



Corporate Policy and Performance Board

Tuesday, 6 June 2017 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 Ged Philbin (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, 5 September 2017*

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

Part I

| Item No. | Page No. |
|---|------------------|
| 1. MINUTES | 1 - 5 |
| 2. DECLARATION OF INTEREST (INCLUDING PARTY WHIP DECLARATIONS) | |
| 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. | |
| 3. PUBLIC QUESTION TIME | 6 - 8 |
| 4. EXECUTIVE BOARD MINUTES | 9 - 24 |
| 5. ANNUAL REPORT 2016/17 | 25 - 31 |
| 6. MEMBERS DEVELOPMENT GROUP NOTES | 32 - 36 |
| 7. PERFORMANCE MONITORING | |
| (A) CORPORATE ACCIDENT/INCIDENT REPORT 1.4.16-31.3.17 | 37 - 58 |
| (B) ICT SERVICE VERBAL UPDATE | |
| (C) PERFORMANCE MANAGEMENT REPORTS - QUARTER 3 AND 4 2016-17 | 59 - 105 |
| (D) TOPIC GROUPS 2017/18 | 106 - 107 |

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.

CORPORATE POLICY AND PERFORMANCE BOARD

At a meeting of the Corporate Policy and Performance Board on Tuesday, 31 January 2017 in the Civic Suite, Town Hall, Runcorn

Present: Councillors Gilligan (Chair), A. Lowe (Vice-Chair), Abbott, Howard, C. Loftus, A. McInerney, N. Plumpton Walsh and Joe Roberts

Apologies for Absence: Councillors E. Cargill, G. Stockton and Wainwright

Absence declared on Council business: None

Officers present: M. Reaney, E. Dawson, G. Ferguson, C. Patino and J. Unsworth

Also in attendance: None

**ITEM DEALT WITH
UNDER DUTIES
EXERCISABLE BY THE BOARD**

| | | <i>Action</i> |
|------|---|---------------|
| CS22 | MINUTES | |
| | The Minutes from the meeting held on 1 st November 2016 were taken as read and signed as a correct record. | |
| CS23 | PUBLIC QUESTION TIME | |
| | The Board was advised that no public questions had been received. | |
| CS24 | EXECUTIVE BOARD MINUTES | |
| | The Board was presented with the Minutes relating to the Corporate Services Portfolio which had been considered by the Executive Board since the last meeting of the Board. Arising from the discussion, the Board wished to highlight the good work of Halton Borough employees over the past twelve months. | |
| | RESOLVED: That the minutes be noted. | |
| CS25 | LOCAL AREA FORUMS | |
| | The Board considered a report of the Strategic | |

Director Enterprise, Community and Resources, which provided details on the initial audit of Local Area Forums which took place in July 2015 and the findings report produced in August 2015. The findings report contained a number of recommendations which led to changes in practice to the way Area Forum grant funding applications were processed, approved and managed and to the way in which goods and services for approved projects were procured. These changes came into effect in November 2015.

Subsequently, a follow up Internal Audit review of Local Area Forums was carried out in October 2016. The purpose of the follow-up audit was to assess how effectively any issues identified in the original audit report had been addressed and to consider the impact of the changes that were made to the project approval and delivery processes.

Members had provided feedback on a number of the new arrangements introduced following the audit report. In particular, Members felt that some aspects of the new processes led to delays in projects being approved or delivered and that the required process for sourcing suppliers or service providers was restrictive and could lead to value for money not being achieved in some instances.

As a result of the follow up audit:

- Three quotations would continue to be submitted to the Council with all funding application forms, however, where appropriate, the quotations would be compared to prices available via the Council's corporate contracts to determine the best procurement option;
- Where it could be demonstrated that greater value for money could be achieved by doing so, goods or services would be procured from suppliers other than those contained on the Council's approved list; and
- The follow-up audit reaffirmed the recommendation contained within the original audit report that all invoices should be paid directly by the Council. As well as preventing inappropriate use of funding, this would enable the Council to recover VAT on project expenditure. The only exception would be minor expenditure items where invoices would be difficult to obtain, for example; £100 awarded for food supplies for a community fun day.

In line with normal practice, the follow-up audit report would be presented to a future meeting of the Business

Efficiency Board and details of the revised processes would be cascaded to Area Forum Lead Officers for implementation.

RESOLVED: That the report be received.

CS26 COUNCIL TAX COLLECTION COSTS

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, which proposed a change to the treatment of costs relating to the collection of council tax arrears.

At a previous meeting of the Board held on 6th September 2016, the Board considered an update report on council tax income, council tax arrears, recovery action and the impact of the localisation of council tax support. The Board expressed concern at the significant increase in the level of council tax arrears following the localisation of council tax support, whereby approximately 6,300 households were now paying council tax for the first time, in addition to those who were partial benefit claimants.

This had led to a situation where a significant number of taxpayers with an attachment of benefits, were not able to clear their arrears by the end of the financial year, at which point they became liable for the following year's council tax. Hence their council tax arrears began to escalate year-on-year.

Before a taxpayer could be given an attachment of benefits to recover the council tax which was owed, the Council must first obtain a liability order. This currently carried an additional cost for the taxpayer of £77 which then increased their council tax arrears

A liability order must be obtained in these circumstances. However, in order to assist with this situation and avoid increasing the arrears burden unnecessarily for taxpayers, it was proposed that once a first attachment of benefits had been paid in full, the cost element for any subsequent attachments of benefit were written-off by the Council.

Further information on the current position of Castle View House in respect of business rates would be circulated to the Board.

RESOLVED: That the Executive Board be recommended to approve, where a first attachment of

Strategic Director Enterprise,

benefits has been paid in full, that the cost element for any subsequent attachments of benefit are written-off by the Council, as outlined in paragraph 3.5.

Community and Resources

CS27 BUSINESS PLANS 2017 - 18

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, which provided Members with an opportunity to contribute to the development of the Business Plan for 2017-18. Members considered a number of priorities for development that they would like to see reflected in the Business Plan. As Plans could only be finalised once final budget decisions had been confirmed in March 2017 annual targets could only be properly determined once this information, along with year-end outturn figures for 2016/17 became known.

Arising from the discussion, the Board agreed to set up a working group to discuss the sickness monitoring policy. It was agreed that the working group would be set up shortly, with a view to meetings being held before the end of May.

In addition, information would be circulated to the Board on the possible impact of the apprenticeship levy on Halton schools.

RESOLVED: That the information provided be received.

CS28 PERFORMANCE MANAGEMENT REPORTS FOR QUARTER 2 OF 2016/17

The Board received a report from the Strategic Director, Enterprise, Community and Resources, which presented the Performance Monitoring Reports for Quarter 2 of 2016/17.

The reports related to the following functional areas which reported to the Board and detailed progress against service objectives and milestones, and performance targets and provided information relating to key developments and emerging issues that had arisen during the period:

- Finance;
- Human Resources and Organisational Development;
- ICT and Administrative Support;
- Legal and Democracy;
- Policy and Performance;
- Property Services; and

- Catering, Stadium and Registration Services.

It was agreed that further information would be circulated to the Board on the cost of missed bin collections.

RESOLVED: That the second quarter performance monitoring reports be received and noted.

Meeting ended at 7.20 p.m.

REPORT TO: Corporate Policy & Performance Board

DATE: 6th June 2017

REPORTING OFFICER: Strategic Director, Enterprise, 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: 6th June 2017
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

19th January 2017

RESOURCES PORTFOLIO

EXB85 USE OF GUARDIAN SERVICE IN VACANT BUILDINGS

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, on the use of Guardian Services in vacant buildings.

The Board was advised that a pilot of the Guardian Scheme was approved by Executive Board Sub Committee in 2012, for two vacant properties, as an alternative method of security for Council properties which were empty or surplus to requirements.

It was reported that generally, the Guardian Scheme worked well and proved to be cost effective in most cases. The report provided details of costs associated with the former library at Egerton Street, Runcorn; the scheme had also been used successfully during the contract period within the Transporter Bridge House in West Bank and the former Caretaker's Bungalow at St John Fisher Primary School, Widnes.

However, the report also set out details of the costs associated with the former hostel, Belvedere, in Runcorn. It was recommended that the scheme be continued as an interim arrangement whilst Officers explored options for the disposal and/or demolition of the property, before reporting to the Board on the outcome, by June 2017.

RESOLVED: That

- 1) the continuing use of the Guardian Scheme and the retendering of the service be approved;
- 2) the potential liability of Belvedere (Former Hostel) be noted and the continued use of the scheme as an interim arrangement be approved; and
- 3) Officers explore the options for disposal and/or demolition of the property and report back to Executive Board with recommendations by June 2017.

Strategic Director
- Enterprise,
Community &
Resources

EXB86 REQUEST FOR BUSINESS RATES RELIEF

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, on a request for Business Rates relief.

The Board was advised of a request for Discretionary Business Rates Relief from a Manchester based company for three units at Aston Fields, Runcorn, whilst the properties were refurbished. The report provided details of the request for Members' information.

RESOLVED: That the request from PIN Properties be refused for the reasons outlined in the report.

Strategic Director
- Enterprise,
Community &
Resources

EXB87 BUSINESS RATES RELIEF PROPOSED GUIDING PRINCIPLES

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, on suggested guiding principles for the consideration of future requests for Business Rates Relief.

The Board was reminded that in April 2013, the Government introduced a business rates retention scheme, which sought to offer Councils a strong financial incentive to promote economic growth. It was reported that until now, the Council had considered such requests on merit on a case by case basis, and without any general criteria to help guide those decisions.

Attached at Appendix 1, were a set of proposed Guiding Principles which set out the circumstances where such request might be considered. If these were considered acceptable, Members would use them when considering future requests.

RESOLVED: That the guiding principles contained in Appendix 1 be approved.

Strategic Director
- Enterprise,
Community &
Resources

EXB88 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 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

EXB89 DISPOSAL OF FREEHOLD INTEREST IN THE LAND TO THE REAR OF THE FORMER SOUTHBANK HOTEL, LORD STREET, RUNCORN.

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, which sought approval for the proposed disposal of the Council's freehold interest in land to the rear of the former Southbank Hotel, Lord Street, Runcorn.

The report set out details of the proposed development of the site for residential use, for Members' consideration.

RESOLVED: That

- 1) the disposal of the site to Mahady Investments Limited for the amount referred to in the recommendation, subject to contract and subject to planning permission, in accordance with the Heads of Terms attached at Appendix 2 to the report, be

Strategic Director
- Enterprise,
Community &
Resources

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.

PHYSICAL ENVIRONMENT PORTFOLIO AND RESOURCES PORTFOLIO

EXB90 LAND DISPOSAL FOR EMPLOYMENT LAND AT JOHNSON'S LANE, WIDNES

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, on the disposal of, and development on land at Johnson's Lane, Widnes.

The Board was advised of the proposals for the disposal of plots A and B on the site.

RESOLVED: That

- 1) the sale of approximately 1.8 acres of land to S. Evans and Sons Limited for the amount stated in the recommendation and 1.8 acres of land to Philip Bannon Plant Hire Limited for the amount stated in the recommendation, both subject to planning permission and subject to contract, 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
- Enterprise,
Community &
Resources

23rd February 2017

RESOURCES PORTFOLIO

EXB94 2016/17 QUARTER 3 SPENDING

The Board received a report of the Operational Director, Finance, which reported on the 2016/17 Quarter 3 Spending as at 31 December 2016.

