposal of the Freehold Interest. This amount would be paid in instalments, as set out in the report.

RESOLVED: That

- 1) disposal of the Freehold interest on the basis set out in the report, be approved; and
- 2) the Operational Director, Economy, Enterprise and Property, be authorised to arrange for all required documentation to be completed to the satisfaction of the Operational Director, Legal and Democratic Services.

Strategic Director  
- People and  
Economy

### EXB116 2016/17 QUARTER 3 SPENDING

The Board considered a report of the Operational Director, Finance, which summarised the overall revenue and capital spending position as at 31 December 2015.

In overall terms, revenue expenditure was £39,000 below the budget profile, however, this was only a guide to eventual spending. It was noted that spend to date showed a very marginal position and careful monitoring through to year-end was required to ensure spend was within overall budget. Saving proposals of £11.5m had already been approved by Council, and early implementation of these proposals had helped to manage the overall spend for the last three months of the financial year.

It was noted that spending on employees was £0.930m below the budget profile at the end of the quarter, with vacant posts in a number of Departments helping to generate the favourable variance to date.

Members were advised that there continued to be budget pressures within the Children and Families Department which was significantly over the profiled budget to date.

With regard to capital spending, it was reported that spending to the 31 December 2015 totalled £19.896m, which was slightly ahead of the planned spending of £19.431m at this stage. However, this represented 65% of the total capital programme of £30.478m (which assumed a 20% slippage between years).

The Council's Balance Sheet was monitored regularly in accordance with the Reserves and Balances Strategy which formed part of the Medium Term Financial Strategy. The key reserves and balances had been reviewed and were considered prudent and appropriate at this stage in the financial year and within the current financial climate.

RESOLVED: That

- 1) all spending continued to be limited only to the absolutely essential;
- 2) Strategic Directors ensure that overall spending at year-end was within their total operational budget; and
- 3) Council be recommended to approve the revised Capital Programme as set out in Appendix 3, attached to the report.

Operational  
Director - Finance

EXB117 TREASURY MANAGEMENT QUARTER 3 2015/16

The Board considered a report of the Operational Director, Finance, which updated them on activities undertaken on the money market as required by the Treasury Management Statement.

The report provided supporting information on the economic outlook, interest rate forecast, short term borrowing rates, longer term borrowing rates, borrowing and investments, new long term borrowing and policy guidelines. It was noted that no debt rescheduling had been undertaken during the quarter.

RESOLVED: That the report be noted.

EXB118 SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972 AND THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

The Board considered:

- (1) whether Members of the press and public should be excluded from the meeting of the Board during consideration of the following item of business in accordance with Sub-Section 4 of Section 100A of the Local Government Act 1972 because it was likely that, in view of the nature of the business to be considered, exempt information would be disclosed, being information defined in Section 100 (1) and paragraph 3 of Schedule 12A of the Local Government Act 1972; and
- (2) whether the disclosure of information was in the public interest, whether any relevant exemptions were applicable and whether, when applying the public interest test and exemptions, the public interest in maintaining the exemption outweighed that in disclosing the information.

RESOLVED: That as, in all the circumstances of the case, the public interest in maintaining the exemption outweighed the public interest in disclosing the information, members of the press and public be excluded from the meeting during consideration of the following item

of business in accordance with Sub-Section 4 of Section 100A of the Local Government Act 1972 because it was likely that, in view of the nature of the business, exempt information would be disclosed, being information defined in Section 100 (1) and paragraph 3 of Schedule 12A of the Local Government Act 1972.

## **RESOURCES PORTFOLIO**

### **EXB119 DISCRETIONARY BUSINESS RATES RELIEF REQUEST**

The Board considered a report of the Strategic Director, People and Economy, and the Strategic Director, Community and Resources, on a request for discretionary business rates relief.

The Board was advised that under the Business Rates Retention Scheme, introduced in April 2013, the Council retained 49% of the business rates income that it collected, and offered a financial incentive to promote economic growth. Halton had historically considered applications for discretionary business rates relief on a case by case basis and where there were exceptional reasons for doing so.

The report set out details of the current request for Members' consideration.

**RESOLVED:** That discretionary business rates relief of up to 100% in respect of the company referred to in the report, be approved for 2016/17 only, on the basis set out in paragraph 3.9 of the report.

Strategic Director  
- Community &  
Resources

**10<sup>th</sup> March 2016**

## **RESOURCES PORTFOLIO**

### **EXB123 DISCRETIONARY NON DOMESTIC RATE RELIEF**

The Board considered a report of the Strategic Director, Community and Resources, which set out details of two applications from charities for discretionary non-domestic rate relief.

The Board was advised that, under the amended provisions of the Local Government Finance Act 1988, the Council was able to grant discretionary rate relief to any business ratepayer. This relief had previously only been

available to organisations that were a charity, a community amateur sports club or a not-for-profit organisation.

Since 1 April 2013, the Council had been responsible for funding 49% of any award of mandatory or discretionary rate relief granted, with Government meeting the remaining 51%. The Board was reminded of its decision on 26 February 2015, to provide discretionary rate relief at 15% from 2016/17 onwards, where applications were approved from registered charities or community amateur sports clubs.

Details of the requests were set out in the report for Members' consideration.

RESOLVED: That

- 1) Discretionary Rate Relief be granted to the following organisations at the percentages indicated, for the period 1 April 2016 to 31 March 2019:-

Halton Haven Hospice	15%
Mark Gorry Foundation	15%

- 2) Discretionary Rate Relief be backdated to the commencement of liability in respect of the following organisations, at the percentage indicated, for the period up to 31 March 2016:-

Halton Haven Hospice	20%
Mark Gorry Foundation	20%

#### EXB124 FEES AND CHARGES REVIEW TOPIC GROUP

The Board received a report of the Strategic Director, Community and Resources, which presented the work of the Fees and Charges Topic Group.

The Board was advised that the Corporate Policy and Performance Board (PPB) established a cross - PPB Topic Group to consider potential ways to increase income. Given the resources and timescale available, a targeted approach was agreed to review fees and charges, and focused on those Departments which generated the most in financial terms.

Councillor Gilligan, Chairman of the Corporate PPB, attended the meeting to present the report and to answer Members' questions. Over the past twelve months, a series of meetings were held to consider fees and charges within a

Strategic Director  
- Community &  
Resources

set of criteria, as listed in the report, and which included the basis and rationale for existing charges; the level of cost recovery; statutory restrictions on charges levied; the scope to charge where no charge was currently made; and the total additional income which might be generated.

Councillor Gilligan reported that, in the light of financial challenges facing the Council, the Topic Group undertook an in-depth and challenging review of existing and potential areas for charging, whilst being mindful of the potential impact upon residents and service users of any new or increased charges introduced.

The Topic Group concluded that, whilst there may be scope to increase fees and charges in certain areas and to introduce new and innovative charges, the amount of additional income generated would be relatively small and would not on its own solve the Council's significant financial challenges.

However, a number of options were considered for implementation from 1 April 2016, to support development of the Council's 2016/17 budget. It was noted that these proposals had been incorporated within the Council's proposed fees and charges for 2016/17, reported elsewhere on this agenda.

Attached at Appendix A was the final report of the Topic Group's work which had been received by the Corporate PPB on 5 January 2016. Executive Board thanked Councillor Gilligan for attending and for the work undertaken by members of the Topic Group.

**RESOLVED:** That the work of the Fees and Charges Topic Group, as set out in the Appendix attached to the report, the outcomes of which have been incorporated within the Council's proposed fees and charges for 2016/17, be noted.

## EXB125 REVIEW OF COUNCIL WIDE FEES AND CHARGES

The Board considered a report of the Strategic Director, Community and Resources, which presented the proposed fees and charges for 2016/17 for services provided by the Council's Directorates.

It was reported that the review of fees and charges had been carried out as part of the budget preparations for 2016/17. The work of the Fees and Charges Group, reported elsewhere on this agenda, had been incorporated

into the changes made by managers. It was noted that generally, fees and charges were set to ensure the Council was able to recover costs incurred in service provision. It was proposed that existing fees and charges be increased in line with inflation.

The schedule in Appendix A, attached to the report, included a number of statutory fees which may increase during the coming financial year, with the relevant fees increased accordingly. Chargeable fees for The Brindley and Registrars Service for the financial year 2017/18 were set out in Appendix B. Chargeable rates for Halton Registration Service, previously agreed by Executive Board on 17 September 2015, were set out in Appendix C for information.

RESOLVED: That the proposed fees and charges for 2016/17 as set out in Appendix A and for 2017/18 as set out in Appendix B, both attached to the report, be approved.

Strategic Director  
- Community &  
Resources

**EXB126 DIRECTORATE PERFORMANCE OVERVIEW REPORTS FOR QUARTER 3 2015 - 16**

The Board considered a report of the Strategic Director, Community and Resources, on progress against key objectives/milestones and performance targets for the third quarter to 31 December 2015.

The Board was advised that the Directorate Performance Overview Report provided a strategic summary of key issues arising from performance in the relevant quarter for each Directorate, being aligned to Council priorities or functional areas. The Board noted that such information was key to the Council's performance management arrangements, with the Board having a key role in monitoring performance and strengthening accountability.

It was reported that the Council's Performance Management Framework would continue to form part of the Council's policy framework.

RESOLVED: That the report and progress and performance information be noted.

**24<sup>th</sup> March 2016**

**RESOURCES PORTFOLIO**

**EXB135 REVENUES AND BENEFITS SYSTEM CONTRACTS**

The Board considered a report of the Strategic Director, Community and Resources, which sought approval to extend three contracts currently provided by Northgate Public Services (UK) Limited, relating to the Council's Revenues and Benefits Computer System.

The Board was advised that the Council had successfully operated the Northgate system for over 15 years, for the provision of housing benefits, council tax support, council tax and business rates. There were three contracts with Northgate in relation to the revenues and benefits computer system, as set out in the report.

Members were advised that the scale of the system meant that any changes would require significant preparatory work, a lengthy lead-in time, additional staff resource and significant costs. Initial discussions had been held with Northgate regarding the extension of all three contracts in order to have a co-terminus end date of 31 March 2021. A number of factors would support this extension in terms of value for money, which included that as well as being the market leader, Northgate were the Council's existing supplier; the system was compatible with the Council's Home Working Policy; and the likelihood of increased capital and revenue costs in terms of the implementation of a new system.

RESOLVED: That

- 1) the extension to the Northgate DOL.mailroom over 4 years and 7 months be approved;
- 2) the extension of the Northgate Information@work contract over 4 years and 2 months be approved;
- 3) the extension of the Northgate Revenues and Benefits contract over 3 years and 8 months be approved; and
- 4) the Waiver of Procurement Standing Order 4.1, Competition Requirements, be approved in the light of the exceptional circumstances and on the basis that compliance would result in a clear financial detriment to the Council, as set out in paragraphs 3.4 to 3.10 of the report.

Strategic Director  
- Community &  
Resources

#### EXB136 PENSIONS DISCRETIONS STATEMENT

The Board considered a report of the Strategic Director, Community and Resources, on the annual

publication of the Pensions Discretions Statement (the Statement).

The Board was advised that the Statement for 2016/17 was based upon the Statement for 2015/16. No new discretions had been added or removed. In addition, there had been no material changes to the Local Government Pension Scheme Regulations 2013 which would result in a change to the Statement.

It was reported that minor drafting changes had been made to the Statement for the purpose of adding clarity and to reflect a change in the Staffing Protocol effective 1 April 2016, as detailed in the report.

RESOLVED: That

- 1) the Pensions Discretions Statement for 2016/17 be approved; and
- 2) those discretions be exercised by the appropriate Strategic Director, in consultation with the Portfolio holder for Resources and the Operational Director, Finance. (In the case of applications from the Strategic Directors/Chief Executive, replace appropriate Strategic Director with Chief Executive/ Strategic Director, Community and Resources, respectively).

Strategic Director  
- Community &  
Resources

EXB137 'UNLOCKING OUR POTENTIAL - AN ORGANISATIONAL DEVELOPMENT STRATEGY FOR HALTON BOROUGH COUNCIL 2016-20'

The Board considered a report of the Strategic Director, Community and Resources, which sought endorsement of the document '*Unlocking Our Potential – an Organisational Development Strategy for Halton Borough Council 2016-2020*' (the Strategy).

The Strategy document was the successor to the People Plan. In line with the public sector generally, despite significant constraints in funding, the Council needed to maintain an effective, professional and motivated workforce, whilst at the same time creating opportunities for the workforce to maximise their potential. In formulating the Strategy the future needs of the community, our values and ways of working were considered as well as information on the workforce composition and feedback from the Staff Survey 2014.