A summary of spending against revenue budget up to 31 December 2016 was attached at Appendix 1. This provided individual statements for each department. The

Board was advised that, in overall terms, revenue expenditure was £0.764m above the budget profile, even after having released the remaining contingency budget of £0.5m. It was noted that, given the adverse variance position and continuing budget pressures, Directorates had been asked to restrict any non-essential spend over the final quarter of the year. The Strategic Director, People, had been asked to report to a future meeting as to how it was intended that spend on Children's Social Care could be brought back into line with the budget.

The report contained details of the main budget pressure within the Children and Families Department, and in particular, out of Borough residential placements and fostering. It was reported that the numbers of children in care had increased by 31% compared to the same period last year.

The report also outlined details of a continued shortfall in income in the Community and Environment Department; underspends in the Corporate and Democracy and Economy, Enterprise and Property Departments; spending on employees; staff turnover targets; expenditure on general supplies and services and the Council Tax collection rate for the third quarter for 2016/17

The Capital Spending Programme had been revised to reflect a number of changes in spending profiles as schemes developed, and these were detailed in the report.

RESOLVED: That

- 1) Strategic Directors ensure that all spending continues to be limited to the absolute essential and is contained as far as possible within their operational budget by year-end;
- 2) the Strategic Director, People, present a strategy, action plan and timescales to a future meeting, detailing what steps can be taken to bring spending on Children's Social Care back into line with budgets, as far as possible; and
- 3) Council be recommended to approve the revised Capital Programme, as set out in Appendix 3, attached to the report.

Operational
Director - Finance

EXB95 TREASURY MANAGEMENT STRATEGY STATEMENT
2017/18

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 2017/18.

The TMSS was attached to the report and detailed the expected activities of the Treasury function in the forthcoming financial year (2017/18).

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.

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

Operational
Director - Finance

EXB96 BUDGET 2017/18

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 2017/18.

It was noted that at the time of writing, the Cheshire Police and Crime Commissioner, the Cheshire Fire Authority 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 2017/18, which was in line with the Provisional Settlement announced on 15 December 2016. The Council, as part of the Liverpool City Region (LCR), will pilot a new scheme of 99% business

rates retention. A 'no detriment' policy would apply to the pilot scheme, whereby the Council would be no worse off as a result of being part of the pilot. It was reported that, from 2019/20, the Business Rates Retention Scheme would be rolled out on a national basis in conjunction with a Government review of the needs and resources of Local Government, where the business rate baselines for each Council would be reconsidered.

The Board was advised that the Medium Term Financial Strategy, approved on 17 November 2016, had identified a funding gap of around £11m in 2017/18, £11.7m in 2018/19 and £9.2m in 2019/20. 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 frontline 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 as an important part of that process. Individual consultations had taken place in respect of specific budget proposals and equality impact assessments would be completed where necessary.

On 7 December 2016, Council approved initial budget savings totalling £7.9m for 2017/18, 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 £102.700m.

The Board was advised that the proposed budget incorporated the grant figures announced in the provisional Grant Settlement and included £2.414m for the New Homes Bonus and £0.548m of Improved Better Care Funding, paid to Councils for the first time in 2017/18.

Further information was provided on the budget outlook. As part of the Local Government Finance Settlement for 2016/17, the Government had published indicative Settlement Funding Allocations for the three years

up to 2019/20. Local authorities had been asked to produce and publish an efficiency plan setting out their forecast budget position through to 2019/20 along with their proposed efficiency measures to achieve annual balanced budget positions. The Council's efficiency plan was published on 14 October 2016. The Medium Term Financial Strategy had been updated to take account of the 2017/18 finance settlement, multi-year allocations and saving measures already agreed or proposed.

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 2017/18.

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

8 March 2017.

RESOLVED: That Council be recommended to adopt the resolution as set out in Appendix A of the report, which includes setting the budget at £102.700m, the Council Tax requirement of £44.378m (before Parish, Police and Fire Precepts) and the Band D Council Tax for Halton of £1,312.27.

Operational
Director - Finance

EXB97 CALENDAR OF MEETINGS 2017/18

The Board received a report of the Strategic Director, Enterprise, Community and Resources, which set out the proposed Calendar of Meetings for the 2017/18 Municipal Year, which was appended to the report for information.

RESOLVED: That Council be recommended to approve the Calendar of Meetings for the 2017/18 Municipal

Strategic Director
- Enterprise,
Community &

Year, as appended to the report.

Resources

EXB98 DISCRETIONARY NON DOMESTIC RATE RELIEF

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, which detailed two applications 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%.

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

RESOLVED: That

- 1) the request for 15% discretionary rate relief from Halton Farnworth Hornets A.R.L.F.C for the period 12 September 2016 to 31 March 2019 be approved; and
- 2) the request for 15% discretionary rate relief from Halton Christmas Toy Appeal for the two week period of their occupation, be approved.

Strategic Director
- Enterprise,
Community &
Resources

EXB99 SUPPORT TO SMALL AND MEDIUM ENTERPRISES

The Board considered a report of the Operational Director, Finance, on the adoption of a scheme to provide financial support to Small and Medium Enterprises (SMEs).

The Board was advised that the Council had a proven track record and significant expertise in supporting SMEs to access grant and other funding opportunities, which assist with the development of their businesses. One of the aims in providing such assistance was to promote investment in the Borough where the market had limited capacity or appetite to invest.

It was reported that in the current economic climate, it

had proven difficult for SMEs to obtain finance from the usual financial institutions, which hampered their ability to grow, expand and develop their businesses for the benefit of the Borough. The proposed scheme provided an opportunity for the Council to support SMEs in order to assist with sustaining and growing economic development and job creation in the Borough, whilst generating much needed business rates and interest revenue to support the delivery of Council services.

The report set out a number of criteria that would be used to evaluate proposals for the provision of financial support. The mechanism for assessing and evaluating proposals would include rigorous financial and legal due diligence; the interest rates applied would reflect the level of risk to the Council and be considered on a case by case basis; any additional costs incurred by the Council to be charged to the business submitting the application; and where an application was successful, a formal legal agreement be prepared and signed in advance of any funds being provided to ensure that the Council's rights and funding were protected as far as possible.

RESOLVED: That

- 1) Council be recommended to approve the introduction of a scheme of Support for SMEs, in accordance with the circumstances and criteria outlined in the report;
- 2) Subject to the approval of the scheme, the award of business loans up to £1m for successful applicants, be delegated to the Operational Director, Finance, in liaison with the Executive Board Portfolio Holder for Resources and the Operational Director, Economy, Enterprise and Property;
- 3) Subject to the approval of the scheme, the award of business loans of between £1m and £5m for successful applicants, be delegated to the Chief Executive in liaison with the Leader of the Council, the Executive Board Portfolio Holder for Resources, the Operational Director, Finance and the Operational Director, Economy, Enterprise and Property; and
- 4) Subject to the approval of the scheme, the award of business loans over £5m for successful applicants, be a matter for decision by the

Operational
Director - Finance

Executive Board.

16th March 2017

RESOURCES PORTFOLIO

EXB115 ANNUAL REVIEW OF CONSTITUTION 2017

The Board considered a report of the Strategic Director, Enterprise, 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.

RESOLVED: That Council be recommended to approve the revised Constitution, including the matters set out in Appendix 1 attached to the report.

Strategic Director
- Enterprise,
Community &
Resources

EXB116 PENSIONS DISCRETIONS STATEMENT

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, on the annual publication of the Pensions Discretion Statement.

The Board was advised that the 2016/17 Pensions Discretion Statement (the Statement) had been approved at its meeting in March 2016. The Statement for 2017/18 was based upon the previous Statement, and it was reported that no new discretions had been added or removed. In addition, there had been no material changes to the Local Government Pension Scheme Regulations 2013, that would result in a change in the Statement. It was noted that minor drafting changes had been made to incorporate revised amounts for Shared Cost Additional Pension Contributions, which was increased annually in line with the cost of living.

RESOLVED: That the Pensions Discretion Statement for 2017/18 be approved.

Strategic Director
- Enterprise,
Community &
Resources

EXB117 REVIEW OF COUNCIL WIDE FEES AND CHARGES

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, on the proposed fees and charges for Council services for 2017/18.

The Board was advised that as part of the budget preparations for 2017/18, a review of fees and charges had been carried out. It was proposed that generally fees and charges be increased in line with inflation, although some had been reviewed with consideration given to the impact of the price change.

Attached at Appendix A was a schedule of statutory fees which may increase during the coming financial year. Chargeable rates for The Brindley and the Registrar's Service were attached at Appendix B.

RESOLVED: That the proposed fees and charges for 2017/18 as set out in Appendix A and for 2018/19 as set out in Appendices B and C, attached to the report, be approved.

Strategic Director
- Enterprise,
Community &
Resources

EXB118 DIRECTORATE PERFORMANCE OVERVIEW REPORTS FOR QUARTER 3 2016/17

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, on progress against key objectives/milestones and performance targets for the third quarter to 31 December 2016.

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. The Board noted that such information was key to the Council's performance management arrangements and the Executive Board had a key role in monitoring performance and strengthening accountability. Performance Management would continue to be important in the demonstration of value for money and outward accountability.

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

EXB120 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 Section 100A (4) 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 that 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 Section 100A(4) 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

EXB121 DISPOSAL OF FORMER CARETAKERS HOUSE AT SIMMS CROSS

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, on the disposal of the former caretaker's house at Simms Cross School, Widnes.

The report set out details of the current condition of the property, which was surplus to requirements, since being vacated in 2016.

RESOLVED: That

- 1) the proposal to bring the former caretaker's house to the market as soon as possible by auction, placing a reserve price as stated in the

Strategic Director
- Enterprise,
Community &
Resources

- recommendation, be approved; and
- 2) the Operational Director, Legal and Democratic Services and the Operational Director, Economy, Enterprise and Property, be authorised to send their nominees to attend auction to commit the Council to a sale in excess of the reserve price.

20th April 2017

RESOURCES PORTFOLIO

EXB128 DISCRETIONARY NON DOMESTIC RATE RELIEF

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, which set out details of two applications 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%.

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

RESOLVED: That

- 1) the request for 15% discretionary rate relief from Age Concern Mid Mersey for the period 1 April 2016 to 31 March 2019, be approved; and
- 2) the request for 15% discretionary rate relief from Halton Autistic Family Support Group Ltd, for the period 1 June 2016 to 31 March 2019, be approved.

Strategic Director
- Enterprise,
Community &
Resources

REPORT TO: Corporate Policy & Performance Board

DATE: 6 June 2017

REPORTING OFFICER: Strategic Director Enterprise Community & Resources

SUBJECT: Annual Report 2016/17

PORTFOLIO: Resources

WARDS: Borough wide

1.0 PURPOSE OF REPORT

To receive the Annual Report of the Corporate Policy and Performance Board for 2016/17, 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

| Document | Place of inspection | Contact Officer |
|-------------------------------|--|------------------------|
| Overview and Scrutiny Toolkit | 2 nd Floor Municipal Building | M. Reaney |



CORPORATE PPB ANNUAL REPORT

The Council continues to deal with the problem of budgetary restraints caused by the government's underfunding of local services. And despite the reduction in the number of people employed, Council staff continue to provide an excellent service to local residents, something for which I am extremely proud.

I am grateful for the help and assistance I have received from my Lead officer Mark Reaney and appreciate the endeavours of all the staff who provide the reports and information the board needs to carry out its scrutiny role and inform its decision making.

My Vice Chair Cllr Alan Lowe was very active and supportive in helping me in my role and I take this opportunity to wish him well in his Mayoral year. The board members are efficient and methodical in their scrutiny of the papers and information put before them. And in a recent topic group on the monitoring of staff absenteeism and sickness issues compared the Councils policy on people with life threatening illnesses with the TUC Dying To Work motion and was delighted to have confirmed what it already believed that Council was a caring and supportive employer in dealing with people in this position and fully meets the legal requirements of the Public Sector Equality Duty 2011.

The board is keenly aware of the hard task the Finance Department faces in collecting in Council tax in these difficult times and is impressed that collection rate remains high. And in order to assist, the board has made recommendations designed to make collection easier, which are currently under consideration.

The board's monitoring of the security of our internet systems is reassured by the diligence and hard work put in by the staff in the Information Technology Department who strive to ensure the system remains secure.

The work of the staff who carry out the council's discretionary support scheme at a time when the numbers of people who are struggling to manage continues to rise is much appreciated by the board.

The report from the Regeneration Non Town Centre team highlighted the fact that over 5 year period over £58million had been drawn into the Borough which was well received by the board.

Work on the Mersey Gateway project continues and the same time as dealing with issues that arise from this the Legal Services

team also deals with matters arising from the LCR as well as the normal business of the Council.

I look forward to the appearance of Elton John at the Stadium which is tremendous achievement by the staff to get him to come to Halton. This can further highlight the work done by the Council in improving the local facilities and amenities.

I much appreciate the work carried out by all the officers and staff who supply the board with all the statistics and information that it needs to complete its work

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

MEMBERSHIP AND RESPONSIBILITIES

During 2016/17 the Board comprised of eleven Councillors – R. Gilligan (Chair), A. Lowe (Vice Chair), Abbott, E. Cargill, Howard, C. Loftus, A. McInerney, N. Plumpton-Walsh, Joe Roberts, G. Stockton and 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 four times during the year. Set out the below are some of the main initiatives upon which it has worked during that time.

HEALTH AND SAFETY

The Board received the Annual Report at its June meeting, setting out details of Corporate Accident Statistics with associated trends from 1st April 2015 to 31st March 2016. In order to be pro-active in Health and Safety management, the report indicated the number of risk assessments in place and training delivered to staff. There had been a decrease in the number of individual accidents leading to days lost and an increase in the number of staff using the Lone Monitoring Working system which was in line with recommendations from Management Team.

Conversely, there had been an increase in the number of significant accidents, violent incidents and days lost with 671 in the year compared to 373 the previous year. These were chiefly due to six accidents.

A further interim report was presented to the November meeting. This again reported on a year by year decrease in the number of accidents resulting in days lost, with 10 this year and 13 for the same period last year. It was identified that this decrease was primarily due to the reduction in the number of manual handling accidents, in particular involving Social Care Staff, and also slips and trips which took place whilst working outdoors. There had been a significant decrease in the number of physical violent incidents on both Council and School staff. Whilst there was a slight decline in the use of the Lone Working Monitoring system since the earlier report, new equipment was now available which was easier to carry and raise an alarm, and new processes were implemented which were intended to expedite registration and training.

LOCAL AREA FORUMS

The Annual Report was received by the Board at the September meeting. This dealt with the financial period 1st April 2015 to 31st March 2016. It was reported that £550,000 had been allocated to the Area Forums on a per capita basis across the seven Forums which covered the Borough. Details of each area's funding was provided in the report and it was highlighted that the budget had enabled the leverage of other grants and, through joint working, had secured access to fund from other agencies. Overall, an additional amount of £751,149.42 had been brought in to support projects, providing a total budget of £1,234,071.74 compared to £833,440 in 2014/15. A number of case studies demonstrating the positive impact of projects were included in the report. Members requested a further report following the recent Internal Audit recommendations and that report was brought to the January meeting. The findings contained a number of recommendations which led to changes in practice to the way Area Forum grant funding applications were processed, approved and managed and to the way in which goods and services for approved projects were procured. These changes came into effect in November 2015. Subsequently, a follow-up Internal Audit review was carried out in October 2016. This was to assess how effectively any issues identified in the original report have been addressed, and to consider the impact of the changes that were made to the project approval and delivery processes. Members had felt that some aspects of the new processes led to delays in projects being approved or delivered, and that the required process for sourcing suppliers or service providers was restrictive.

As a result of the follow up Audit –

- Three quotations would continue to be submitted to the Council with all funding application forms. However, where appropriate, the quotations would be compared to prices available via the Council's Corporate Contracts to determine the best procurement option.
- Where it could be demonstrated that greater value for money could be delivered by doing so, goods or services would be procured from suppliers other than those contained on the Council's approved list.
- The follow-up Audit reaffirmed the recommendation contained within the original Audit Report that all invoices should be paid directly by the Council. As well as preventing inappropriate use of funding, this would enable the Council to recover VAT on project expenditure. The only exception would be minor expenditure items where invoices would be difficult to obtain.

In line with normal practice, the follow up Audit Report would be presented to the Business Efficiency Board and details of the revised processes would be cascaded to Area Form Lead Officers for implementation.

COUNCIL TAX COLLECTION

A report was presented to the September meeting providing an update on the collection of Council Tax which detailed –

- The collection rates in Halton over the past 10 years.
- The impact of localisation of Council Tax Support.
- Council Tax arrears position for each of the past 7 years.
- Cash collection figures.
- Recovery action undertaken for Council Tax debt.

It was noted that despite increased recovery activity the arrears had increased significantly each year and this trend was expected to continue. Arising from the discussion it was agreed that a further report would be brought to a future meeting concerning the effects of additional Court costs on individuals.

That report was brought to the January meeting, and proposed a change to the treatment of costs relating to the collection of

Council Tax arrears. The Board made a recommendation to the Executive Board concerning the write-off of attachments of benefit, which would require further consideration.

EXTERNAL FUNDING

The Board considered a report in November providing an update on the work of the Regeneration Non-Town Centres Team in securing funding resources into Halton. The report highlighted –

- Success rate of applications and reasons for unsuccessful bids.
- An overview of major funding streams including an update on the European Structural and Investment Fund.
- The cost of the service against the level of funding secured.
- The effect on the Council's Core budget, if any, of securing external funding.
- A preliminary assessment of the likely implications for the Borough of the EU Referendum decision.

PROPERTY SERVICES

In November, the Board received a report providing an update on initiatives and actions which had been delivered in the previous 12 months by Property Services, and also identified future work priorities. With regard to Markets, the Board discussed the annual surplus, arrears collection, signage and promotion of the Markets.

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 Stadium.

WORK PROGRAMME 2016/17

During 2016/17, the Board retained the Topic Group overseeing the operation of the Council's Discretionary Support Scheme. A further group was set up later in the year to consider the TUC's Dying to Work document, and its relationship with the Council's

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| | <p>Absence Management Policy. A meeting took place in March, when issues were thoroughly ventilated.</p> <p>Members are presently giving consideration to adding a further Topic Group for the 2017/18 Municipal Year.</p> |
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REPORT TO: Corporate Policy and Performance Board

DATE: 6th June 2017

REPORTING OFFICER: Strategic Director, Enterprise, 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 31 March 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 CSPPB 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 31st March 2016
at the Municipal Building, Kingsway, Widnes

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

Officers: K. Mackenzie and A. Scott.

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

| | | |
|---------------|---|---------------------|
| MDG 19 | NOTES OF THE LAST MEETING | |
| | The notes of the last meeting held on 21 January 2016 were approved as a correct record. | |
| MDG 20 | REVIEW OF CURRENT PERFORMANCE AGAINST TARGETS | |
| | <p>LOD2 – Number of Members with a Member Action Plan (MAP.)</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>The Group considered how the completion of MAPs could be made more accessible for Members who had been elected for some time. It was suggested that when Members were invited to attend a meeting, they could also be given the option of completing the paperwork themselves and returning it every 12 months. The Group agreed that this could be trialled after the local election in May.</p> | K Mackenzie (KM) |
| | <p>LOD3 – Percentage of Members attending at least one organised training event in the current financial year.</p> <p>Since April 2015, 86% (48 of 56 Members) had attended at least one training and development event. This was the final figure for the year end. The target was 100%.</p> | KM |
| MDG 21 | LEARNING AND DEVELOPMENT UPDATE | |
| | <p>Update on e-learning packages available: Members were informed that Wirral were no longer in partnership with Halton for the corporate on-line learning package. The contract for Halton would continue for two more years. Members present noted that several Members had successfully completed the on-line learning packages and had been encouraged by the support given where necessary by Alison in the training section.</p> <p>Members present suggested that an e-learning topic on devolution would be useful. Alison would see if this was available.</p> <p>Emergency Planning Update: A member of the group suggested that</p> | Alison Scott |

| | | |
|---------------|--|---|
| | <p>an update on emergency planning in the Borough would be useful for all Members, in the event of an emergency and the role that Members should take. This would be taken forward, to be arranged for after the local election in May.</p> <p>Members MAP's: The Group considered the take up of Members having their Member Action Plan every 12 months, as requested by North West Employers as part of their Charter for Elected Member Development. It was suggested that Members who were not newly elected could be asked if they preferred to complete the double sided MAP paperwork and return it to Kathryn. The group agreed that this could be trialled after the local election in May.</p> <p>Member Training Awards: The Group were informed that the joint Member Training Awards arranged with the Staff Recognition Awards had been well received in 2015. The Staff Development Awards were proposed to be held again at the end of 2016, and it was planned to hold a similar ceremony again in 2016.</p> | <p>KM/ M Cotgreave</p> <p>KM</p> <p>KM/ J Gallagher</p> |
| MDG 22 | MEMBERS' IT UPDATE | |
| | <p>Electronic Members Expenses – The new electronic system for claiming Members expenses was now live. Should Members wish to claim on their I-Pads, an App could be installed. Members could also use the PC's in the Members' Rooms to submit a claim. Should Members wish to claim business mileage, their car/drivers licence/car insurance details needed to be submitted to Democratic Services to be verified and scanned to HR. Members must have business use included with their car insurance cover whether or not they chose to claim business miles, when they drove for council business.</p> | J Greenough |
| MDG 23 | ANY OTHER BUSINESS/MEMBER SUPPORT ISSUES | |
| | <p>Diary of Meetings: The Group considered the number of Members who had requested a paper diary for 2016 – 2017 meeting dates, as an alternative to using their electronic diary. A total of 23 Members had requested a paper diary, so this would be produced for 2016 – 2017.</p> <p>Membership of the Group: Following the local election in May, the Chairman of the Group would contact all Members to establish if they wished to continue being a Member of the Development Group, or if they wished to join the Group as a new Member. The Group was cross-party and was represented by all political groups.</p> | <p>KM</p> <p>J Stockton</p> |
| MDG 24 | DATE OF THE NEXT MEETING | |
| | <p>RESOLVED: The next meeting will be held at 4.30pm in the Willow Room, 1st Floor, Municipal Building Widnes on Thursday 30 June 2016.</p> <p>Future meetings had been arranged at 4.30pm in the Willow Room on Thursday 22 September, Thursday 15 December 2016 and Thursday 9 March 2017.</p> | KM |
| | The meeting closed at 5.30pm | |

Member Development Group

At a meeting of the Member Development Group held on 15th December 2016
at the Municipal Building, Kingsway, Widnes

Present: Councillors J. Stockton (Chairman), B. Gilligan, M. Wharton and G. Zygadlo.