It was noted that the Strategy was built around the following 5 Key Strategic Aims and each contained a number of objectives and actions with linked outcomes and timescales which would enable progress to be monitored:

- Workforce Skills and Development;
- Recruitment and Retention;
- Engagement and Recognition;
- Health and Wellbeing; and
- Innovation and Flexibility.

RESOLVED: That the implementation of the Council's 'Unlocking Our Potential – an Organisational Development Strategy for Halton Borough Council 2016-2020' be endorsed and implemented in April 2016.

Strategic Director  
- Community &  
Resources

*(N.B. Councillor Wharton declared a Disclosable Other Interest in the following item of business as he had a family member employed as a casual worker for Halton Borough Council, and did not speak or vote on the matter).*

#### EXB138 NATIONAL LIVING WAGE - UNDER 25S

The Board considered a report of the Strategic Director, Community and Resources, which sought approval to pay the National Living Wage to members of staff aged under 25.

The National Living Wage (NLW) was announced as part of the Government's Budget in July 2015 as a compulsory payment to workers aged 25 and over effective from 1 April 2016. It was reported that the NLW rate of pay would have no link with the cost of living but was instead based around median earnings. The NLW would apply to all categories of individual that were currently eligible for the National Minimum Wage; these included employees, most 'workers' (working under contract) and agency workers.

The report contained details of the policy implications and the provision of the NLW to all individuals working for Halton under an employment contract or a contract to personally perform services. It was reported that, given the practicalities of implementing the NLW from April 2016, Halton had prepared for the potential impact on pay structures, even though new pay structures under offer through the National Local Government pay negotiations were subject to agreement.

Members were advised that, on balance, there was insufficient justification to pay those under 25 less for doing

exactly the same job. There would however, be a number of on-costs associated with this, including pension, National Insurance Contributions, auto enrolment and the need to maintain pay differentials within the workforce. For Halton, based on current staffing levels and ages, this would equate to an additional total cost of £34,734 in 2016/17. These estimated costs showed a steady cumulative increase in the total cost over the four year period, with an estimated annual cost of implementing the NLW of £1.1m by 2020/21.

RESOLVED: That the payment of the National Living Wage to members of staff aged under 25 be agreed and implemented from 1 April 2016.

Strategic Director  
- Community &  
Resources

#### EXB139 CONSTITUTION UPDATE 2016/17

The Board considered a report of the Strategic Director, Community and Resources, which sought the approval of the Council to a number of changes to the Constitution.

Members were advised that the revised version picked up the changes to the Council's working arrangements that had taken place during the year, as well as other changes which were intended to assist the Council to operate more effectively.

The proposals for change had been considered by the Chief Executive and the Executive Board Member for Resources in accordance with Article 16.02. It was reported that, apart from the purely technical changes, the proposed amendments that were considered to be of particular significance were listed as an appendix to the report.

Members considered a further recommendation to be added to Appendix 1 as follows:-

- (a) All references in the Constitution to the term "Chairman" be replaced by the term "Chair"; and
- (b) All references in the Constitution to the term "Vice Chairman" be replaced by the term "Vice Chair".

RESOLVED: That Council be recommended to approve the revised Constitution, including the matters set out in Appendix 1 attached to the report and with the additional recommendation as set out at (a) and (b) above.

Strategic Director  
- Community &  
Resources

#### EXB140 MADELINE MCKENNA COURT CARE HOME

RESOLVED: That the Chief Executive be authorised, in consultation with the Leader, the Operational Director Legal and Democratic Services, the Operational Director Finance, and the Director of Adult Services, to explore all options and to take all and any steps as may be required, insofar as it is reasonably practicable after applying due diligence, to ensure the continued operation of the Madeline McKenna Court Care Home.

Chief Executive

7<sup>th</sup> April 2016

## RESOURCES PORTFOLIO

### EXB145 TERM MAINTENANCE CONTRACTS

The Board considered a report of the Strategic Director, People and Economy, which sought approval to award the three year term maintenance and minor works contracts once the evaluation process was complete.

The Board was reminded that at its meeting on 1 October 2015, it had given approval for the commencement of a procurement process via The Chest, for term maintenance and minor works contracts for mechanical, electrical and building elements across the Borough.

It was reported that the procurement process had taken longer than originally intended, and the results of the evaluation would not be known until week commencing 11 April 2016. Therefore, due to the timings of Executive Board meetings, it would not be possible to report the outcome of the evaluation in time to award the contracts with a commencement date of 1 June 2016. Approval was therefore sought for the delegation of such award, in consultation with the Portfolio holder for Resources.

RESOLVED: That delegated authority be approved for the Operational Director, Economy, Enterprise and Property, in conjunction with the Portfolio holder for Resources, to award the three year term maintenance and minor works contracts for mechanical, electrical and building elements for use across the Borough, once the evaluation process has been completed.

Strategic Director  
- People and  
Economy

### EXB146 COUNCIL TAX SECTION 13A DISCOUNT POLICY STATEMENT

The Board considered a report of the Strategic Director, Community and Resources, on the adoption of a policy statement for Council Tax Section 13A Discount.

The Board was advised that Section 13A of the Local Government Finance Act 1992 (as amended) provided the Council with discretionary powers to reduce the amount of council tax liability in exceptional circumstances, where national discounts or exemptions could not be applied. It was noted that the Council was required to have a Section 13A Discount Policy Statement in place.

The Policy Statement, attached as an appendix to the report, outlined the process for making applications and set out the decision making process and appeals arrangements.

RESOLVED: That the Council Tax Section 13A Discount Policy Statement, attached at Appendix 1 to the report, be approved.

**COUNCILLOR POLHILL IN THE CHAIR**

EXB149 SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972 AND THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

The Board considered:

- 1) Whether members of the press and public should be excluded from the meeting of the Board during consideration of the following items of business in accordance with Sub-Section 4 of Section 100A of the Local Government Act 1972, because it was likely that, in view of the nature of the business to be considered, exempt information would be disclosed, being information defined in Section 100 (1) and paragraph 3 of Schedule 12A of the Local Government Act 1972; and
- 2) Whether the disclosure of information was in the public interest, whether any relevant exemptions were applicable and whether, when applying the public interest test and exemptions, the public interest in maintaining the exemption outweighed that in disclosing the information.

RESOLVED: That as, in all the circumstances of the case, the public interest in maintaining the exemption outweighed the public interest in disclosing the information, members of the press and public be excluded from the meeting during consideration of the following items of

Strategic Director  
- Community &  
Resources

business, in accordance with Sub-Section 4 of Section 100A of the Local Government Act 1972 because it was likely that, in view of the nature of the business, exempt information would be disclosed, being information defined in Section 100 (1) and paragraph 3 of Schedule 12A of the Local Government Act 1972.

## RESOURCES PORTFOLIO

*(N.B. Councillor Polhill declared a Disclosable Other Interest in the following item of business, as he was Director of Widnes Regeneration)*

### EXB150 PROPOSED ACQUISITIONS

The Board considered a report of the Strategic Director, People and Economy, which sought approval for the acquisition of a number of sites, as set out in the report.

The Board was advised that in 1999, the Council had entered into a Joint Venture Agreement with the development company St Modwens. Widnes Regeneration Limited (WRL) was formed and over the next twelve years WRL made a significant impact in supporting the regeneration of Widnes. However, it was reported that the partnership had become dormant and St Modwens had worked with the Council to wind up the Company.

It was reported that an agreement had been reached to acquire a package of sites, as detailed in the report, subject to contract and Executive Board approval. The report provided a brief rationale for the purchase of each site.

RESOLVED: That

- 1) the purchase of the three sites as set out in the report, be agreed;
- 2) the Operational Director, Economy, Enterprise and Property, be authorised to arrange for all required documentation to be completed to the satisfaction of the Operational Director, Legal and Democratic Services; and
- 3) Council be recommended to approve the allocation of Capital Funding, not exceeding £235k, to acquire the sites outlined in the report.

Strategic Director  
- People and  
Economy

EXB151 PARKLANDS CLUB, 1A PARKLANDS, CRONTON

The Operational Director, Legal and Democratic Services, provided an update and drew Members' attention to concerns raised by Local Residents and Ward Councillors.

RESOLVED: That the Operational Director, Legal and Democratic Services, be instructed to seek Counsel's advice on this matter, and to bring a further report to Executive Board in due course.

Operational  
Director, Legal  
and Democratic  
Services

**REPORT TO:** Corporate Policy & Performance Board

**DATE:** 7 June 2016

**REPORTING OFFICER:** Strategic Director Community & Resources

**SUBJECT:** Annual Report 2015/16

**PORTFOLIO:** Resources

**WARDS:** Borough wide

### **1.0 PURPOSE OF REPORT**

To receive the Annual Report of the Corporate Policy and Performance Board for 2015/16, to comment in respect of the same, and to make any changes considered appropriate.

### **2.0 RECOMMENDED: That the report be approved.**

### **3.0 POLICY IMPLICATIONS**

None at this stage

### **4.0 OTHER IMPLICATIONS**

None at this stage

### **5.0 RISK ANALYSIS**

N/A

### **6.0 EQUALITY AND DIVERSITY ISSUES**

N/A

### **7.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

<b>Document</b>	<b>Place of inspection</b>	<b>Contact Officer</b>
Overview and Scrutiny Toolkit	2 <sup>nd</sup> Floor Municipal Building	M. Reaney



## **CORPORATE PPB ANNUAL REPORT**

Despite the continuing pressure of the Government's austerity programme, which has led to a reduction in funding of over £50 million with a further £31 million to follow, and a reduction of staff of 462, I thank the staff for their diligence in continuing to deliver high quality services to the people of Halton. The Board is assisted in its scrutiny role by the hard work and support of Member Services and the officers who supply the reports that enable the Board to carry out its duty effectively. I am particularly grateful for the support given to me by the Lead Officer, Mark Reaney.

The Board carried out an investigation into the fees and charges the Council requires to fund the services it provides to residents. This has become necessary because of the effects of the austerity programme. These costs must be covered so that these services can continue to be delivered. This was a major task and was accomplished with the help and endeavours of the Management Team.

The Board continues to monitor the implementation of the Discretionary Support Scheme, which has become a necessity for some hard pressed individuals and families. The Board are supportive of the staff who deliver the scheme in an efficient and caring way.

Also, the Board discussed the introduction of the Organisational Strategy 2016/2020 which is required to ensure our staff are trained and skilled up to meet the challenges that the Council faces in dealing with the problem of providing services with less staff and reduced financial support from the Government.

Scrutiny continues of the Council's energy policy, and we are impressed at the savings that have been made. The PPB reviewed the Council's insurance arrangements following good work by the Finance Department, and by readjustment, a reduction of charges was achieved.

The Board is aware of the difficult trading conditions under which the Council's market is trading, and continues to monitor its progress, and is appreciative of the work done by officers in maintaining the trading position.

Information and Communication Technology continues to play an ever increasing role in the Council's business processes and with its links to local residents. The Board is impressed by the efficiency with which this work is delivered by the officers.

The Legal Services Team maintains a heavy workload whilst dealing with the complications of the issues surrounding Mersey Gateway and the Liverpool City Region.

The Board notes the excellent provision of school meals in the borough, and the take up of around 70%.

This report shows the variety and level of work carried out by the Council's officers so I take this opportunity to thank them for what they have achieved.

I would like to thank my Deputy Chair, Councillor Alan Lowe, for the support he has given me and also the Members of the Board for their commitment and work in scrutinising the activities, and the work of the Topic Groups.

– Councillor Bob Gilligan, Chair of Corporate Policy & Performance Board

### **MEMBERSHIP AND RESPONSIBILITIES**

During 2015/2016, the Board comprised of eleven councillors – R. Gilligan (Chairman), A Lowe (Vice Chairman), M Dennett, C Gerrard, C Loftus, A McInerney, S Osborne, N Plumpton Walsh, J Roberts, C Rowe and K Wainwright.

The Board is responsible for scrutinising performance and formulating policy in relation to Resources, HR and Training, ICT, Property, Democratic Services, Legal Services, Communications and Marketing, Stadium, Civic Catering, Procurement, Corporate Complaints and Area Forums. The Board also has responsibility for monitoring the performance of the reporting departments which during the last year have been Legal and Democratic Services including Communications and Marketing, Human Resources, Financial Services, ICT and Support Services, and the Policy and Performance Divisions.