Officers: K. Mackenzie.

Apologies for absence: Councillors J. Abbott, J. Bradshaw, C. Rowe, K. Wainwright and P. Wallace.

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| MDG1 | NOTES OF THE LAST MEETING | |
| | The notes of the last meeting held on 31 March 2016 were approved as a correct record. | |
| MDG2 | REVIEW OF CURRENT PERFORMANCE AGAINST TARGETS | |
| | <p>LOD2 – Number of Members with a Member Action Plan (MAP.)</p> <p>The Number of Members with a MAP to date since April 2016 remained unchanged at 54 of 56. Members were reminded that MAP's should be updated every 12 months. Three members of the Group had recently completed their MAPs electronically themselves and returned to Kathryn. This would be made available to all Members. Newly elected Members would still have their initial MAP meeting with Mark Reaney.</p> | KM |
| | <p>LOD3 – Percentage of Members attending at least one organised training event in the current financial year.</p> <p>Since April 2016, 80% (45 of 56 Members) had attended at least one training and development event. The target was 100% for the year 2016-17.</p> | KM |
| MDG3 | LEARNING AND DEVELOPMENT UPDATE | |
| | <p>Course offer for 2016 – 17: Members were given the current list of development opportunities on offer, which were a mixture of group courses or individual on-line sessions. Members were happy with the offer and did not wish to make any changes.</p> <p>Use of Social Media: Members were informed that a Member had requested Social Media Training for all Members who required it. The Group were informed that this was currently being considered by Management Team. Members would be informed of the outcome in due course.</p> <p>New Member Induction Programme: The Group were informed that following the local election in May 2016, one new Member who had been elected had attended the Halton Induction Programme that had been offered to him. Feedback received for the whole Programme had been excellent.</p> | KM |

| | | |
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| | <p>The new Member had informed the Chairman that the Tour of the Borough had been interesting and informative. The behind the scenes tours of Sci-Tec Daresbury, the Brindley Theatre in Runcorn, the Select Security Stadium in Widnes and the Catalyst Science and Discovery Centre had been exceptional and provided a real insight into how the organisations operated. The Member felt that the structure and content of the day was just right for new Members and did not need to be changed.</p> <p>Development Programme: Members of the Group discussed the current offer to Members and agreed that it was still relevant to their development needs. They also noted that there were ad-hoc offers available to them throughout the year that were not part of the core offer of competencies.</p> <p>E-learning offer: Members noted the current e-learning offer that was available to them from the Training Section, and that there had been no new courses added since the last review. There had been an update to the IT Security and Information Governance modules.</p> <p>Members noted that there were plans to add a new module in 2017. Members would be kept updated.</p> | |
| MDG 4 | ANY OTHER BUSINESS/MEMBER SUPPORT ISSUES | |
| | <p>Members Electronic Expenses: Members of the Group noted that the electronic system was in use by several Members with positive feedback.</p> <p>Should any Members wish to use the electronic system of mileage claims they should let Kathryn have their documentation for verification.</p> <p>Members could claim using their I-pads or using the terminals in the Members Rooms.</p> | |
| MDG 5 | DATE OF THE NEXT MEETING | |
| | RESOLVED: The next meeting will be held on Thursday 16 March 2017. | |
| | The meeting closed at 5.35pm | |

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| REPORT TO: | Corporate Services Policy & Performance Board |
| DATE: | 6 th June 2017 |
| REPORTING OFFICER: | Strategic Director – Enterprise Community Resources |
| PORTFOLIO: | Resources |
| SUBJECT: | Corporate Accident / Incident Report 1.4.16 to 31.3.17 |
| WARD(S) | 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 2016 to 31st March 2017.

2.0 **RECOMMENDATION: That**

1. the report be received; and
2. **Corporate Services Policy & Performance Board notes the performance of health and safety management within the Authority for 2016/17.**

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, in particular the new HSE strategy, and together with performance and incident trends these form the basis for the Recommended Actions for 2017/18.

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

3.5 There have been increases in the number of 'over 7 day' and significant accidents in particular those involving the use of equipment.

3.4 Significantly there has been,
- a year by year reduction in the number of accidents leading to 'days lost', with 19 this year and 40 last year;

- a decrease in the number of actual 'days lost' with 173 this year and 671 last year; and
- only one compensation award for an injury to a pupil within the last 5 years out of a total of 845 accidents reported.

4.0 **POLICY IMPLICATIONS**

4.1 The provision of a safe working environment and reduction in accidents is important in order to provide efficient and effective delivery of services (the sixth priority in the Corporate Plan)

5.0 **FINANCIAL IMPLICATIONS**

5.1 There are no financial implications.

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

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
1st April 2016 to 31st March 2017**

Contents

| | |
|--|-----------|
| 1. INTRODUCTION..... | 3 |
| 1.1 General | 3 |
| 1.2 H&S Management System | 3 |
| 2. RECOMMENDATIONS..... | 5 |
| 2.1 Recommendations 2017/18 | 5 |
| 2.2 Update of actions taken 2016/17 | 6 |
| 3. INFORMATION | 7 |
| 3.1 Local Information | 7 |
| 3.2 Horizon Scan (National Information) | 8 |
| 4. LEAD INDICATORS (KPI's)..... | 11 |
| 4.1 KPI 1 Risk Assessments..... | 11 |
| 4.2 KPI 2 Near Misses | 11 |
| 4.3 KPI 3 Lone Working Monitoring System..... | 12 |
| 5. REACTIVE INDICATORS (KPI's)..... | 13 |
| 5.1 KPI 4 Accidents | 13 |
| 5.2 KPI 5 Violent Incidents..... | 17 |
| Appendix 'A' Risk Assessments Completed..... | 18 |
| Appendix 'B' Training Delivered..... | 20 |

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, 'Helping Great Britain Work Well' highlights that members of the board have both collective and individual responsibility for health and safety (see 3.2.3). 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 Significant¹ and RIDDOR Reportable Accidents²**
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

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

² 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 "Management of Health and Safety".

2. RECOMMENDATIONS

2.1 Recommended Actions for 2017/18

KEY PERFORMANCE INDICATORS

| No. | KPI No. | ACTION | RATIONALE | RESPONSIBLE |
|-----|---------|--|---|--|
| 1. | 1. | Audit manual handling and carry out a 'safety cultural' survey within Waste & Environmental Improvement Services. | HSE recommendation & 5.1.3.2 | Health and Safety Team |
| 2. | 1. | Carry out a corporate Wellbeing survey | HSE Strategy & 3.2.3 | Health and Safety Team |
| 3. | 1. | Implement actions from the Noise Risk Surveys including mandatory use of ear defenders and annual health surveillance - Waste Management & Environmental Improvement and Open Space Services | Actions from Noise Surveys 2015 & 3.2.5 | Divisional Managers - Waste Management & Environmental Improvement and Open Space Services |
| 4. | 1. | Ensure that local Risk Assessments are carried out by all Kitchen supervisors at schools | Accidents & 5.1.3.4 | Managers – School Meals |
| 5. | 1. | Audit manual handling within Independent Living | See 3.2.3 | Health and Safety Team |

GENERAL ACTIONS

| | | | |
|----|---|-----------------------------|-------------------------------------|
| 5. | Review and update the Corporate Health and Safety Policy | Biennial Review | Principal Health and Safety Advisor |
| 6. | Review and update the Personal Protection Equipment Policies | Updated Regulations & 3.2.4 | Health and Safety Team |
| 7. | Legionella training to be delivered to caretakers at schools who are required to take temperatures | See 4.1.2 | 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 |

2.2 Update of Recommended Actions for 2016/17

KEY PERFORMANCE INDICATORS

| No. | KPI No. | ACTION | RATIONALE | Update |
|-----|---------|--|--|--|
| 1. | 1. | Ensure that 'route risk assessments' are carried out in Waste & Environmental Improvement Services. | HSE recommendation | Update from DM, 'Route Risk Assessments' were carried out and provided to all drivers. They are currently under review due to 'round' changes but once updated they will be re-issued. |
| 2. | 1. | Ensure that Environmental & Fire Risk assessments are carried out at corporate buildings | Actions from the Stress Survey 2015, recommendation from PPB and accident trends | Emails sent to managers for buildings/offices that have not completed environmental / fire risk assessments. |
| 3. | 1. | Implement actions from the Noise Risk Surveys - Waste Management & Environmental Improvement and Open Space Services | Actions from Noise Surveys | Update from services; <ul style="list-style-type: none"> - Ear defenders are used by Open Spaces operatives for specified equipment and by refuse collectors during Multi-Material recycling collection rounds. - Arrangements for health surveillance and briefings/training to be completed. |
| 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 update 4.3.1 below. Biannual reports on usage sent to managers |

GENERAL ACTIONS

| | | | |
|----|---|--------------------------------|---|
| 5. | Review and update the Corporate and Schools Fire Policies | Cheshire Fire & Rescue Service | Fire Policies updated and Authority has employed an independent fire consultant to carry out assessments. |
| 6. | Organise a health and safety induction programme for the Leisure Centre staff | Transferred services | Briefings delivered. |
| 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 | Ongoing. |
| 7. | Organise a Security Seminar for Managers | National Security Threat | Two one-hour sessions delivered on the 29 th September |

3. INFORMATION

3.1 Local Information

3.1.1 Driving Documents Portal

The Driving Documents Portal has been designed by IT services to demonstrate that the Authority has taken reasonable measures to ensure that staff are legal to drive motor vehicles whilst at work by annually inspecting and recording their driving documents. The link to the mileage system is due to go 'live' in September when staff will not be able to submit mileage claims unless they have entered their documents onto the portal.

This is based on the staff vehicles registered on Trent and those who have entered their documents on the system.

3.1.2 Violent Incidents involving service users/pupils with learning or physical disability

Work-related violence can be physical or non-physical. In particular all incidents involving physical violence should be reported with a 'zero tolerance' approach so that a record is made of the incident for future reference and staff can be supported.

However, incidents resulting in physical injuries on staff that have been carried out by service users with learning or physical disabilities have historically been reported on the Violent Incident system. Staff sometimes feel that these are not deliberate acts and do not warrant being recorded as violent incidents.

As a result it has been decided to create an additional category of incident on the Accident Reporting system namely, 'physical contact by a service user'. This will assist to alleviate any concerns on whether it is a deliberate act or an involuntary act by a service user with special needs (see 4.1.1).

3.1.3 Workstation Assessment System

The Authority has for the past couple of years bought a Workstation Assessment training and risk assessment system from Cardinus in order to demonstrate compliance with the Display Screen Equipment Regulations (see 4.1.3). This year the Health and Safety team is developing in-house training and risk assessment systems, which eventually take over from the Cardinus system and will go 'live' around October.

3.2 National Information

(National trends and information that will assist with health and safety management within the Authority)

3.2.1 Asbestos

According to figures released following a Freedom of Information (FOI) request, asbestos-containing materials (ACMs) are present in at least 12,600 council-run schools. The BBC also found inconsistencies in how councils monitor the presence of ACMs; of the 135 LAs that responded to the FOI request, 13 revealed they had no data on which of the local schools contained asbestos.

East Sussex County Council paid out almost £1.3m in asbestos claims between 2006 and 2016, followed by Kent (£842,958), Devon (£791,046), and Suffolk (£635,791). Bradford, Durham and Gloucestershire were also in the top ten. The BBC said it is likely the compensation claims exceeded £10m because ten councils did not disclose information about how many asbestos cases they had settled.

Between 2011 and 2016, LAs reported 99 incidents of asbestos exposure in school premises and in the past ten years 32 councils in England have settled claims from 220 retired teachers, school staff and ex-pupils.

3.2.2 Mental Health Support

Prime Minister Theresa May has announced a “comprehensive package of measures to transform mental health support in our schools, workplaces and community. The plans include:

- New support for schools with every secondary school in the country to be offered mental health first aid training and new trials to look at how to strengthen the links between schools and local NHS mental health staff.
- Major thematic review of children and adolescent mental health services across the country, led by the Care Quality Commission, to identify what is working and what is not and a new green paper on children and young people’s mental health to set out plans to transform services in schools, universities and for families

3.2.3 HSE Strategy

The HSE has launched its new strategy prioritizing the reduction of work-related stress, musculoskeletal disorders and occupational lung disease as follows,

Work-related stress:

The second most commonly reported cause of occupational ill health in Great Britain, accounting for 37% of all work-related ill-health cases, and 45% of all working days lost due to ill health.

HSE aims to bring about a reduction in the number of new cases of ill health caused by WRS. This will be achieved through the promotion of the Management Standards approach and effective engagement with key industry stakeholders and the wider health and safety community (See Recommendation 2).

Musculoskeletal disorders:

The most common reported cause of occupational ill health in Great Britain, accounting for 41% of all work-related ill-health cases and 34% of all working days lost due to ill health.

Risk factors are managed most effectively if a whole-system approach is taken encompassing prevention and include the early identification of symptoms, rehabilitation and well-being more generally (details of accidents are contained within 5.1.1, of training is contained within appendix 'B' and see Recommendations 1 & 5).

Occupational lung disease:

Occupational lung disease continues to contribute substantially to work-related ill health. It includes a wide range of conditions, from those that develop shortly after exposure (eg legionella infections, work-related asthma) to those that develop many years later such as pneumoconiosis, COPD, lung cancer and pleural mesothelioma which are life-limiting and/or life-altering.

3.2.4 Personal Protective Equipment (PPE) Regulation

The new PPE Regulation was officially adopted in February 2016 and will come into force in April 2018.

It maintains three category levels for PPE: simple, intermediate and complex, but it associates PPE with risk rather than pieces of equipment. For instance hearing protection was previously defined as category II has now become category III, complex, along with equipment designed to protect against serious risks such as falls from height, contact with hazardous substances, etc. (See Recommendation 7).

3.2.5 FI charges 'hit record high'

The amount charged to businesses through the Health and Safety Executive's 'Fees For Intervention' scheme hit a record high last year, having increased every year since the scheme was introduced in 2012. The HSE charged businesses £15m last year, an increase of 23% from £12m the year before.

The scheme allows the HSE to recover 'intervention' costs from businesses it believes to be in material breach of health and safety law irrespective of any formal enforcement action it might decide to bring. The HSE is not required to provide evidence as to why it suspects a business of wrongdoing and most appeals against the fees are heard by the HSE itself.

The repercussions have been swift and significant, with fines reaching record levels and businesses often finding themselves unprepared for the penalties enforced on them. In particular, recent breaches in the Control of Noise at Work Regulations (CoNAWR) and Control of Vibration at Work Regulations (CoVAWR) have been reported (See Recommendation 3).

3.2.6 Violent Incidents

A Crime Survey estimated that there were 698,000 incidents of violence at work, comprising 329,000 assaults and 369,000 threats. The number of assaults was broadly similar to the last few years. However, the number of threats was significantly higher due to the inclusion of threatening behaviour online. Health and social care specialists recorded a higher than average level of assaults and threats, a trend consistently seen over the last number of years.

Most of the incidents of violence at work (67%) did not result in any physical injury. Of the remaining 33% of cases, respondents cited minor bruising or a black eye (17%) and scratches (8%) as being the most common physical injuries. Severe bruising from heavier trauma was suggested in 6% of physical assaults, while other injuries, which includes broken bones, broken nose, lost or chipped teeth, accounted for 5% (see 4.1).

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;

| | |
|-----------------------------------|-----|
| Enterprise, Community & Resources | 436 |
| People (see appendix 'A') | 105 |

- All Fire Risk Assessments are currently being transferred onto Property Services P" system).
- To date 205 members of staff have been trained in the use of the system.
- This year the Health and Safety team has carried out 17 health and safety audits of schools, which covers risk assessments. The average score was 92% and the common occurring score was 94%.

4.1.2 A desktop audit of management of the Legionella Risk Assessment within schools (not including Academies) was carried out. This involved school staff responding to a series questions and with only one of the schools not replying. This is supported by other audits carried out by the Health and Safety team and condition surveys conducted by Property Services. All schools who responded indicated that risk assessments had been conducted in the last two years and actions either had been or were being implemented. The main recommendation arising from the audit was for training to be delivered around taking temperatures (See Recommendation 9).

4.1.3 The Authority uses an intranet based system to complete workstation assessments (Cardinus). This year 871 assessments have been completed, out of a total of 895 users, and 75% of risks are low (See 3.1.3).

4.2 KPI 2. Number of Near Misses KPI 3.

4.2.1 The number reported in the last 3 years are:

| | | |
|---------|---------|---------|
| 2014/15 | 2015/16 | 2016/17 |
| 10 | 12 | 9 |

- See 6.1 below.

4.2.2 Training

- For details of training delivered to staff this year, see appendix 'B'.
- Corporate training has designed a Challenging Unsafe Practices course for line supervisors who are required to manage safety in operational areas in order to give them an understanding of why, when and how to challenge unsafe practices. Areas include reasons why there is a need to challenge unsafe practices, provide an understanding of human behaviour that leads to unsafe practices.

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 May 2016 to July 2016]

- See below, there has been a slight decrease in use of the system over the last couple of years;
- In total 50 registered users have been deleted from the system as they have not used it for 12 months. The reasons are that the user is unlikely to remember how to use the system and also their contact information / management contacts will probably have changed;
- For Enterprise Community & Resources Directorate there has been an increase in use by registered users over the past couple of years from 56% - 2015, 67% - 2016 and 72% - 2017;
- For People's Directorate there has been a decline in use by registered users over the past couple of years from 68% - 2015, 56% - 2016 and 52% - 2017; and
- If all of the phones were removed from those who are not using the system (161) there would be annual savings of £7,728.

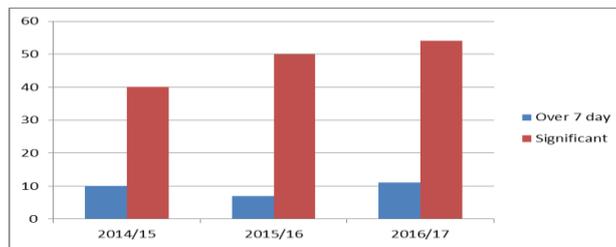
| | Jan – Mar 2015 | | Jan – Mar 2016 | | Jan – Mar 2017 | |
|----------------------------------|------------------|-------------------|------------------|-------------------|------------------|-------------------|
| | Registered Users | No's Using System | Registered Users | No's Using System | Registered Users | No's Using System |
| Enterprise Community & Resources | 92 | 50 | 88 | 59 | 57 | 41 |
| People | 258 | 177 | 233 | 132 | 283 | 148 |
| TOTAL USERS | 350 | 227 | 321 | 181 | 340 | 189 |
| % OF USE | 65% | | 56% | | 55% | |

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 |
|-------------------------------------|------------------|-----------|-------------|
| Enterprise, Community and Resources | 0 | 9 | 44 |
| People | 0 | 2 | 13 |
| TOTAL YTD 2016 / 2017 | 0 | 11 | 57 |
| TOTAL YTD 2015 / 2016 | 0 | 7 | 50 |
| TOTAL YTD 2014 / 2015 | 1 | 10 | 40 |

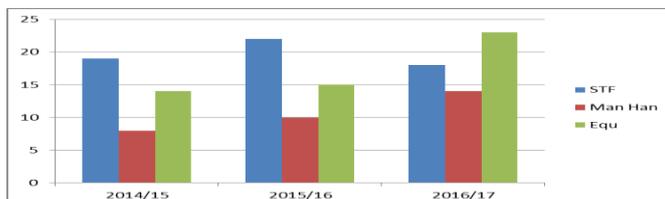


- There has been an increase in the number of ‘over 7-day’ and significant incidents over the past couple of years;
- 19 incidents led to days lost, which is compared with 24 incidents last year and 40 incidents two years ago; and
- The accident incident rate of 24 incidents per thousand employees (see opposite).

$$\frac{4620 \text{ employees}}{19 \text{ incidents}} \times 1,000 = 24$$

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

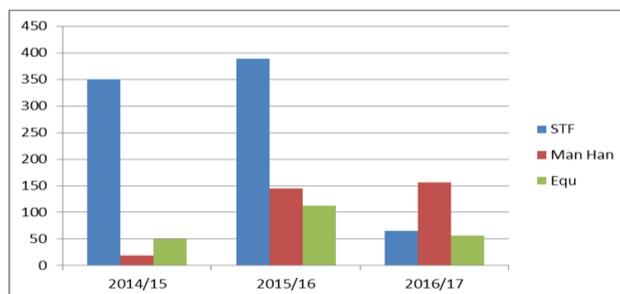
| Main Categories | Accident | | |
|-----------------|----------|---------|---------|
| | 2014/15 | 2015/16 | 2016/17 |
| STF | 19 | 22 | 18 (-4) |
| Man Han | 8 | 10 | 14(+4) |
| Equipment | 14 | 15 | 23 (+8) |



5.1.2 Days Lost

- The total days lost is 173 and this represents a significant reduction compared to the same period last year with 671;
- There has been a significant decrease in incidents involving slips, trips & falls; and
- The majority of incidents involving days lost occurred during lifting and handling, with one leading to 66 days lost and another 46 days lost and both involving refuse collectors;
- The categories of days lost are as follows;

| Main Categories | Days Lost | | |
|---------------------------|-----------|---------|-----------|
| | 2014/15 | 2015/16 | 2016/17 |
| 1. Slips, trips and falls | 350 | 388 | 66 (-322) |
| 2. Manual handling | 19 | 145 | 156 (+11) |
| 3. Equipment | 50 | 113 | 56 (-57) |



5.1.3 Incident Trends

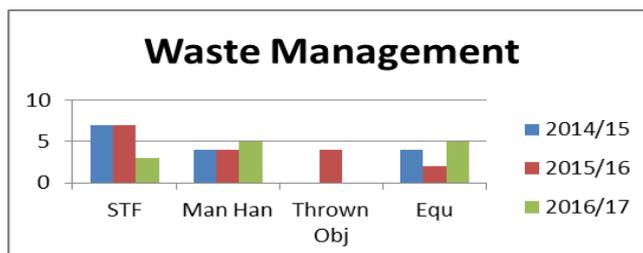
5.1.3.1 Slips and trips

- Majority of slips and trips occurred inside premises (x12) and were due to poor housekeeping.