### **REVIEW OF THE YEAR**

The full Board met five times during the year. Set out below are some of the main initiatives upon which it has worked during that time.

### **MARKETS**

The June meeting received a report providing an update on occupancy rates and level of arrears at Widnes indoor market. The

occupancy rates were high, and compared favourably with other market halls. The rate as at 31 March 2015 was 85%, which compared with 84% at 31 March 2014, and 92% at 31 March 2013. Since January 2015 there had been been:

- Twelve new traders operating in the market hall.
- Ten traders had left, five of which were for economic reasons.
- More traders in the market - 81 compared with 76 in 2014.

A Market Plan was being developed and the Market Management was working the Communications and Marketing Team for market traders to develop a longer term events programme.

The level and amount of arrears was similar to that 12 months' previously. It was noted that Legal Services were adopting a targeted approach which prioritised higher debts.

### **HEALTH AND SAFETY POLICY**

The Strategic Director Community and Resources reported in October on the development of a revised Corporate Health and Safety Policy, for the consideration of Members. The new document highlighted the commitment of the Council to managing health and safety effectively. It was noted that the biennial review of the Policy had been updated to reflect procedural and directorate structure changes. Members commented on the improvements to the Lone Working arrangements, the training which was provided, and the risk assessment procedures. The revised Policy was then approved.

### **DISCRETIONARY SUPPORT SCHEME**

The Discretionary Support Scheme was now in its third year of operation, and the Topic Group had met on 30 September 2015 to review progress with both the Discretionary Support Scheme and the Discretionary Housing Payments Scheme. Details of progress were outlined in a report to the October meeting of the PPB.

The Board considered the proposals to increase the minimum value of food orders placed via the Discretionary Support Scheme from £25 to £40, and a proposal to increase the period of DHP awards from 13 weeks to 18 weeks in order to ensure more stability for payments. The Board recommended that both of those increases be made.

### **ENERGY**

The January meeting received a report from the Strategic Director

People and Economy providing an update on activities aimed at reducing CO2 emissions within the Council and related external activities. The Council had implemented a number of short to medium/long term actions to ensure that carbon emissions and costs were reduced. Overall, the Council's CO2 emissions have significantly reduced from a baseline line in 2006/2007 of 26,338 tonnes of CO2 to 21,124 tonnes in 2014/12015. This represented a reduction of 5,214 tonnes over the period, approximately 20%

### **FEES AND CHARGES**

A considerable amount of work had been carried out by the Fees and Charges Topic Group, which was reported to the PPB in January. The Board was advised that analysis had been undertaken of all fees and charges income generated during 2014/15 by each department.

Those areas generating income above the threshold of £100,000 were identified which had provided a focus for the Topic Group's work. A number of proposed changes to Fees and Charges were considered by the Topic Group for implementation from 1 April 2016 to support development of the Council's 2016/17 budget. In addition the Topic Group had highlighted a number of areas of Fees and Charges to be explored further by officers. The Executive Board was asked to note the outcomes of the review which it was agreed should be incorporated within the proposed Fees and Charges for 2016/17, to be considered by the Executive Board in March 2016. The Executive Board agreed to this course of action.

### **UNLOCKING OUR POTENTIAL – AN ORGANISATIONAL DEVELOPMENT STRATEGY FOR HALTON BOROUGH COUNCIL 2016/2020.**

The February meeting received a report setting out an overview of a significant strategy document which would be the successor to the People Plan. The strategy further developed and built on the achievements of the previous document and was built around five key strategic aims:

- Workforce, skills and development
- Recruitment and retention
- Engagement and recognition
- Health and wellbeing
- Innovation and flexibility

Each strategic aim contained a number of objects and actions with linked outcomes and timescales. The intended benefits were expected to be:

- Help to create flexible and sustainable business by helping to ensure the delivery of quality services.
- Protect the present strengths of the organisation and build for its future.
- Promote the investment in and continue development of our workforce.
- Aid the organisation when undertaking restructures by identifying redeployment opportunities or skills transfers.

The Board approved the submission of the strategy to the Executive Board.

### **PERFORMANCE ISSUES**

During the course of the year the Board considered in detail the performance of the reporting departments. Issues which were overseen during the year included:

- Accident statistics
- Sickness and absence
- School catering and the operation of the Select Stadium

### **WORK PROGRAMME 2015/16**

During 2015/16, the Board had two Topic Groups ongoing. The one overseeing the operation of the Council's Discretionary Support Scheme had been highly effective and provided significant guidance to the Executive Board and officers in relation to that extremely important service. Members had given an indication that that group could remain in place for 2016/17 as there is still work to do.

The other Topic Group related to the review of Fees and Charges which was a major piece of work which concluded towards the end of the year, and reported to the Executive Board which supported its findings. Members are presently giving consideration to adding a further Topic Group for the 2016/17 municipal year.

**REPORT TO:** Corporate Policy and Performance Board  
**DATE:** 7 June 2016  
**REPORTING OFFICER:** Strategic Director, Community and Resources  
**PORTFOLIO:** Resources  
**SUBJECT:** Member Development Group Notes  
**WARDS:** N/a

### **1.0 PURPOSE OF THE REPORT**

1.1 To consider the notes of the Member Development Group held on 21 January 2016.

**2.0 RECOMMENDED: That the report be noted.**

### **3.0 SUPPORTING INFORMATION**

The notes of the last meeting of the Member Development Group are before Board as stated in the Constitution.

**4.0 POLICY IMPLICATIONS – None.**

**5.0 OTHER IMPLICATIONS – None.**

### **6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

6.1 **Children and Young People in Halton – None.**

6.2 **Employment, Learning and Skills in Halton – None.**

6.3 **A Healthy Halton – None.**

6.4 **A Safer Halton – None.**

6.5 **Halton's Urban Renewal – None.**

**7.0 RISK ANALYSIS – None.**

**8.0 EQUALITY AND DIVERSITY ISSUES – None.**

### **9.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

None.

### Member Development Group

At a meeting of the Member Development Group held on 21st January 2016  
at the Municipal Building, Kingsway, Widnes

**Present:** Councillors J. Stockton (Chairman), P. Wallace, M. Wharton and G. Zygadlo.

**Officers:** K. Mackenzie, J. Greenough and A. Scott.

**Apologies for absence:** Councillors J. Bradshaw, Gilligan, C. Plumpton Walsh, N. Plumpton Walsh, C. Rowe, Wainwright and Wright.

MDG13	NOTES OF THE LAST MEETING	
	The notes of the last meeting held on 24 September 2015 were approved as a correct record.	
MDG14	REVIEW OF CURRENT PERFORMANCE AGAINST TARGETS	
	<p><b>LOD2 – Number of Members with a Member Action Plan (MAP.)</b></p> <p>The Number of Members with a MAP to date since April 2015 remained unchanged at 54 of 56. Members were reminded that MAP's should be held with Christine Lawley or Mark Reaney every 12 months.</p>	
	<p><b>LOD3 – Percentage of Members attending at least one organised training event in the current financial year.</b></p> <p>Since April 2015, 84% (47 of 56 Members) had attended at least one training and development event. The target was 100% for the year 2015-16.</p>	
MDG15	LEARNING AND DEVELOPMENT UPDATE	
	<p><b>Update on e-learning packages available:</b> A small group of Members had piloted the e-learning packages available. Members discussed the problems they had in logging on to the system. Once this had been rectified, the package would be a useful resource. The courses could be used at any time, for the user's convenience.</p> <p><b>Mentoring:</b> A list of elected Member and officer mentors who had been trained was available. Any newly elected Members to the Council following the local election in May 2016 would be offered an officer and Member mentor.</p> <p><b>New Member Induction Programme:</b> The Group considered the four Induction date programmes that were offered to all newly elected Members in Halton, which had proved very popular with positive feedback received from new Members elected in 2015.</p> <p>Members of the Group agreed that a similar format for Induction should be used in 2016. It was felt that the first two dates were complete, and that it would be difficult to include any further subject areas.</p>	

	<p><b>Member Action Plans:</b> Some Members had not reviewed their plans for some time, and it was important that they were updated to adhere to the North West Development Charter conditions of having a development plan every 12 months.</p> <p><b>ILM Award for Elected Member Development:</b> Two Members had recently achieved the ILM Award and were congratulated by the Group.</p>	
<b>MDG16</b>	<p><b>MEMBERS' IT UPDATE</b></p> <p>Members were informed of a new electronic system of claiming mileage to be used. Members could make a claim from their I-pad or PC in the Members' room. Emma Danton should be contacted to install the application on the Ipad. Instructions on how to use the system had been e-mailed to all Members.</p> <p>A drop-in session would be arranged for Members, where they could discuss any IT issues.</p>	<p>JG/ ED</p> <p>JG</p>
<b>MDG 17</b>	<p><b>ANY OTHER BUSINESS/MEMBER SUPPORT ISSUES</b></p> <ul style="list-style-type: none"> <li>• Could a briefing session be arranged for all Members who are not members of the Regulatory Committee on how they can instigate the review of licences?</li> <li>• Could a drop in session be arranged for Ipad use?</li> <li>• Could some aspects of meetings protocol be further explained?</li> <li>• Could a contact list of officers be made available?</li> </ul> <p>All of the issues above would be responded to.</p>	<p>KM/JS</p>
<b>MDG 18</b>	<p><b>DATE OF THE NEXT MEETING</b></p> <p><b>RESOLVED:</b> The next meeting will be held at 4.30pm in the Willow Room, 1st Floor, Municipal Building Widnes on Thursday 31 March 2016.</p>	
	<p>The meeting closed at 5.30pm</p>	

**REPORT TO:** Corporate Policy and Performance Board

**DATE:** 7 June 2016

**REPORTING OFFICER:** Strategic Director -Community & Resources

**SUBJECT:** Topic Groups 2016/17

**WARDS:** Borough Wide

## **1.0 PURPOSE OF THE REPORT**

1.1 The purpose of this report is to seek Members' views in relation to the formation of Topic Groups for 2016/17.

**2.0 RECOMMENDATION: That Members indicate their preferences regarding Topic Group formation for 2016/17.**

## **3.0 BACKGROUND**

3.1 Policy and Performance Boards have the ability to form Topic Groups on areas on which they wish to carry out in depth reviews. The only restriction that exists is that the organisation needs to have the capacity to support them effectively.

3.2 During 2015/16, this PPB had two Topic Groups ongoing. One which oversees the operation of the Council's Discretionary Support Scheme, which has been highly effective and provided significant guidance to the Executive Board and Officers, in relation to the delivery of that extremely important service.

3.3 The other Topic Group related to the review of Fees and Charges. This was a major piece of work which has recently concluded and was reported to Executive Board. The conclusion of that work would enable a further Topic Group to be set up to consider another issue should Members so wish.

3.4 The views of Members were sought at the February meeting and it was agreed that the Discretionary Support Scheme Topic Group would continue as there was still work to do, and thought would be given to setting up a second group. A suggestion has been made that some work could be carried out in scrutinising concessionary charges at Council venues, and Members are invited to consider this.

## **4.0 POLICY IMPLICATIONS**

- 4.1 The formation of Topic Groups allows Members to carry out in depth reviews of key areas of Council policy and to form recommendations to the Executive Board, which is an important part of the role of Scrutiny.

## **5.0 OTHER IMPLICATIONS**

- 5.1 It is important when forming Topic Groups to ensure that the organisation has the capacity to support them effectively.

## **6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

- 6.1 It is important that Topic Groups are focused on the Council's priorities.

## **7.0 RISK ANALYSIS**

- 7.1 There are no risks associated with this report.

## **8.0 EQUALITY AND DIVERSITY ISSUES**

- 8.1 There are no equality and diversity issues associated with this report.

## **9.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

- 9.1 None.

<b>REPORT TO:</b>	Corporate Services Policy & Performance Board
<b>DATE:</b>	7 <sup>th</sup> June 2016
<b>REPORTING OFFICER:</b>	Strategic Director – Community and Resources
<b>PORTFOLIO:</b>	Resources
<b>SUBJECT:</b>	Corporate Accident / Incident Report 1.4.15 to 31.3.16
<b>WARDS:</b>	Borough-wide

## 1.0 **PURPOSE OF THE REPORT**

1.1 To report on the performance of health safety management within the Authority for 1st April 2015 to 31st March 2016.

## 2.0 **RECOMMENDATION: That:**

- i) The report be received; and
- ii) If deemed necessary, PPB makes recommendations to the Executive Board.

## 3.0 **SUPPORTING INFORMATION**

3.1 The annual report on the performance of health safety management for the current financial year is appended.

3.2 It highlights national and local health and safety information together with performance gaps and incident trends and these form the basis for the Recommended Actions for 2016/17.