5.1.3.2 Manual Handling

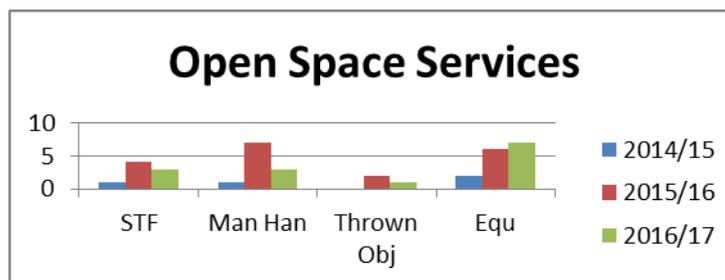
- There has been a significant reduction in manual handling incidents within Independent Living although it remains a high risk area (See Recommendation 5).

5.1.3.3 Waste Management



- There has been a decrease in incidents involving slips and trips and thrown objects, however, an increase in manual handling and use of equipment.
- In particular there were several incidents involving equipment that occurred when the bin was being lifted.
- Based on HSE recommendation from 2012 there is a need to carry out biennial audits (See Recommendation 1).

5.1.3.4 Open Space Services

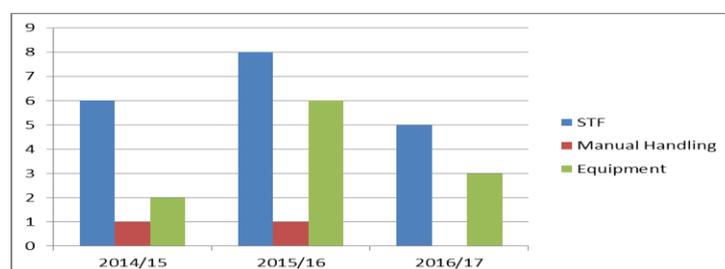


- There has been a decrease in incidents involving slips and trips, manual handling and thrown objects, however, an increase in use of equipment.
- The majority of incidents involving equipment occurred whilst operating either mowers or Bob Cat machines before September. There have been no incidents since September.

5.1.3.5 School Meals

- There has been an increase in the number of accidents involving slips and trips x4 (1 last year) and use of equipment x4 (2 last year).
- The service has recently reviewed and updated Kitchen Risk Assessments to be completed by Kitchen Supervisors locally. It has delivered a number of briefings to supervisors on how to complete the assessments.

5.1.3.6 School Staff



- With regard to school staff, there were 8 incidents this year compared with 15 the previous year.
- The majority of incidents involved slips and trips and there were no trends.

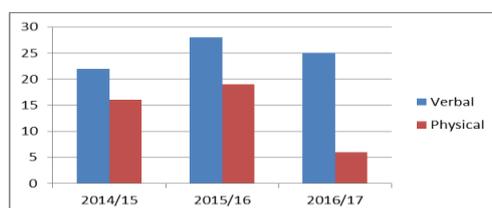
- Number of days lost involving school staff is 380, compared with 137 last year. The most significant involved a trip (142 days) and a child knocking into a pregnant member of staff (134 days);

5.1.3.7 Pupils

- The 'major incident' occurred when the top of a jar fell on the floor and smashed with shards of glass injuring a pupil;
- Some of the significant incidents involved faulty furniture;
- 25 incidents occurred when using Play Equipment and an accredited Play Equipment Inspection course has been delivered to caretakers; and
- Over the last 5 years there have been 845 accidents reported to the Local Authority and there only has been one compensation 'pay out' of £6,500.

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

| Directorate | Verbal | Physical |
|-------------------------------------|-----------|-----------|
| Enterprise, Community and Resources | 16 | 1 |
| People | 9 | 5 |
| TOTAL 2016/17 | 25 | 6 |
| TOTAL 2015/16 | 28 | 19 |
| TOTAL 2014/15 | 22 | 16 |



- There has been a significant decrease in the number of physically violent incidents.
- Last year 10 of the physical incidents involved Residential Care staff and this year there has been 6.
- Within Enterprise, Community and Resources, 4 verbal incidents took place at receptions and 9 took place at One Stop Shops.
- Since the introduction of the category of incident, 'Physical Contact by a Service User', there have been 3 incidents reported.

| Schools | Verbal | Physical |
|----------------------|----------|-----------|
| TOTAL 2016/17 | 1 | 19 |
| TOTAL 2015/16 | 0 | 16 |
| TOTAL 2014/15 | 8 | 40 |

- The majority of physical incidents involved multiple incidents with the same pupils at 3 Primary schools (x19) and involved Teaching Assistants and a Head teacher.

Tony Dean CMIOSH MSc

Principal Health and Safety Advisor,
Risk and Emergency Planning
1st April 2017

Risk Assessment Position Statement - All Directorates

27 March 2017

| | | Enterprise, Community & Resources | | | | People | | | |
|---|--|-----------------------------------|------------------------------------|-----------|------------------------|-------------------------|------------------------------------|-----------|------------------------|
| | | <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> |
| 9 | Home Working Risk Assessment | 110 | 90 | 81.8 2 | 08/04/20 17 | 28 | 17 | 60.7 1 | 13/04/20 17 |
| | Environmental/ Fire Risk Assessment | 67 | 33 | 49.2 5 | 01/04/20 17 | 41 | 13 | 31.7 1 | 31/03/20 17 |
| | Fire Risk Assessment | 42 | 1 | 2.38 | 03/08/20 17 | 3 | 0 | 0 | |
| | Lone Working Risk Assessment | 19 | 15 | 78.9 5 | 05/05/20 17 | 35 | 11 | 31.4 3 | 29/04/20 17 |
| | Manual Handling Risk Assessment | 9 | 4 | 44.4 4 | 26/08/20 17 | | | | |
| | Occupational Risk Assessment | 229 | 175 | 76.4 2 | 29/03/20 17 | 40 | 11 | 27.5 | 06/04/20 17 |
| | Ladder Checklist | 8 | 7 | 87.5 | 23/08/20 17 | | | | |
| | General Risk Assessment | 120 | 69 | 57.5 | 01/04/20 17 | 135 | 40 | 29.6 3 | 04/04/20 17 |
| | COSHH Risk Assessment | 41 | 36 | 87.8 | 06/04/20 17 | 26 | 10 | 38.4 6 | 21/02/20 18 |
| | COSHH (Advanced) Risk Assessment | 10 | 5 | 50 | 29/06/20 17 | 3 | 3 | 100 | 01/03/20 18 |
| | Transport in Depots Risk Assessment | 2 | 1 | 50 | 31/08/20 17 | | | | |

| | | | | | | | | | |
|--|--------------|------------|------------|-------------------|----------|------------|------------|-------------------|----------|
| | Total | 657 | 436 | 66.3 6 | - | 311 | 105 | 33.7 6 | - |
|--|--------------|------------|------------|-------------------|----------|------------|------------|-------------------|----------|

| Course | 2015/16 | | 2016/17 | |
|--|--------------|-----------------|--------------|-----------------|
| H&S TEAM | | | | |
| Head teachers | Courses 3 | Delegates 16 | Courses 2 | Delegates 22 |
| Personal Safety courses | 8 | 76 | 7 | 56 |
| Managing Safely IOSH | 2 | 20 | 1 | 8 |
| Working Safely IOSH | 3 | 29 | 1 | 6 |
| Manage/Safely Refresher IOSH | No courses | | 1 | 8 |
| Fire briefings | 3 | | 4 | |
| Playground Equipment Inspection for Schools | n/a | n/a | 1 | 38 |
| CORPORATE | | | | |
| Stress Management (personal) | 3 | 24 | 4 | 38 |
| Stress Management (managers) | 2 | 16 | 4 | 24 |
| First Aid (initial, refresh & Paediatric) | 9 | 100 | 11 | 58 |
| Manual Handling (People, objects, risk assessment) | 12 | 128 | 14 | 60 |
| Defibrillator refresher | 14 | 128 | 13 | 73 |
| ELEARNING | | | | |
| Induction Fire Risk Assessment Personal Safety | Delegates | | Delegates | |
| | 56 | | 133 | |
| | 89 | | 141 | |
| | 38 | | 43 | |
| 179 | | 16 | | |

REPORT TO: Corporate Policy and Performance Board

DATE: 06th June 2017

REPORTING OFFICER: Strategic Director Enterprise, Community & Resources

SUBJECT: Performance Management Reports for Quarters 3 / 4 of 2016/17

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 period to 31st March 2017.
- 1.2 Key priorities for development or improvement in 2016-17 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 reports detail 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. ***Please be aware that the Quarter 3 report has previously been circulated to Members of the Board at the time that this became available following period end.***

2.0 RECOMMENDED: That the Policy and Performance Board

- 1) Receive the performance management reports;**
- 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

Reporting Period: **Quarter 3 – 1st October 2016 – 31st December 2016**

1.0 Introduction

- 1.1 This report provides an overview of issues and progress against key service objectives/milestones and performance targets, during the third quarter of 2016/17 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
 - Policy, People, Performance and Efficiency
 - ICT and Support Services
 - 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 period which include:-

Financial Services

- a) The Government announced the Provisional Local Government Finance Settlement on 15 December 2016. The Settlement Funding Assessment for the Council was as expected after agreeing to accept the Government's offer of a multiple year settlement. Indicative settlement figures were initially published in January 2016 and the provisional settlement confirmed these figures. The figures show a reduction in the Settlement Funding Assessment of £4.9m, just under 10% from 2016/17
- b) The Settlement confirmed cuts to the New Homes Bonus and Public Health grant of £0.338m (12.3%) and £0.264m (2.5%) respectively. Part of the cut to New Homes Bonus is to be used towards funding a one-off 2017/18 Adult Social Care Support Grant with the provisional allocation awarded to the Council being £0.642m
- c) It was confirmed the Council Tax Referendum limit for 2017/18 will be 2% as per previous years whilst the Adult Social Care precept limit for the next three years will be a total of 6% with an increase of no more than 3% permitted in any one year.
- d) The Settlement also acknowledged that the Liverpool City Region will implement a pilot scheme of 100% business rate retention from April 2017. As part of the pilot it is likely that Revenue Support Grant will no longer form part of the Council's funding and will be replaced by the additional 50%

retention of business rates. As part of the pilot the Government have confirmed a no detriment guarantee will be in place which will ensure no member of the pilot will be worse off in the new scheme than it would have been under the current retention scheme.