3.3 In order to be proactive in health and safety management it also indicates the number of risk assessments in place and training delivered to staff.

3.4 Significantly there has been a decrease in the number of individual accidents leading to 'days lost' and an increase in the number of staff using the Lone Working Monitoring system, which is in line with the recommendations from Management Team.

3.5 Conversely there have been increases in the number of significant accidents, violent incidents and days lost, with 671 this year and 373

last year that are chiefly due to 6 accidents.

**4.0 POLICY IMPLICATIONS**

4.1 The report assists in the delivery of the Corporate Health and Safety Policy.

**5.0 FINANCIAL IMPLICATIONS**

5.1 There are no financial implications.

**6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

6.1 The provision of a safe working environment and reduction in accidents is important in order to provide:

6.1 A Healthy Halton

6.2 A Safer Halton

6.3 Efficient and Effective Delivery of Services

**7.0 RISK ANALYSIS**

7.1 Accidents which lead to lost time have financial implications for the authority (although these are always secondary to our concern for the well-being of staff and customers).

**8.0 EQUALITY AND DIVERSITY ISSUES**

8.1 There are no direct equality and diversity issues arising from this report.



**CORPORATE ACCIDENT / INCIDENT REPORT  
MANAGEMENT TEAM  
1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2016**

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## 1. INTRODUCTION

### 1.1 General

The Health and Safety at Work etc Act clearly places responsibility on those who create the risk to manage it. The new HSE Strategy, 'Being Part of the Solution' highlights that members of the board have both collective and individual responsibility for health and safety. As such, the need is for board-level members to champion health and safety and be held accountable for its delivery.

Part of this includes identifying areas for improvement in health and safety management with the intention of improving staff morale, reducing in work-related sickness absence and lowering insurance premiums. In particular having robust health and safety procedures in place provides safeguards against legal action being taken against the Authority.

### 1.2 Health and Safety Management System

In order to demonstrate how Halton Borough Council as an employer is delivering the HSE Strategy, this report is to provide Management Team with details of health and safety performance in relation to Key Performance Indicators (KPI). Details of KPI's are as follows:

#### LEAD INDICATORS

Proactive action taken and any outcomes

KPI

1. **Number of risk assessments completed on corporate systems**  
Rationale – creating a safe working environment
2. **Number of Near Misses**  
Rationale – action taken to prevent further similar incidents and before injuries
3. **Percentage of registered staff on the Lone Working Monitoring System who are utilising the system**  
Rationale – demonstrating effective management of lone working risks

#### REACTIVE [Lagging] INDICATORS

Reactive action taken in response to accidents/incidents

4. **Number of Significant<sup>1</sup> and RIDDOR Reportable Accidents<sup>2</sup>**  
Rationale – identify accident/incident trends and actions required to prevent similar occurrences
5. **Number of Violent Incidents**  
Rationale – identify incident trends and actions required to prevent similar occurrences

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<sup>1</sup> Accidents that either require more than basic first aid, incur time lost or arise from a failure in health and safety management

<sup>2</sup> Reporting of Injuries, Diseases and Dangerous Occurrences Regulations, (RIDDOR) 1995, including Fatalities, Specified Injuries, Over 7-day Injuries, Reportable Occupational Diseases & Dangerous Occurrences

National and Local Information together with performance gaps and incident trends form the basis for the Recommended Actions for 2015/16.

By responding positively to identified trends, the Authority can demonstrate compliance with the recommendations of the Health and Safety Executive's guidance HS(G)65 "Successful Health and Safety Management".

## 2. RECOMMENDATIONS

### 2.1 Recommended Actions for 2016/17

#### KEY PERFORMANCE INDICATORS

No.	KPI No.	ACTION	RATIONALE	I/C
1.	1.	Ensure that 'route risk assessments' are carried out in Waste & Environmental Improvement Services.	HSE recommendation, see Near Miss & see 3.2.2	Divisional Manager - Waste & Environmental Improvement Services
2.	1.	Ensure that Environmental & Fire Risk assessments are carried out at corporate buildings	Actions from the Stress Survey 2015 & Accidents – see 5.1.2	Operational Directors/ Divisional Managers
3.	1.	Implement actions from the Noise Risk Surveys	Actions from Noise Surveys – see 3.1.3	Divisional Managers – Waste & Environmental Improvement Services and Open Space Services
4.	3.	Review Lone Working Risk Assessments and enforce the 'mandatory' use of the Contact Centre Monitoring system when required	Reinforce Management Team decision – see 3.1.1 & 4.3.1	Operational Directors/ Divisional Managers
5.	4.	Review and update following risk assessments:  Specific areas:  a) <u>Schools Catering</u> – Environmental  b) <u>Democratic Services</u> – Lone Working  c) <u>Independent Living</u> – Manual Handling (people  d) <u>Schools</u> – Premises/ Environmental	Accidents – see 5.1.3.3  Accidents – see 5.1.3.4  Accidents – see 5.1.3.5  Accidents – see 5.1.3.6	Operational Directors/ Divisional Managers

#### GENERAL ACTIONS

6.	Review and update the Corporate and Schools Fire Policies	Cheshire Fire & Rescue Service – see 3.1.2	Health and Safety Team
7.	Organise a health and safety induction programme for the Leisure Centre staff	Transferred services	Health and Safety Team

8.	To review the current Drugs and Alcohol Policy to ensure that it meets the requirements of the Corporate Manslaughter and Corporate Homicide Act 2007	Carried over from 2012/13	Divisional Manager - HR & Learning and Development
9.	Organise a Security Seminar for Managers	National Security Threat & see 3.1.4	Health and Safety Team

## 2.2. Update of Actions for 2015/16

No.	KPI No.	ACTION	UPDATE
1	1.	Conduct stress surveys utilising the corporate Stress Risk Assessment system	Survey conducted and results circulated to managers in October 2015 A proactive and co-ordinated approach is being developed with Health & Safety, HR and the Health Improvement Team, which will be underpinned the Organisational Development Strategy (2016-2020)
2	3.	Review use of Contact Centre Monitoring system by lone workers to ensure that they are fully utilising the system	See update at 4.3.1
3.	4.	<p>Review and update following risk assessments: Specific areas:</p> <p>a) <u>Waste &amp; Environmental Improvement Services</u> – Slips Trips Falls</p> <p>b) <u>Open Space Services</u> – Work at Heights</p> <p>c) <u>Waste &amp; Environmental Improvement Services &amp; Open Space Services</u> - Noise</p> <p>General</p> <p>d) Review security arrangements at Council Buildings</p> <p>e) Develop and deliver Road Safety briefings and training</p> <p>f) Ensure that Environmental &amp; Fire Risk assessments continue to be carried out and there are sufficient resources for the maintenance and servicing of equipment</p>	<p>This year there have been 7 incidents, same as last year. However, no incidents this year where operatives fell whilst getting in or out of cabs</p> <p>Audit Completed and actions include 'site specific RA's'</p> <p>Review completed and actions for both services include mandatory use of ear defenders and annual health surveillance</p> <p>Security assessments completed at main Council buildings</p> <p>Managers emailed invitations</p> <p>Ongoing</p>

<b>GENERAL ACTIONS</b>		
4.	To review and update the CDM Policy and organise briefings for relevant staff	Updated and circulated
5.	To review and update the Corporate Health and Safety Policy	Updated and circulated
6.	Carry out a Health and Safety audit of Waste & Environmental Improvement Services, i.e. Route Risk Assessments	Ongoing – see action 1
7.	To review the current Drugs and Alcohol Policy to ensure that it meets the requirements of the Corporate Manslaughter and Corporate Homicide Act 2007	Carried over from 2012/13 – see action 8

4.	To review and update the CDM Policy and organise briefings for relevant staff	Updated and circulated
5.	To review and update the Corporate Health and Safety Policy	Updated and circulated
6.	Carry out a Health and Safety audit of Waste & Environmental Improvement Services, i.e. Route Risk Assessments	Ongoing – see action 1
7.	To review the current Drugs and Alcohol Policy to ensure that it meets the requirements of the Corporate Manslaughter and Corporate Homicide Act 2007	Carried over from 2012/13 – see action 8

### **3. INFORMATION**

#### **3.1 Local Information**

##### **3.1.1 Trial of Lone Working Monitoring Systems**

A trial of lone working monitoring systems was instigated as a result of a recommendation from an investigation into two violent incidents directed at members of Children Services at the home address of a service user. These involved the use of weapons.

Two Lone Working solutions that were easily and covertly carried on badges and included GPS technology were used on the trial. In order to ensure that they were tried and tested systems, the solutions were selected as they are currently used by neighbouring Authorities. Staff who took part concluded that owing to the lack of 'safety check calls' and the fact that the Call Centre is not local, the current lone working monitoring system was the most suitable.

As a result a report containing feedback and analysis of the trial was taken to Management Team where it was decided that the Authority would not only remain with the current system but also require the 'mandatory' use under specified circumstances such as where a threat is known, visiting homes, etc. An email was sent to managers highlighting the decisions and requiring a review of the Lone Working Risk Assessments (see action 4 & 4.3.1).

##### **3.1.2 Stay Safe Campaign**

An ongoing Stay Safe campaign utilises the News in Brief to publicise safety advice to staff. To date examples include Use of Mobile Phones, Lone Working, Data Security and Building and Personal Security.

##### **3.1.3 Fire Risk Assessments**

Based on a recommendation from Cheshire Fire and Rescue Service, 'third party' independent and competent assessors have now been appointed by Property Services to carry out Fire Risk Assessments not only at corporate buildings but also at schools (see action 6).

##### **3.1.4 Noise Surveys**

Noise surveys have been conducted during operations involving staff from Waste Management and Open Space Services. These indicated that the exposure levels of noise for operatives require actions including mandatory use of ear defenders and annual health surveillance (see action 3).

##### **3.1.5 Security Surveys**

Last year security surveys were conducted at the main Council buildings and the emergency 'lockdown procedures' were tested. Debriefs of the tests highlighted that the majority of staff were aware of what actions to take and communications were effective (see action 9).

## 3.2 Horizon Scan

### 3.2.1 New Sentencing Guidelines

The new sentencing guidelines for health and safety offences and corporate manslaughter come into force from today on the 1st February, 2016. They were prompted by repeated concerns that the criminal courts lacked consistency in their sentencing approach, often resulting in fines that were disproportionate to the financial resources of offenders and/or undermining the seriousness of offences.

They set out sentencing ranges that seek to reflect the very different levels of harm and culpability which may arise in these types of offences. These culpability levels range from a,

- a) Four-point scale from
  - Very high = deliberate breach/flagrant disregard
  - Low = failings were minor and occurred in an isolated incident
- b) They must decide on the harm level, again on a four point scale with high likelihood of death as level one
- c) They must directly consider the organisations turnover (or for Public Bodies or charities, their budget) to arrive at an appropriate penalty
- d) Having selected the right turnover band courts will use the culpability and harm levels to determine a starting point and an expected range of fine

See table below as an example of how sentencing may be applied by the courts:

Turnover	Culpability	Harm	Fine Starting point	Expected Level
Large company £50 million +	Very High (e.g. Corporate Manslaughter)	4	£4mil	£2.6 – 10mil
	Low (e.g. failure to manage slips and trips)	1	£10k	£3k - £60K

### 3.2.2 Glasgow Bin Lorry Incident

Below is a resume of the recommendations from the Sherriff's office as a result of the Glasgow Bin Lorry incident:

- **Government action required** – including a call for the UK Secretary of State for Transport to consult on how best to ensure the completeness and accuracy of the information available to DVLA in making fitness-to-drive licensing decisions, changes to the law and a consultation on whether doctors should be given greater freedom – or an obligation – to report fitness-to-drive concerns directly to DVLA
- **Weakness in DVLA rules** – it was said there is a “weaknesses in the current system of self-reporting” and more clarity is needed on its “at-a-

glance” guidance over “loss of consciousness/loss of or altered awareness”. The sheriff said the DVLA should change its policy on notification from third parties so that relevant fitness-to-drive information from reliable sources, such as the police, can be investigated whether or not it comes in written form

- **Doctors’ role is vital** – the report suggests that doctors generally should make sure medical notes are kept in a way which maximises their ability to identify repeated episodes of loss of consciousness in the case of patients who are drivers. When a doctor is advising an organisation employing a driver as to that driver’s fitness to drive following a medical incident while driving, that organisation should provide all available information about the incident to the doctor and the doctor should insist on having it prior to giving advice to the organisation and the driver
- **Glasgow City Council’s failures** – the Sherriff said that Glasgow City Council should not allow employment of a driver to start before references have been received and called on the council to carry out an internal review to identify areas for improvement in relation to checking medical and sickness absence information provided by applicants
- **Technological advances** – in the report the Sherriff said that local authorities should choose large goods vehicles which have AEBS (advanced emergency braking system) fitted and should consider retro-fitting where practicable. Adding that in the future a type of pedestrian protection sensor, which is available on some cars, could provide a more reliable protection than AEBS
- **Route risk assessments** – Sheriff Becket said the extent of the harm which may be caused by a large goods vehicle could be reduced further by careful route risk assessment, to avoid “exceptional numbers of pedestrians at particular times” (see action 1).

### 3.2.3 HSE Statistics

The latest statistics from the Health and Safety Executive (HSE) show that occupational health is top of the agenda as it accounts for about 99% of work-related deaths each year. The report from the regulatory body shows that around 13,000 deaths each year are from work-related lung disease and cancer and are estimated to be attributed to past exposures.

Other key statistics include:

- **1.2 million** working people suffering from a work-related illness;
- **2,538** mesothelioma deaths due to past asbestos exposures (2013);
- **142** workers killed at work;
- **76,000** other injuries to employees reported under RIDDOR;
- **611,000** injuries occurred at work according to the Labour Force Survey;
- **27.3 million** working days lost due to work-related illness and workplace injury; and
- **£14.3 billion** estimated cost of injuries and ill health from current working conditions (2013/14).

Of those non-fatal injuries reported in the last year the most common kinds of accident were caused by:

- Slips and trips (**28%**)
- Handling, lifting or carrying (**23%**)
- Being struck by moving objects (**10%**)

### 3.2.4 Violence at work

For psychosocial and physical factors the most commonly cited risk factor across all workplaces was 'dealing with difficult customers, patients, pupils, etc', which the HSE highlighted as a recognised psychosocial risk but also as a potential physical risk in terms of threats and violence towards workers.

A TUC survey published recently found that one in eight people experience violence at work and reveals that 12% of people have experienced work-related violence. The poll shows the numbers of workers that reported experiences of work related violence by sector:

- medical and health workers were the biggest group to say they have faced work-related violence – 22%
- workers in education – 12%
- hospitality and leisure workers – 11%
- retail workers - 9%
- manufacturing - 6%.

### 3.2.5 New HSE Strategy

The six themes for the strategy are:

- 1) Acting together: Promoting broader ownership of health and safety in Great Britain
- 2) Tackling ill health: Highlighting and tackling the costs of work-related ill health
- 3) Managing risk well: Simplifying risk management and helping business to grow
- 4) Supporting small employers: Giving SMEs simple advice so they know what they have to do
- 5) Keeping pace with change: Anticipating and tackling new health and safety challenges
- 6) Sharing our success: Promoting the benefits of Great Britain's world-class health and safety system

Main objectives:

- Maintain the gains made in safety, while giving health the same priority
- Broader ownership of health and safety issues can lead to improved productivity and business benefits, while protecting workers
- Collective and concerted action is required by everyone in the system to help Great Britain work well

## 4. LEAD INDICATORS

### 4.1 KPI 1. Number of risk assessments completed on corporate systems

4.1.1 An electronic risk assessment system, based on the Intranet, has been 'live' since September 2011.

- Actual number of assessments completed are;

Community & Resources	362
People & Economy (see appendix 'A')	107

- To date 205 members of staff have been trained in the use of the system;
- As a result of HSE recommendations, IT has developed a Training Database that identifies training needs and reminds managers when training requires refreshing; and
- This year the Health and Safety team has carried out 10 health and safety audits of schools, which covers risk assessments. The average score was 96% and the common occurring score was 96%.

4.1.2 In order to enhance competencies training delivered last year includes,

#### Health and Safety team

- ✓ 3 x Head teachers courses – 16 delegates
- ✓ 8 x Personal Safety courses – 76 delegates
- ✓ 2 x Managing IOSH courses - 20 successful delegates
- ✓ 3 x Working Safely Courses - 29 successful delegates
- ✓ 3 x Fire briefings at corporate buildings

#### Corporate

- ✓ 3 x Stress Management (personal) courses – 24 delegates
- ✓ 2 x Stress Management (managers) courses – 16 delegates
- ✓ 9 First Aid courses (initial, refresh & Paediatric) – 100 delegates
- ✓ 12 x Manual Handling courses (People, objects, risk assessment) 128 delegates
- ✓ 14 Defibrillator refresher courses – 128 delegates

#### Elearning

- ✓ Risk Assessment - 56 completed
- ✓ Fire - 89 completed
- ✓ Personal Safety - 38
- ✓ Induction - 179 completed

4.1.3 The Authority uses an intranet based system to complete workstation assessments (Cardinus). This year 707 assessments have been completed and 77% of risks assessed are low.

**4.2 KPI 2. Number of Near Misses KPI 3.**

4.2.1 The number reported in the last 3 years are:

2013/14	2014/15	2015/16
15	10	12

**4.3 KPI 3. Percentage of registered staff on the Lone Working Monitoring System who are utilising the system**

4.3.1 Lone Working – Contact Centre Monitoring update [comparative period December 2014 to March 2015]

	2013/14		2014/15		2015/16	
	Registered Users	No's Using System	Registered Users	No's Using System	Registered Users	No's Using System
<b>Policy &amp; Resources</b>	66	21	53	25	Community & Resources 92	Community & Resources 50
<b>Children &amp; Enterprise</b>	186	51	142	32		
<b>Communities</b>	236	104	195	74		
<b>TOTAL USERS</b>	488	176	390	131	350	227
<b>% OF USE</b>	28%		33%		65%	

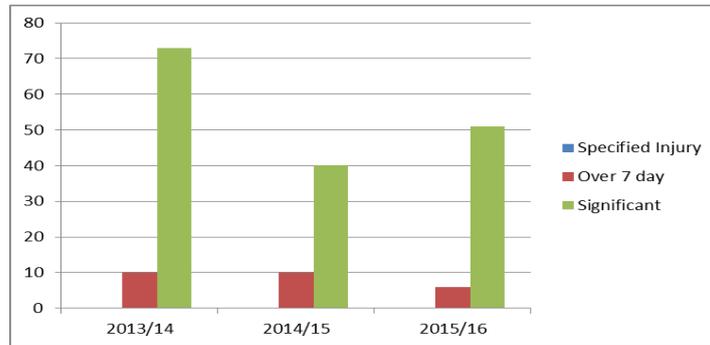
- This represents a significant rise in the numbers using the system (see action 4);
- Over the past two years 'users' who are registered on the system have been updated and anyone who has left the Authority have been removed; and
- Individual reports on use of the system have been sent to respective managers

**5 REACTIVE ['Lagging'] INDICATORS**

**5.1 KPI 4. Number of Significant and RIDDOR Reportable Accidents**

5.1.1 The number of accidents that took place last year compared with the last two years are:

Directorate	Specified Injury	> 7-Day	Significant
Community & Resources	0	5	32
People & Economy	0	2	18
<b>TOTAL YTD 2015 / 2016</b>	<b>0</b>	<b>7</b>	<b>50</b>
<b>TOTAL YTD 2014 / 2015</b>	<b>1</b>	<b>10</b>	<b>40</b>
<b>TOTAL YTD 2013 / 2014</b>	<b>1</b>	<b>10</b>	<b>73</b>

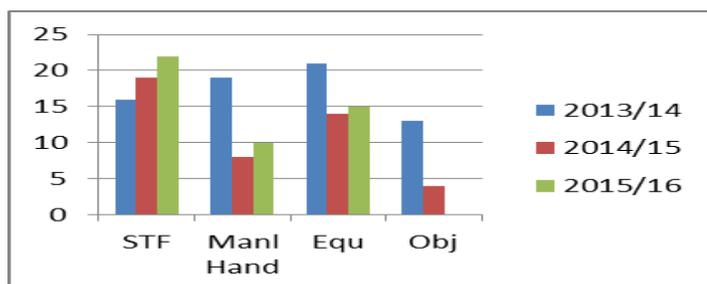


- This highlights a decrease in the number of > 7 day incidents but an increase in significant accidents

5.1.2 Accident Categories

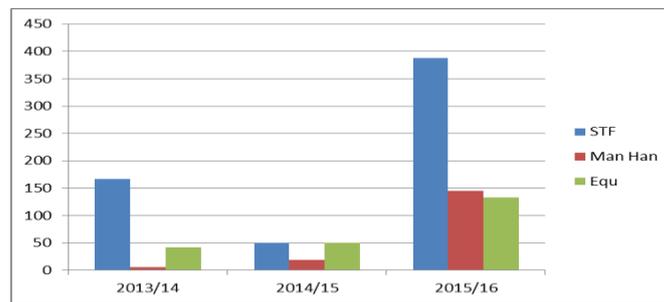
- A further breakdown of the categories of incidents are as follows,

Main Categories	Accident		
	13/14	14/15	15/16
1. Slips, trips and falls	16	19	22
2. Manual handling	19	8	10
3. Use of equipment	21	14	15
4. Thrown object	13	4	0



- This highlights a significant reduction in accidents involving thrown objects whilst an increase in the number of accidents involving slips, trips or falls (11 inside premises & 11 outside) and manual handling (4 people and 6 objects);
- 5 of the incidents involving equipment were property related (see action 2); and
- The below are days lost;

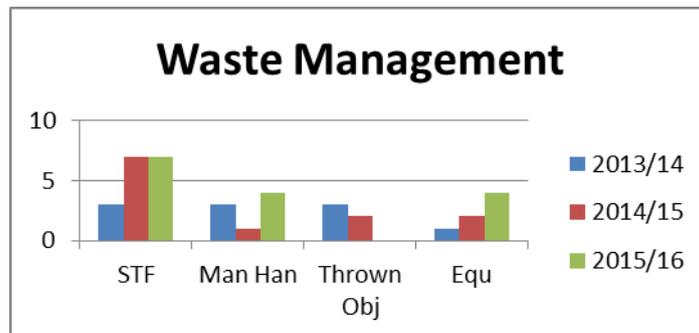
Main Categories	Days Lost		
	13/14	14/15	15/16
1. Slips, trips and falls	168	50	388 (+338)
2. Manual handling	6	19	145 (+126)
3. Equipment	42	50	113 (+63)



- The total number of incidents that resulted in days lost is 24, compared with 40 last year. The accident incidence rates per employee were 5 per 1,000 employees;
- The total days lost are 671 this year compared with 177 last year and 373 two years ago;
- The most significant incidents leading to days lost were,
  - 3 x Slip, trip & fall – 2 involving refuse collectors (81 & 134 days) and the other involving staff at an external venue (142 days)
  - 1 x Manual Handling - Object (112 days)
  - 1 x Equipment (107 days)
  - 1 x Violent Incident (40 days)

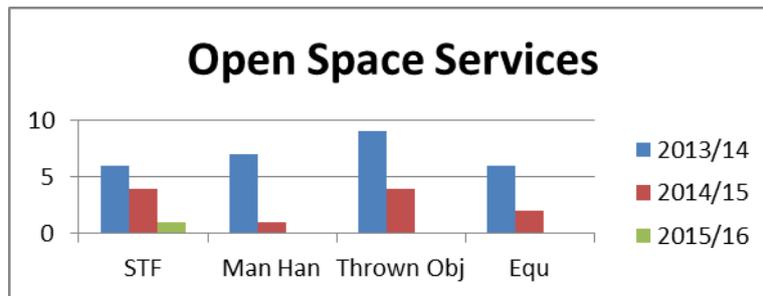
5.1.3 Accident Trends

5.1.3.1 Waste & Environmental Improvement



- There has been an increase in the number of accidents involving the use of equipment with 2 leading to 'over 7 day' absences, manual handling incidents and slips, trips and falls with 2 leading to 'over 7 day' absences;
- There were no incidents involving thrown objects; and
- An investigation continues into a 'near miss' where a RCV collided with property (see action 1).

5.1.3.2 Open Space Services



- There has been a significant decrease in the number of incidents over the past couple of years, with only 1 slip, trip or fall incident this year.

5.1.3.3 Schools Catering

- There have been 6 incidents with 3 involving manual handling, 2 use of equipment and 1 slip, trip and fall (see action 5a).