- e) The final Settlement announcement is expected in early February. As part of the 2017/18 budget report an updated financial forecast position for the next three years will be produced, based upon the Settlement.
- f) On 07 December 2016 Council approved initial budget savings for 2017/18 totalling £7.9m. Where possible budget proposals will be implemented immediately and will help towards reducing costs in 2016/17
- g) The Council net spend position for the first half of the financial year was reported to Executive Board on 17 November 2016. Net expenditure was £0.442m over the profiled budget to date of £44.1m. The spending pressures being experienced were highlighted and Departments were requested to keep spending to absolutely essential items only. Capital spending as at 30 September 2016 totalled £20.7m, which is 18% of the planned capital spending for the financial year.
- h) The Council confirmed its acceptance of an invitation from Public Sector Audit Appointments Limited (PSAA) to become an opted-in authority for the purposes of the appointment of its external auditor, under the provisions of the Local Audit and Accountability Act 2014 and the requirements of the Local Audit (Appointing Person) Regulations 2015. This means that the Council will be part of a national sector-led procurement process as opposed to making a standalone appointment or entering into a joint procurement arrangement.
- i) In November the Council launched its fraud awareness campaign to coincide with 'International Fraud Awareness Week'. Since the campaign was launched there has been a notable increase in the number of referrals received from the public.
- j) The Council recently received an external review of the way in which it manages the finances of clients living in shared accommodation in the supported housing network. The review concluded that the Council has robust arrangements in place and that shared costs are being correctly apportioned with individual clients being charged appropriately.
- k) In December the Department for Works and Pension informed the Council that there would be 150 housing benefit claimants affected by the new benefit cap level. These claimants will be notified during the first week of January 2017 of the impact on their housing benefit.
- l) A steady flow of enquiries concern Universal Credit. With Halton being one of the first local authorities to go "Full Service" the national policy of "test and learn" means that there is a degree of confusion as complex cases are evaluated. As expected, a significant number of clients who approach the service are experiencing difficulties in the timescales taken for UC to be paid.
- m) Business Rates collection for the end of Q3 was 81.48% which was down 0.72% compared with the same time last year. This is mainly due to a number of business shut downs over the Christmas period and instalments subsequently not being made at this time.
- n) The cessation of Disability Living Allowance for those of working age continues. This has led to a significant upsurge in demand for form completion for the new Personal Independence Payment. This has led to an upsurge in the number of appeals which are being heard at the St Helens Courthouse. Benefit gains achieved continue to be very high (over £3m per year to date) and success at tribunal is currently at 83%. As expected after Christmas, the demand for debt advice is also growing.

Policy, People, Performance and Efficiency

- o) A Corporate Apprenticeship Policy is now in place to enable the Council to meet its obligations, as far as it is economically able, when the apprenticeship target and the Apprenticeship Levy are introduced in April 2017. In addition several individuals are now in short term employment with the Council under the externally funded Intermediate Labour Market (ILM) scheme. Recruitment to these opportunities will be a continuous process and this may provide for further apprenticeship placements.
- p) HR, Policy and Performance teams continue to deliver a project around absence management across the workforce. The causes and costs of absence have been analysed, and are now informing review of current policy. The overriding aim is to ensure that employees are encouraged to be healthy and well, thus enabling optimum use of resources.
- q) Following a comprehensive review of the Councils recruitment process and pay processes a new HR service model is in development. An e-recruitment platform is in procurement, which along with other system enhancements and revised processes, will sit within a restructured HR function which will be developed over the coming months.
- r) Within the Efficiency Programme, a new wide-ranging work-stream to review the use of community assets, and the services delivered from them commenced during the quarter. The scope of the review includes all activity, staffing, management, financial, physical and ICT resources associated with the delivery of services. Given the complexity of this review, it is not likely to begin to deliver savings until 2018/19
- s) The Learning & Development team continue to identify areas for value adding activity to aid the efficiency and effectiveness of Council operations. Within the quarter, this included Institute of Leadership (ILM) Level 5 Award in Leadership & Management commencing at the beginning of October, and ILM Level 7 Certificate in Leadership & Management commissioned for delivery in Spring 2017. Both aimed at enhancing leadership capacity and capability within the organisation, in line with the Council's Organisational Development Strategy.
- t) Bespoke training has been designed and delivered to the Health Improvement Team, HPIJ, Education Inclusion, and Regeneration, to meet specific CPD needs. Evaluation will take place to ensure effectiveness of such tailored L&D interventions. In addition, the newly formed Regional Adoption Agency (from 5 authorities) have commissioned the L&D Team to deliver Change Management training, delivery planned for February 2017.

ICT and Support Services

- u) An upgraded solution for the SIMS/Capita schools management system is presently being procured which will bring the solution back in-house. This work is funded through the Schools Programme and will remove any external contract costs.
- v) The roll out of the cloud services desktop systems replacement is now underway with extensive testing being undertaken over the coming months. The development will realise significant opportunities for future user support and staffing structures. In addition the Discharge Team, based at Warrington Hospital, and now utilising new desktop facilities linking them with essential information systems such as CareFirst

- w) The hardware solution for the markets Wi-Fi is now in place and operational for tenants with further expansion being planned for filtered public access linked to Leisure and Library Card ownership.
- x) Sefton - the partnership continues to develop with meetings planned over the next quarter to review further opportunities associated with the finance solution, Records Management and potential ICT opportunities.
- y) This extensive programme of works is now coming to an end with the handover to the service due by the end of this quarter.
- z) The externally sourced Bus/Taxi/Lift Generating service for disabled users (currently Glimpse) is currently being replaced by an in-house developed solution intended to go live quarter 4. This development will replace what has been a problematic and expensive external system that has never realised its potential.
- aa) The roll out programme for the replacement desktop systems is now underway with extensive testing over the next 2 months followed by a roll-out programme early in the New Year. This will realise considerable opportunity for change both externally within the wider authority and internally within the department allowing for substantial changes to be made with the staffing structures and the user support structures.

Legal and Democratic Services

- bb) An extensive review of existing Licensing policies has now been completed with revisions being approved during the third quarter. Additionally new draft byelaws for the Mersey Gateway have now received member approval and the Council's agreement to the Liverpool City Region Combined Authority Order has been authorised.

Catering, Stadium and Registration Services

- cc) Plans are now well advanced with Elton John's promoters for the pop concert which will be held at the Select Stadium on 18th June 2017. Ticket sales are going well with all the Executive Suites sold out, a crowd in excess of 15,000 is anticipated, and this will prove an excellent opportunity for Halton to showcase the Stadium for future concerts.
- dd) Inclement weather during quarter 3 has put pressure upon the School Meals service for some food items but productivity rates and costs per meal have remained exemplary and within budget. School kitchens continue to operate the themed meals calendar linking menus to the celebration of various events and curriculum topic.
- ee) Fitness memberships across the Leisure Centres have seen a significant increase following recent refurbishments and advertising and promotional campaigns. In addition the centres ran a series of swimming programmes suitable for children of 3+ years during quarter 3 and the service is presently working with a number of local schools to widen the programme further.
- ff) Plans are underway to start to seek anticipated costs for the replacement of the artificial pitch "carpet" which will need to be undertaken within the next two years.
- gg) Plans are now well advanced with Elton John's promoters for the pop concert on 18th June 2017, ticket sales are going well with all the Executive Suites sold out, a crowd in excess of 15,000 is anticipated, this will prove an excellent opportunity for Halton to showcase the Stadium for future concerts.

hh) The School Meals Service has again had an excellent year with meal numbers increasing and food cost per meal remaining within budget despite the pressures of a very wet winter having an adverse effect on some salad items. Halton School Meals service has one of the best productivity rates in the Country operating at over 10 meals per hour of labour, with excellent food cost per meal rates ranging from 70p per meal in Primary to 95p per meal in Secondary schools.

Economy, Enterprise and Property (Property Services)

- ii) The proposals in respect of providing new clubhouse facilities for the Linnets football club are now finalised. Procurement documentation was issued via the Chest prior to Christmas, and the intention is to shortlist interested contractors with a view to going out to tender in late January 2017.
- jj) A feasibility study has now been completed in respect of a proposed new build pavilion at Hough Green park, and approval has been given to proceed to tender stage as such tender documents are in the process of being prepared with a view of undertaking the site works during 2017.
- kk) The funding available to The One Public Estate (OPE) initiative has increased to £31m in 2016/17. Halton has submitted 2 separate bids which are included in the wider city region submission. The bids cover the Former Police Station and Magistrates Court site and the immediate surrounding area in Widnes, and the current Runcorn Magistrates Court building and surrounding area of Halton Lea. Both bids are to obtain funding to undertake master planning/feasibility studies on the respective areas to look at how they may be redeveloped in the future, the latter being linked to the healthy new towns programme
- ll) Developments at HBC Field are progressing well and Alstom are on site and the construction is on target for opening in June 2017. The profile of the remaining land is increasing and this should provide a prime opportunity for Alstom or Jaguar Land Rover suppliers
- mm) Fourteen defibrillators have been requested across Halebank and Astmoor Industrial Estates and at present 3 and 5 units are in place at each location with a further 6 to be made available early in the New Year. In addition the felling of overgrown shrubs and trees at Astmoor Industrial Estate has facilitated the letting of a 17,000 ft² unit at 7 Davy Road to a new tenant.
- nn) Works to upgrade the residential accommodation at Grangeway Court have been completed with 4 of the blocks have been fully refurbished and 1 partially refurbished, to provide residential units of varying size available as short term emergency accommodation for families in need. The scheme has also allowed 3 of the blocks to be deemed surplus to requirements as such this has enabled us to create a developable site for disposal in due course, which will generate a capital receipt in the future.
- oo) No tenders were returned in respect of the reroofing works to Widnes Market and this work will be retendered in the New Year. The works to upgrade the lighting Internally are well advanced with the main hall lighting, bulkhead lighting and fan-light spotlighting complete, the upgrading of the electric meters have also been completed as has the upgrading to the external market lighting. The works to create the new market office are to follow on after the roofing works are completed in 2017.

3.0 Emerging Issues

- 3.1 A number of emerging issues have been identified during the period that will impact upon the work of the Council including:-

Financial Services

1. Support continues to be provided on the financial aspects of the Complex Care pool budget with Halton CCG, Regional Adoption Agency, Liverpool City Region Business Rate Pilot Scheme, Mersey Gateway Funding, Schools Funding and consultations with regard to the future funding of local government.
2. Following a recent staff departure a decision has been taken to bring together the Procurement Division and the Audit & Operational Finance Division. This merging of the procurement function and the purchase-to-pay function will provide an “end-to-end” service and present opportunities to realise further cost savings.
3. Work is currently underway to implement the 2017 Business Rates Revaluation and testing is being carried out to identify any potential issues.