5.1.3.4 Democratic Services

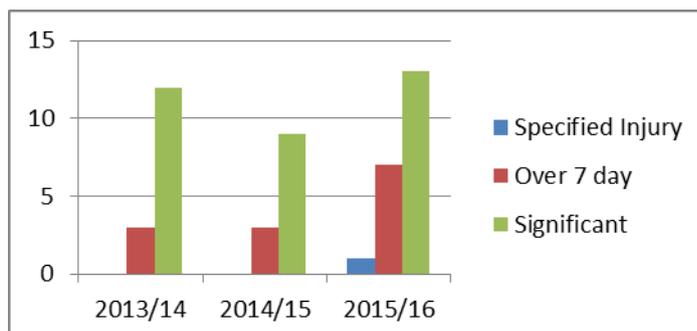
- There have incidents where staff have received dog bites when posting election materials through doors of houses and also a violent incident, where a member of staff was verbally threatened (see action 5b).

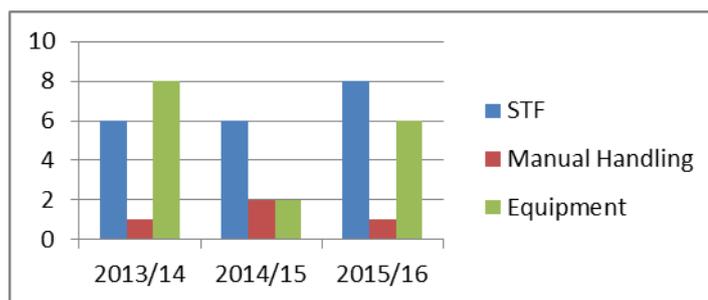
5.1.3.5 Independent Living

- There have been 4 incidents involving manual handling of service users accidents - compared with 1 last year and 3 the previous year (see action 5c).

5.1.3.6 Schools

School Staff

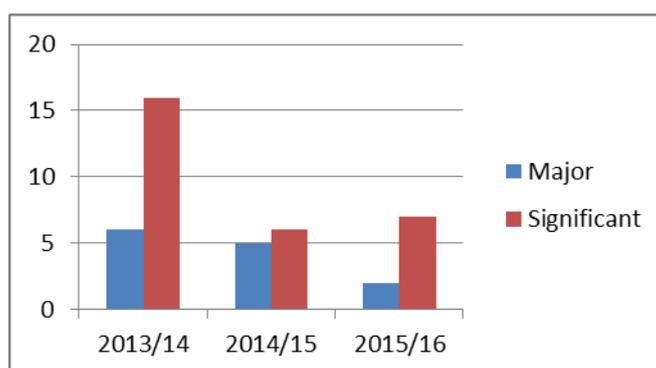




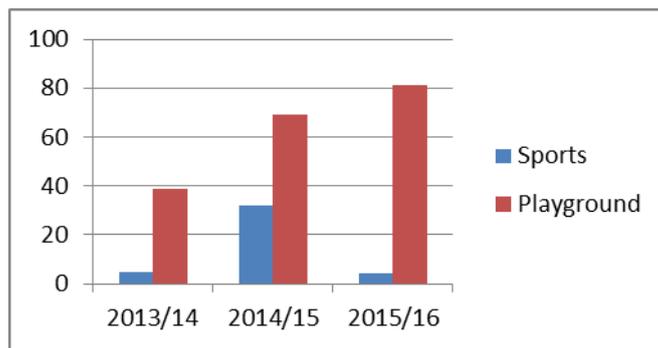
- Number of days lost involving teachers is 380, compared with 137 last year. The most significant involved a trip (142 days) and a child knocking into a pregnant member of staff (134 days);
- There has been an increase in accidents involving slips, trips or falls with 4 resulting in 'over 7 day absences and 8 in total. 2 of these took place outside and 6 inside; with 3 of these due to poor housekeeping and the other 3 due to wet floors (see action 5d);
- The accidents in Special Schools involved the behaviour of children who already had Behaviour Action Plans;
- Accident trends included use of doors and teaching assistants physically restraining pupils; and
- A breakdown of staff involved in accidents is as follows,

Teachers	Teaching Assistants	Manual Staff	Midday Assistants
2	15	2	2

Pupils



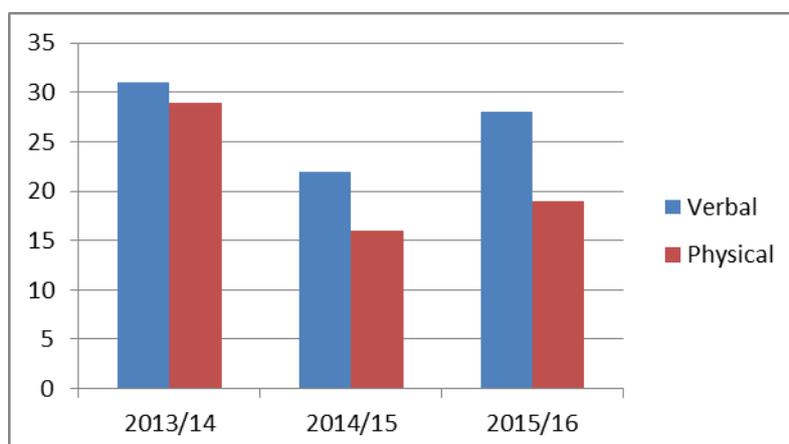
Category	Minor	Significant	Major	Totals
Equipment	1	2	1	4
Sporting	1	3	0	4
Playground	78	2	1	81
Other	6	0	0	6
<b>Total</b>	<b>86</b>	<b>7</b>	<b>2</b>	<b>95</b>



- There has been an increase in reported playground accidents (majority at Primary schools) and a decrease in sports accidents;
- 14 of the playground incidents occurred when the pupils were playing on playground equipment, with no fault or failure of the school; and
- The Major Injury accidents took place at a Secondary school involving a faulty door and at a Primary school during a PE lesson.

**5.2 KPI 5. Number of Violent Incidents**

Directorate	Verbal	Physical
Community & Resources	18	1
People & Economy	10	18
<b>TOTAL 1/4/15 to 31/3/16</b>	<b>28</b>	<b>19</b>
<b>TOTAL 1/4/14 to 31/3/15</b>	<b>22</b>	<b>16</b>
<b>TOTAL 1/4/13 to 31/3/14</b>	<b>31</b>	<b>29</b>



5.2.1 Community & Resources

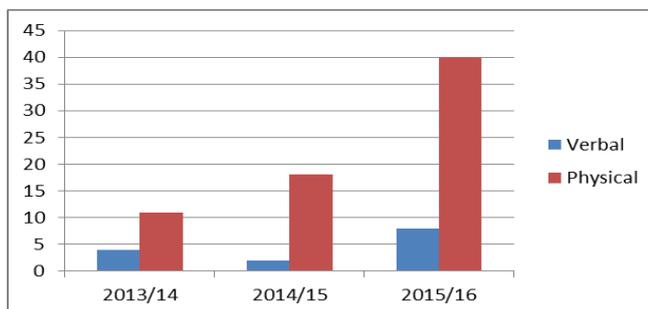
- The majority of the incidents took place at HDL's and involved issues raised by customers around welfare reforms; and
- Several incidents took place at the Market, the Stadium and involving refuse collectors.

5.2.2 People & Economy

- See 1.3.1 and action 4 regarding the physical incident involving the Social Worker; and
- 10 of the physical incidents involved Residential Care staff with 4 last year.

5.2.3 Schools

Schools	Verbal	Physical
<b>TOTAL 1/4/15 to 31/3/16</b>	8	40
<b>TOTAL 1/4/14 to 31/3/15</b>	2	18
<b>TOTAL 1/4/13 to 31/3/14</b>	4	11



- A template 'Violence in a School Setting' Risk Assessment is available to schools;
- There has been a significant increase in the number of physical incidents reported;
- The majority involved multiple incidents with the same pupils at 3 Primary schools;
- The physical incidents included punching, striking staff with objects such as door wedges or throwing objects;
- The incidents involving Head teachers were either physical by pupils or verbal threats made by parents; and
- A breakdown of staff involved in incidents is as follows,

Head teachers	Teachers	Teaching Assistants	Middy Assistants	Bursar
7	10	29	1	1

## Risk Assessment Position Statement - All Directorates

Appendix 'A'

		Community & Resources				People & Economy			
		<i>Expected No. RAs</i>	<i>Actual No. RAs (up-to-date)</i>	<i>%</i>	<i>Earliest Review</i>	<i>Expected No. RAs</i>	<i>Actual No. RAs (up-to-date)</i>	<i>%</i>	<i>Earliest Review</i>
<b>Risk Assessment Type</b>	Home Working Risk Assessment	76	50	65.79	08/04/2016	30	17	56.67	20/04/2016
	Environmental/Fire Risk Assessment	61	15	24.59	09/04/2016	47	21	44.68	10/06/2016
	Fire Risk Assessment	3	1	33.33	10/08/2016	44	1	2.27	07/10/2016
	Lone Working Risk Assessment	22	14	63.64	05/05/2016	29	10	34.48	31/03/2016
	Manual Handling Risk Assessment	8	3	37.5	28/05/2016				
	Occupational Risk Assessment	217	172	79.26	17/03/2016	48	11	22.92	01/06/2016
	Ladder Checklist	6	6	100	15/12/2016	1	1	100	17/08/2016

General Risk Assessment	138	60	43.48	17/03/2016	144	20	13.89	09/04/2016
COSHH Risk Assessment	38	33	86.84	24/03/2016	28	26	92.86	18/01/2017
COSHH (Advanced) Risk Assessment	12	7	58.33	25/11/2016				
Transport in Depots Risk Assessment	1	1	100	03/09/2016	2	0	0	
<b>Total</b>	<b>582</b>	<b>362</b>	<b>62.2</b>	-	<b>373</b>	<b>107</b>	<b>28.69</b>	-

**REPORT TO:** Corporate Policy and Performance Board

**DATE:** 7<sup>th</sup> June 2016

**REPORTING OFFICER:** Strategic Director Community and Resources

**SUBJECT:** Performance Management Reports for Quarter 4 of 2015/16

**WARDS:** Boroughwide

## **1.0 PURPOSE OF REPORT**

- 1.1 To consider, and to raise any questions or points of clarification, in respect of performance management for the final quarter period to 31<sup>st</sup> March 2016.
- 1.2 Key priorities for development or improvement in 2015-16 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to the Board as detailed below:
- Finance
  - Human Resources & Organisational Development
  - ICT and Administrative Support
  - Legal and Democracy
  - Policy & Performance
  - Property Services
  - Catering, Stadium and Registration Services

The report details progress made against objectives and milestones and performance targets and provides information relating to key developments and emerging issues that have arisen during the period.

## **2.0 RECOMMENDED: That the Policy and Performance Board**

- 1) Receive the fourth quarter performance management report;**
- 2) Consider the progress and performance information and raise any questions or points for clarification; and**
- 3) Highlight any areas of interest and/or concern where further information is to be reported at a future meeting of the Board.**

## **3.0 SUPPORTING INFORMATION**

- 3.1 Departmental objectives provide a clear statement on what services are planning to achieve and to show how they contribute to the Council's strategic priorities. Such information is central to the Council's

performance management arrangements and the Policy and Performance Board has a key role in monitoring performance and strengthening accountability.

**4.0 POLICY IMPLICATIONS**

4.1 There are no policy implications associated with this report.

**5.0 OTHER IMPLICATIONS**

5.1 There are no other implications associated with this report.

**6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

6.1 Departmental service objectives and performance measures, both local and national are linked to the delivery of the Council's priorities. The introduction of a Thematic Priority Based Report and the identification of business critical objectives/ milestones and performance indicators will further support organisational improvement.

6.2 Although some objectives link specifically to one priority area, the nature of the cross - cutting activities being reported, means that to a greater or lesser extent a contribution is made to one or more of the Council priorities.

**7.0 RISK ANALYSIS**

7.1 Not applicable.

**8.0 EQUALITY AND DIVERSITY ISSUES**

8.1 Not applicable.

**9.0 LIST OF BACKGROUND PAPERS UNDER SECTIONS 100D OF THE LOCAL GOVERNMENT ACT 1972**

Not applicable

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

Reporting Period: **Quarter 4 – Period 01<sup>st</sup> January 2016 to 31<sup>st</sup> March 2016**

### 1.0 Introduction

- 1.1. This report provides an overview of issues and progress against key service objectives/milestones and performance targets to year-end for service areas within the remit of the Corporate Policy and Performance Board.
- 1.2. Key priorities for development or improvement in 2015-18 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to the Board in relation to the Council's priority of Corporate Effectiveness and Business Efficiency i.e.:
  - Financial Services
  - People, Policy, Performance and Efficiency
  - ICT Infrastructure
  - Legal and Democracy
  - Catering, Stadium and Registration Services
  - Property Services
- 1.3 The way in which traffic light symbols have been used to reflect progress to date is explained within Section 8 of this report.

### 2.0 Key Developments

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

#### *Finance*

#### *Financial Management*

1. Government announced the 2016/17 final Settlement Funding Assessment on 08 February 2016. For Halton there was no change in the funding assessment from that announced as part of the provisional settlement. The final assessment for 2016/17 includes Revenue Support Grant of £22.3m, a reduction of 23% from the 2015/16 allocation.
2. The 2016/17 net budget of £98.5m was approved by Council on 02 March 2016. The net budget will be part funded from an increase of 3.9% to Council Tax, inclusive of a 2% precept to cover additional spend on Adult Social Care services. The 2016/17 council tax requirement is £41.2m, Band D council tax is £1,250.97, the fourth lowest in the North West.
3. The Medium Term Financial Forecast has been updated for 2017/18, 2018/19 and 2019/20. The funding gap for the three years as included in the budget report is £34.8m. The forecast is based on a number of assumptions and will be updated as new information comes to light during the year.

4. The Council's net spend position to the end of quarter three was reported to Executive Board on 25 February 2016. Net expenditure was only £39,000 under the profiled budget to date figure of £70.1m. Capital spending as at 31 December 2015 totalled £19.9m, which is 65% of planned capital spend for the financial year, after allowing for 20% slippage of the capital programme between years.

#### *Revenues Benefits and Customer Services*

5. In the Quarter 3 Monitoring report the future rollout of Universal Credit to the full digital service was highlighted to commence in May 2016, and at that point we were still waiting to be informed when Halton would be affected. DWP has recently informed us that Widnes and Runcorn Job Centres will be delivering the full digital UC service from July 2016.
6. During the year there has been a steady but relatively low flow of enquiries concern UC. This can be expected to increase significantly as a national "roll out" continues with Halton the only authority in the region to have an "open gateway" from July 2016. The enquiries received have been problematic and difficult to resolve and until the system is refined and firmed up this can be expected to be the case. The team are currently awaiting specialist training for this substantive change.
7. Surveys show high levels of satisfaction with HDL service. Since April 2015, more than 2,000 customers have completed a survey giving their views about the service they have received when at an HDL one-stop-shop or when speaking to the contact centre. The survey has revealed that 90% of customers were either satisfied or very satisfied with the service and 80% were happy with waiting times.
8. Contact Centre management have been working on the project team for the new Integrated Front Door Service for Children's Social Care as the Contact Centre is the initial point of contact for all Children's Social Care calls from the public and professionals. The new service will now be co-located with the Contact Centre and Adult Social Care's Initial Assessment team so that there is a truly integrated approach to these vulnerable clients. The new iCART team is a multi-agency team with colleagues from Health, Police, Fire, Education Welfare, Adult Social Care, Early Intervention Support Workers and Children's Social Workers. The Contact Centre staff will continue to load referrals onto Carefirst 6 and from there a multi - agency assessment will be carried out. Training has been carried out with the Contact Centre staff and the new service will be launched in April 2016.

#### *Audit and Operational Finance*

9. The Council has recently completed a procurement exercise to renew its insurance services for motor and ICT infrastructure, property, business interruption and contract works, and the Council's Fidelity Guarantee and new contracts will commence as of 01<sup>st</sup> April 2016.
10. One of the Council's former insurers, MMI, ceased writing new business in September 1992. Until May 2013, MMI continued to pay claims in full in the anticipation that a solvent run-off of the company would be achieved. As an alternative to liquidation the business of the company was being wound up by means of a Scheme of Arrangement with its creditors. The Council is a scheme creditor and is therefore subject to the financial implications of the outcome of the run-off.
11. The Scheme Administrator confirmed in May 2013 that an initial call under the scheme would be made. The Council was required to pay an initial levy of 15% (£177,854) of the total value of claims settled by MMI on its behalf since September 1993.
12. The MMI Scheme Creditors Committee has recently agreed to increase the levy from 15% to 25%. This means that the Council will only receive funding for 75% of the value of any future claims settled by MMI after 1 April 2016 with the remainder being self-funded by the Council. The Council

will also receive a further Levy Notice that will be calculated at 10% of all payments made by MMI on the Council's behalf since 30 September 1993.

### *People, Policy, Performance and Efficiency*

13. Two hundred staff, who previously delivered the Council's external contract for leisure services have been successfully transferred onto the authority's payroll and structure in accordance with 'Transfer of Undertakings (Protection of Employment) Regulations 2014.
14. Arrangements have been made within the HR / Pay system to ensure the Council's compliance with the National Minimum Wage and these will be updated following the conclusion of the Local Government Pay Award.
15. Service redesign and staffing reductions have continued to year-end and the focus will remain upon improving outputs that support the business operations of the Council.
16. Following the Highways Efficiency Review focussed training sessions have been provided to new managers to enhance / refresh their skills base and support them in the delivery of their new roles.
17. The Council has achieved Direct Certificate of Attainment from the Institute of Leadership and Management (ILM) which will enable a smoother delivery of ILM qualifications. The L & D Team have also successfully moved to a proactive service delivery model which whilst providing a core offer to maintain essential generic skills across the Council also allows tailored interventions which meet customer demands.
18. Reviews of Highways and the Halton Supported Housing Network have now been completed, generating sustainable revenue savings of around £230,000.
19. In addition, the revised framework for acquiring and using agency workers within the Council has been developed during 2015/16, with a new electronic requisition and approval process implemented April 2016.
20. A new Organisational Development Strategy for the Council, entitled 'Unlocking our Potential' has now been finalised. It covers the period 2016-2020 and is designed to help the Council to continue to develop staff, within the challenging environment in which we now operate. In addition they have supported the development and recent launch of the Halton Foundation which will support third sector sustainability within Halton.
21. Partnership arrangements have now been reviewed and revised with the roles of various Boards, including the Halton Strategic Partnership Board and the Health and Wellbeing Board being reviewed to develop and updated and more efficient arrangement.

### *ICT and Administration Support Services*

22. The Records Management Unit has continued to move from strength to strength with more departments utilising the facility and creating further saving across the authority. The process to destroy documentation once scanned and archived is fully underway with the measurement of destruction now being measured in tonnage.
23. Physical network connections to the Police and the NHS health network have been made allowing key front line users to now connect from either NHS/Police or Council premises to their own systems with greater levels of ease and reduced complexity – allowing the effective delivery of the Halton Complex Dependency Unit through services located in the Municipal Building.
24. The delivery of the income manager project completed on time and to budget, this was a major 8 month project to enhance and develop the main external payment facilities into the authority –

such a development will now enhance Web payments and improve point of sale facilities as well as internal financial process

*Legal and Democratic Services*

22. A considerable amount of support has been required to support the Councils reintegration of the Leisure Contract from April 2016..

*Catering, Stadium and Registration Services*

23. Quarter 4 saw the busiest period since the opening of the Brindley Theatre in 2004 with 85 shows being attended by 22,732 people. Both the Bar and Café revenues have increased and moving forward bookings are showing a very positive trend.
24. Significant work has been ongoing within Registration Services with 70 Ceremony Reservations being taken following the Wedding Fayre which was held in February which hosted 46 exhibitors. Additionally the requirements of National Best Practice have now been fully implemented and Halton is one of the first registrars in the country to develop a cashless office which offers the convenience of online payments and will help to reduce the Council's operating costs.
25. Work continues to digitally scan all Registers back to 1837, including births, deaths and marriages and staff continue to progress well in achieving their National Qualifications.
26. Following an initial decision by Liverpool Ladies Football Club to move administration and day to day training to another venue they have, after 8 weeks, decided to return to the Select Stadium. The stadium is also home to Everton Ladies, Widnes Town FC and American football team Runcorn Spartans and community use of the artificial pitch continues to increase and be used by significant numbers on a daily basis.
27. A new tender has been completed to replace the existing floodlighting which is not of a standard to support broadcasting in HJD or 3D. This will improve our marketability, with for example Sky TV, at only a marginal energy cost.
28. A number of large well attended annual events were held in Quarter 4 including the Widnes Past Players Annual Dinner, the Mayors Ball, and the Rainbow Ball. The Maureen King Pink Ball also raised over £7,000 for the breast cancer charity
29. In addition the Mersey Link Back to Work Conference in January attracted over 900 delegates and in February Liverpool Diocese NW Conference, attended by the Arch Bishop of Liverpool, attracted over 350 delegates.
30. The new Legends Bar is increasing in popularity following the introduction of live acts on a Saturday evening and this is being supported by promotional activities to raise awareness of the venue.
31. During the 2015 – 16 year the school meals service has seen an increase in provision whilst maintaining costs within budget and Halton has one of the highest productivity rates in the country.
32. Additionally Halton has one of the highest levels of the uptake of free school meals with rates of 85% in infant, 60% in Junior and 57% in Secondary schools.
33. Although the school meals price rose slightly in 2015 there was only a slight reduction in demand and prices will be frozen for the coming financial year.

### *Property Services*

34. The Council completed on the purchase of the former Police Station and Magistrates Court in Kingsway in January and soon after the contractor took possession of the site and commenced with the demolition works. Additional asbestos has been discovered on site which has caused a delay; the revised anticipated completion date is now towards the end of July 2016.
35. Further assets continue to be developed including the works to refurbish Norton Priory Museum which is scheduled to open in August 2016. Tenders have now also been evaluated and a contract awarded for the Fairfield Primary site redevelopment, with Phase 1 commencing in April 2016 with phase 2 commencing in July, and proposals are currently being developed for a new pavilion in Hough Green Park and facilities at Runcorn Linnets club.
36. The Education and Corporate maintenance programmes, with the exception of a small number rolling forward into 2016 – 17, were delivered as planned and the programmes for the coming financial year have now been approved.
37. Staff from relevant agencies are presently relocating to the Municipal Building to provide the integrated Front Door Service and the new Term Maintenance Contract will commence in June 2016.

### **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*

##### *Financial Management*

- a) The Education Funding Agency has announced the first of a two part consultation regarding the introduction of a national funding formula (NFF) for primary and secondary schools and academies to be introduced from 2017/18. The first consultation is about the principles, funding factors and methodology for the NFF. The second consultation to be published later in the year will focus on how to balance different factors in the NFF and the impact of the formula on funding for individual areas and schools. Halton will submit a response to the consultation and contribute to responses from LCR and Sigoma.

##### *Revenues, Welfare Rights and Halton Direct Link / Contact Centre*

- b) At year-end and since the changes made to the level of unoccupied property discounts and the replacement of Council Tax Benefit with the Council Tax Reduction Scheme (CTRS) in April 2013 the increased amount to be collected has significantly impacted on collection rates. Collection from CTRS claimants, who have limited finances, has been impacted, as debtors still have arrears from previous years as well as new-year liability.
- c) In the March 2016 Budget the Government announced that they will permanently double the Small Business Rate Relief (SBRR) from 50% to 100% from 1<sup>st</sup> April 2017. The threshold for that relief will increase from £6,000 rateable value to £12,000 rateable value. This will increase the number of applications which the Team will have to process. In addition, there are plans to introduce frequent business rates revaluations.

- d) The rationalisation of the premises used by HM Courts & Tribunals Service means that disability tribunals are expected to be moved from Halton to St Helens. This will cause problems for clients in terms of “access to justice” and to the team in terms of continuing to provide a quality service.

*Audit and Operational Finance*

- e) The Local Audit and Accountability Act 2014 brought to a close the Audit Commission and established transitional arrangements for the appointment of external auditors and the setting of audit fees for all local government and NHS bodies in England. On 5 October 2015 the Secretary of State Communities and Local Government (CLG) determined that the transitional arrangements for local government bodies would be extended by one year to also include the audit of the accounts for 2017/18. This means that the Council will be responsible for appointing its external auditor from 2018/19.
- f) The Local Government Association (LGA) has successfully lobbied for legislation to include provision for the establishment of a sector-led body to procure future external audit contracts. The LGA has confirmed that it intends to support the appointment of Public Sector Audit Appointments Ltd (PSAA) as the sector-led body for local government. Analysis by the LGA indicates that this option would be far cheaper for councils than every council procuring their external auditor separately. It would avoid the need for hundreds of separate procurement exercises and also has the advantage that it would save the time and cost which would otherwise be required to establish an Independent Auditor Panel to appoint the external auditor. The Council has therefore expressed a non-binding interest in participating in the LGA’s sector led approach. A formal decision to opt-in will however be required at a later stage

*People, Policy, Performance and Efficiency*

- g) The service has largely retained SLA’s with the borough’s schools into 2016/17, to provide Payroll, Recruitment & Contracts, and Employee Relations advisory services. This is however subject to future change following government announcements on the wholesale transition of maintained schools to academies over the next four to six years, and could have a significant impact on income to the division.
- h) The variety of ways in which services approach restructuring has been considered, and variation does not lend itself to an effective process. To address this, a Restructuring Protocol is being developed and will be progressed during the coming months.
- i) As work has progressed it has become clear that the extent of change post efficiency Reviews can be significant in relation to the residual management resources that are available within the service areas. As a result, and given the depth and breadth of expertise now available since the new People, Policy, Performance and Efficiency Division was formed, the future format of Efficiency Review work can be enhanced further to include post implementation support to services.
- j) An Apprenticeship Framework for the Council, which provides guidance to managers on the setting up of apprenticeship placements, recruitment, remuneration and contractual aspects of apprenticeship employment. This will be progressed throughout Q1 of 2016/17 and will help the council to respond to the Apprenticeship target, and will also form part of the Councils long-term approach to human resourcing.

*ICT and Administration Support Services*

- k) The delivery of the new Halton Desktop platforms for all Corporate users as well as Halton's Schools will continue to consume a major part of the teams resource over the coming quarter through what is now a key testing phase leading to deployment for all corporate services. The Schools development will be planned for quarter 2 with deployment linked to the new School year in September.
- l) New business opportunities are a key focus with discussions underway with Mersey Travel and two other neighbouring unitary authorities for the use of the Agresso financial management package. Halton's existing partners continue to develop their requirements and work in this area remains a key focus for the team.
- m) Negotiations are now underway to define the new requirements for the authorities Microsoft Enterprise Licensing agreement, a tender was placed and all responses are currently under evaluation.

*Legal and Democratic Services*

- n) During the coming months elections will be held for the Municipal and Police and Crime Commissioner and the European Referendum and arrangements have been effectively implemented. In addition the revised Council Constitution will be presented to Annual Council in May 2016.

*Catering, Stadium and Registration Services*

- o) As a result of the increased volumes of sales in both the high schools and primary schools negotiations have taken place with HR, Unions and Catering staff to arrange the necessary increase in permanent hours.
- p) Despite Widnes Vikings excellent start to the season the attendance figures remain a cause for concern, gates are averaging at less than previous years' and this has had an adverse effect on bar and catering sales targets.

*Property Services*

- q) A Corporate Accommodation report has now prepared and sets out a number of principles with regards to generating more savings and income from our property portfolio over the next few of years. The main aspects of the report are to rationalise accommodation over time, create a number of agile working hubs across the borough for use by officers and to carry out further work in order to consolidate the wider estate in due course, with a target of generating a 40% saving in accommodation costs.
- r) The government have recently published their response (March 2016) to the consultation process in respect of 'reforming the business energy efficiency tax landscape' which includes items such as the carbon reduction energy efficiency scheme (CRC), climate change levy (CCL), climate change agreements (CCA), Greenhouse gas reporting (GHG) and a number of other energy related issues. The key outcomes which will impact on us to some degree are as follows:-
  - CRC to be closed from 2018/19
  - Main rates of the CCL to be increased from April 2019.
  - CCL discounts to CCA participants to be increased from April 2019
  - Consult later in 2016 on simplifying the energy & carbon reporting framework for introduction for April 2019.

#### 4.0 Risk Control Measures

- 4.1 Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements. As such Directorate Risk Registers were updated in tandem with the development of the suite of 2015 – 16 Directorate Business Plans.

Progress concerning the implementation of all Directorate high-risk mitigation measures was reported in Quarter 2.

Risk Registers are currently being reviewed for 2016 – 17 in tandem with the development of next year's Business Plan.

#### 5.0 High Priority Equality Actions

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

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

<http://www3.halton.gov.uk/Pages/councildemocracy/pdfs/EandD>

## 6.0 Performance Overview

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

### Financial Management

#### Key Objectives / milestones

Ref	Milestones	Q4 Progress
FS 01	Report Medium Term Financial Strategy to Executive Board, <b>November 2015</b> .	
FS 03	Complete the Draft Statement of Accounts for certification by Chief Financial Officer <b>by 30<sup>th</sup> June 2015</b> .	
FS 03	Publish the Statement of Accounts <b>by 30<sup>th</sup> September 2015</b> .	

#### Supporting Commentary

To allow for details of the 2015/16 CSR to be included the Medium Term Financial Strategy was reported slightly later than planned on 09<sup>th</sup> December 2015. The Draft Statement of Accounts was certified and shared with the External Auditor as planned and the final document was published on the Council's website following approval by the Business Efficiency Board.

#### Key Performance Indicators

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q4 Actual	Q4 Progress	Direction of travel
FS LI 04	Proportion of Council Tax that was due that was collected.	95.47%	94.75%+	95.21		
FS LI 05	The percentage of Business Rates which should have been received during the year that were received.	97.04%	95.00%+	96.89		
FS LI 07	Average time for processing new claims (Housing & Council Tax Benefit).	14.42	20	18.08		

#### Supporting Commentary

The collection of Council Tax continues to be adversely affected by national reforms and a number of short-term occupations have impacted upon the collection of Business Rates although both remain above local collection rates. Although the processing of Benefit applications is showing a slightly downward trend as a result of new process demands it remains within targeted levels.

People, Policy, Performance and Efficiency

**Key Objectives / milestones**

Ref	Milestones	Q4 Progress
HRLD 01	On-going enhancements to i-Trent system capabilities <b>March 2016</b>	
HRLD 02	Promote and take forward the delivery of actions identified within Corporate People Plan <b>March 2016</b> .	

**Supporting Commentary**

I-Trent capabilities have been further enhanced to ensure legislative compliance for 2016 – 17 with an upgraded pension reporting capability being deployed to maximise the efficiency of internal work processes.

The actions with the CPP have been implemented as planned and, as reported earlier in this report, a new Organisational Development Strategy will become operational as of April 2016.

**Key Performance Indicators**

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q4 Actual	Q4 Progress	Direction of travel
HRLD LI 01	The number of working days / shifts lost due to sickness (Corporate).	10.44	10	9.05		
HRLD LI 04	% of training delegates attending as proportion of places reserved.	99	90	86		
HRLD LI 05	The percentage of top 5% of earners that are:					
	a) Women	55.62	50	54.78		
	b) From BME communities.	1.85	1.5	2.06		
	c) With a disability.	0.71	8.0	0.82		
HRLD LI 06	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	1.44	10.0	1.28		
HRLD LI 07	Minority of Ethnic Community staff as a percentage of the total workforce.	1.22	1.0	1.00		

### Supporting Commentary

The number of days lost to sickness absence has continued to fall by 13% when compared to last year and by 19.4% when compared to 2013-14. Further work in this area is now being undertaken to identify opportunities for further improvement.

During quarter 4 there were a significant number of late cancellations for training sessions and this is now being investigated.

Staffing profiles are inevitably subject to variation and the Council will continue to approach recruitment in an inclusive and non-discriminatory way.

### ICT Infrastructure

#### Key Objectives / milestones

Ref	Milestones	Q4 Progress
ICT 01a	Continued Enhancement of the virtualization platform to enhanced or new technologies, <b>March 2016</b> .	
ICT 01b	Further development of Cloud Services Platform, <b>March 2016</b> .	
ICT 01c	SharePoint and Records Management enhancements <b>March 2016</b> .	
ICT 01d	Continued Social Care Systems Service Support Programme <b>March 2016</b> .	
ICT 01e	OC and Desktop OS Replacement Programme <b>March 2016</b> .	
ICT 01f	Continued Lync Enhancement Programme <b>March 2016</b> .	
ICT 01g	Interactive Web Services Enhancement and further SharePoint Integration <b>March 2016</b> .	
ICT 01h	Further development of commercial ICT opportunity within desktop, hosting and DR provision <b>March 2016</b> .	
ICT 02d	Continued development of document management and distribution services - <b>March 2015</b> .	
ICT 04a	Conduct & Evaluate point of contact Satisfaction survey for ICT & Support Services - <b>March 2015</b> .	

### Supporting Commentary

Work on the Virtualisation Platform, which will realise considerable benefits over the coming years, is now at a crucial stage with major components now in place and being tested.

The Cloud services platform continues in its development and will enhance remote access and security and enhancements to SharePoint have now been successfully deployed including those to records management interfaces.

All other objectives have been delivered as planned and, as referred to earlier in the report, commercial

activity remains a focus as we move into the new financial year.

### Key Performance Indicators

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q4 Actual	Q4 Progress	Direction of travel
ICT LI 1	Average availability of the Council's operational servers (%).	99	99	99		
ICT LI 4	% Of all responsive repairs completed within 2 working days.	86	80	80		
ICT LI 8	Average working days from order to completion of a new PC.	5	10	10		

### Supporting Commentary

Progress against all measures has been achieved within targeted levels.

### Legal & Democracy

### Key Objectives / milestones

Ref	Milestones	Q4 Progress
LD 02a	To ensure that all members have been given the opportunity of a having a MAP meeting.	

### Supporting Commentary

MAP meetings are continually taking place throughout the calendar year.

### Key Performance Indicators

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q4 Actual	Q4 Progress	Direction of travel
LD LI 03	Average Time taken to issue prosecutions from receipt of full instructions (working days).	10	10	10		
LD LI 05	Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days).	1	3	1		

**Supporting Commentary**

Performance at year-end remains at expected levels.

**Catering, Stadium & Registration Services****Key Objectives / milestones**

Ref	Milestones	Q4 Progress
CE 2	Identify areas for improvement in line with the Business Plan and Marketing Plan (this will drive the development of milestones for 2016/17). <b>January 2016</b>	
CE 3	Deliver a promotion and educational campaign (AOF 1) <b>September 2015 and January 2016</b>	

**Supporting Commentary**

All areas for improvement were developed and delivered successfully in 2015 – 16 with work now being undertaken for the coming financial year.

As referred to earlier in this report the active promotion of the Schools Meals offer has a positive impact in mitigating against the necessary price increase that was introduced in April 2015 with numbers of sales falling only slightly.

**Key Performance Indicators**

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q4 Actual	Q4 Progress	Direction of travel
CE LI 1	No. of meals served versus hourly input of labour (Previously SH1).	10.80	10.00	11.39		
The percentage (%) take up of free school meals to those who are eligible:						
CE LI 6	Primary Schools	91.7%	85%	86%		
CE LI 7	Secondary Schools	77.1%	75%	77.8%		
Take up of school lunches (Previously NI 52 a & b):						
CE LI 8	Primary Schools	60.8%	65%	63%		
CE LI 9	Secondary Schools	54.95%	57%	55.4%		
Food cost per school meal (pence):						

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q4 Actual	Q4 Progress	Direction of travel
CE LI 14	Primary Schools	71p	78p	71p		
CE LI 15	Secondary Schools	£1.01	95p	96p		

### Supporting Commentary

Productivity in schools meals has saw a 13% increase over the preceding year with food costs being contained through the effective procurement of provisions.

Although not all local targets have been achieved, and as referred to earlier in this report, the take up of school meals as a whole is extremely positive and exceeds national rates. It also should be noted that catering staff remain active in regards to personal development and make use of the local college as a hub for learning.

### Property Services

### Key Performance Indicators

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q4 Actual	Q4 Progress	Direction of travel
CED060	Occupancy of HBC industrial Units	89%	90%	89%		
CED061	Occupancy of Widnes Market Hall	85%	95%	82%		

### Supporting Commentary

Occupancy levels for the 4 industrial unit sites have been maintained since 2014 – 15 although have fallen marginally under the 2015 – 16 target. The planned disposal of three of the four existing sites is now reaching conclusion and is likely to occur during the early part of the coming financial year.

Occupancy levels have decreased slightly over the preceding year as businesses continue to face economic pressures which have not been helped by changes to small business rate relief and national minimum wage and pension changes for employers. However an upward trend in applications for stalls is emerging and this is likely to have a positive outcome on occupancy levels as we move into the 2016 – 17 financial year.

## 7.0 Financial Summaries

The Council's 2015/16 year-end accounts are currently being finalised. The year-end position for each Department will therefore be made available via the Intranet by 30th June 2016.

## 8.0 Explanation of Symbols

Symbols are used in the following manner:

### Progress Symbols

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