Policy, People, Performance and Efficiency

4. The Policy and HR functions continue to wait for final regulations and implementation details linked to legislative changes. These are slow to emerge in respect Public Sector Exit Payment Cap and Public Sector Exit Payment Recovery regulations. Changes to the Council’s Staffing Protocol will be made once the implications of these two items of legislation are completely clear, and the actual commencement dates of regulations, are confirmed.
5. As a large employer, the Council must ensure that it is compliant with the EU General Data Protection Regulation (GDPR). An audit will be required to ensure that all employee and personal data collected and processed meets the GDPR conditions for employee consent. In conjunction with the Information Governance function, work will take place over the coming months to review and amend HR policies, procedures and privacy notices in HR documentation accordingly. The regulation requires compliance by May 2018, and although it is an EU regulation, the UK will not have exited the union by then, thus compliance is mandatory.
6. Government announced that the National Living Wage (NLW) for people aged 25 and over will increase to from £7.20 to £7.50 per hour from 1 April 2017. The Council has previously taken a policy decision to apply the NLW to all employees, regardless of age. System amendments will be put in place to apply this increase to relevant employees via payroll.
7. As a large employer, the Council must ensure that it is compliant with the EU General Data Protection Regulation (GDPR). An audit will be required to ensure that all employee and personal data collected and processed meets GDPR conditions for employee consent. In conjunction with the Information Governance function, work will take place over the coming months to review and amend HR policies, procedures and privacy notices in HR documentation accordingly. The regulation required compliance by May 2018, and although it is an EU regulation, the UK will not have exited the union by then, thus compliance is mandatory.

ICT and Support Services

8. The development of the Halton Cloud Service will continue with the incremental roll out of the new desktop facilities to all officers with plans to roll out across all Schools mid-year.
9. The authority's systems development programme will continue to manage and develop new integrated solutions releasing further savings as many of the systems over the last 36 months have been in-house developments reducing third party costs and procurement costs.

Legal and Democracy

10. Democratic Services are gearing up towards the Liverpool City Regional Mayoral Election which will take place in May. Work is being carried out with senior lawyers from across the City Region Authorities to develop a new Constitution for the LCR, which will incorporate a revised code of Conduct.

Economy, Enterprise and Property (Property Services)

11. A number of agile working hubs across the borough are in the process of being created to compliment the agile working strategy. Sites where these are proposed include, Grangeway, Ditton and Castlefields Community Centres, Murdishaw Play Centre and Halton Stadium. In addition to the above it is intended to create further agile hubs at Kingsway Learning Centre, and Widnes Market
12. 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
13. No further update has been provided on the above by government as such we await further information particularly around simplifying the energy & carbon reporting framework.

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 2016 – 17 Business Plan.

Progress concerning the implementation of all Directorate high-risk mitigation measures were reported to the Board at Quarter 2.

5.0 High Priority Equality Actions

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

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

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

6.0 Performance Overview

The following information provides a synopsis of progress for both milestones and performance indicators across the key business areas that have been identified by the Directorate.

Financial Management

Key Objectives / milestones

| Ref | Milestones | Q3 Progress |
|--------|---|--|
| FS 01a | Report Medium Term Financial Strategy to Executive Board - November 2016. |  |
| FS 01b | Report to Council - March 2017. |  |
| FS 02c | Provide quarterly monitoring reports on the overall budget to Executive Board. |  |
| FS 03b | Publish the Statement of Accounts by 30th September 2016. |  |
| FS 04a | Establish Treasury Management Policy and report to Council - March 2016. |  |
| FS 05a | Establish and report prudential indicators to Council - March 2016. |  |

Supporting Commentary

Medium term Financial Strategy (MTFS) will be reported to Executive Board on 17 November 2016. The financial forecast is being regularly updated and the Statement of Accounts was approved by Business Efficiency Board on 28 September 2016 and published on Council's web-site on 30 September 2016.

The 2016/17 Treasury Management Policy and Prudential Indicators were reported to Council as planned.

Key Performance Indicators

| Ref | Measure | 15 / 16 Actual | 16 / 17 Target | Q3 Actual | Q3 Progress | Direction of travel |
|----------|--|----------------|----------------|-----------|---|---|
| FS LI 01 | Receive an unqualified external audit opinion on the accounts. | Yes | Yes | Yes |  |  |
| FS LI 02 | Receive positive comment (annually) from the External Auditor relating to the financial standing of the Council and the systems of internal financial control. | Yes | Yes | Yes |  |  |
| FS LI 03 | Receive confirmation from External Auditor (annually) that reliance can be placed upon the work of Internal Audit. | Yes | Yes | Yes |  |  |

| Ref | Measure | 15 / 16 Actual | 16 / 17 Target | Q3 Actual | Q3 Progress | Direction of travel |
|----------|--|----------------|----------------|--------------|---|---|
| FS LI 04 | Proportion of Council Tax that was due that was collected. | 95.21% | 94.75%+ | 82.91% |  |  |
| FS LI 05 | The percentage of Business Rates which should have been received during the year that were received. | 96.89% | 95.00%+ | 81.48% |  |  |
| FS LI 06 | Average time for processing new claims for Housing & Council Tax Benefit (Calendar days). | 18.08 (Days) | 20 (Days) | 18.34 (Days) |  |  |

Supporting Commentary

Collection rates are slightly down by 0.49% and 0.72% respectively when compared to the same period last year. The position will be closely monitored and all efforts will continue to maintain the rate of collection in the prevailing difficult financial circumstances.

Policy, People, Performance & Efficiency Service

Key Objectives / milestones

| Ref | Milestones | Q3 Progress |
|---------|---|---|
| PPE 01a | Promote and take forward the delivery of actions identified within the Organisational Development Strategy March 2017 |  |
| PPE 02b | Review and refresh annual training calendar March 2017 . |  |
| PPE 03a | Report to the Business Efficiency Board on the on-going delivery of the Council's Efficiency Programme (June and November 2016 meetings). |  |

Supporting Commentary

Several strands of activity linked to the objectives of the Organisational Development Strategy will conclude during Q4, these include a review of absence management policy (linking to healthy workforce and resourcing objectives), and the adoption of the apprenticeship policy (linked to progressive development of staff over the long term).

Programmed Learning & Development interventions are scheduled and capacity developed for tailored L&D interventions where required.

Due to the programming of work in the Efficiency programme, reports have not been made to Business Efficiency Board in June / November. A new Review of Assets and Activities workstream has commenced, and appropriate progress reports will be made as initial work is completed during Quarter 4.

Key Performance Indicators

| Ref | Measure | 15 / 16 Actual | 16 / 17 Target | Q3 Actual | Q3 Progress | Direction of travel |
|-------------|---|-------------------|-------------------|--------------|---|---|
| PPPE LI 01 | The number of working days / shifts lost due to sickness (Corporate) | 9.05 (Days) | 10 (Days) | 7.21 (Days) |  |  |
| PPPE LI 02a | Total Full Time Equivalent Staffing Establishment | 3,670 | N / A | 3580 | N/A | N/A |
| PPPE LI 02b | Total Staff (head count) | 4,876 | N / A | 4814 | N/A | N/A |
| PPPE LI 03 | % of training delegates attending as proportion of places reserved | 86.00% | 90.00% | 82.00% |  |  |
| PPPE LI 04 | The percentage of top 5% of earners that are ¹ | | | | | |
| | ▪ women | 54.78% | 50.00% | 54.9% |  |  |
| | ▪ from BME communities. | 2.06% | 1.50% | 2.35% |  |  |
| | ▪ with a disability | 0.82% | 8.00% | 0.83% |  |  |
| PPPE LI 05 | No of staff declaring that they meet the definition of disability within the Equality Act 2010 as a % of the total workforce. | 1.28% | 10.00% | 1.33% |  |  |
| PPPE LI 06 | Minority Ethnic community staff as % of total workforce. | 1.00% | 1.00% | 1.30% |  |  |

Supporting Commentary

Sickness absence is slightly higher than the same time last year (6.69), however review of policy, process and procedure related to absence management underway to try and achieve reductions (see Key Developments)

Q3 saw a drop in performance on training attendance, largely due to late cancellations by delegates on moving and handling training, allied to resourcing issues in some service areas. This indicator is subject to fluctuation, and given previous quarter's performance remains broadly in line with target.

Positive but nominal movement on three component indicators around the top 5% of earners, however recruitment in to 5% of earners is very limited, and as such scope for significant change is low.

¹ Performance targets for these measures take account of local demographic profiles

ICT and Administrative Support Services

Key Objectives / milestones

| Ref | Milestones | Q3 Progress |
|---------|--|---|
| ICT 01a | Continued Enhancement of the virtualization platform to enhanced or new technologies - March 2017 . |  |
| ICT 01b | Further development of Cloud Services Platform - March 2017 . |  |
| ICT 01c | SharePoint and Records Management enhancements - March 2017 . |  |
| ICT 01e | Further development of commercial ICT opportunity within desktop, hosting and DR provision - March 2017 . |  |
| ICT 02a | Continuing improvements, enhancements and potential commercial use of Cloud system - March 2017 . |  |

Supporting Commentary

The Virtualisation Platform project is now at the stage of being tested by over 100 users and subject of any final requirements full roll-out is planned for quarter 4.

Commercial opportunities continue to be explored and exploited and a significant number of internal and external clients now fully utilise the Council's Cloud based systems.

Key Performance Indicators

|]Ref | Measure | 15 / 16 Actual | 16 / 17 Target | Q3 Actual | Q3 Progress | Direction of travel |
|-----------|--|----------------|----------------|-----------|---|---|
| ICT LI 01 | Average availability of the Council's operational servers (%). | 99.00% | 99.00% | 99.00% |  |  |
| ICT LI 02 | Average availability of the Councils WAN infrastructure (%). | 99.00% | 99.00% | 99.00% |  |  |
| ICT LI 03 | School Support SLA: % of calls responded to within agreed target*: | | | | | |
| | ▪ Priority 1 | 100% | 85.00% | 84.00% |  |  |
| | ▪ Priority 2 | 100% | 90.00% | 91.00% |  |  |
| | ▪ Priority 3 | 100% | 95.00% | 95.00% |  |  |
| | ▪ Priority 4 | 100% | 100.00% | 100.00% |  |  |

| Ref | Measure | 15 / 16 Actual | 16 / 17 Target | Q3 Actual | Q3 Progress | Direction of travel |
|-----------|---|----------------|----------------|-----------|---|---|
| ICT LI 04 | Average working days from delivery to completion of a new PC. | 8 (Days) | 10 (Days) | 8 (Days) |  |  |

Supporting Commentary

Progress against the majority of measures has been maintained within targeted levels.

Further to greater stability within the support team and additional resources allocated, considerable improvements have been achieved, to the extent new Schools are now signing up to the authorities services Service Level Agreements (SLA).

Legal & Democracy

Key Objectives / milestones

| Ref | Milestones | Q3 Progress |
|--------|--|---|
| LD 01 | Review constitution - May 2016 . |  |
| LD 02b | To induct all new members by October 2016 . |  |

Supporting Commentary

Constitution was reviewed as planned and all new members are being inducted.

Key Performance Indicators

| Ref | Measure | 15 / 16 Actual | 16 / 17 Target | Q3 Actual | Q3 Progress | Direction of travel |
|----------|--|----------------|----------------|-----------|---|---|
| LD LI 03 | Average Time taken to issue prosecutions from receipt of full instructions (working days). | 10 | 10 | 7 |  |  |
| LD LI 04 | Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days). | 1 | 3 | 1 |  |  |
| LD LI 07 | % of Executive Board, Executive Board Sub-Committee and Mersey Gateway Executive Board minutes published within 5 working days after the | 100% | 100% | 100% |  |  |

| Ref | Measure | 15 / 16 Actual | 16 / 17 Target | Q3 Actual | Q3 Progress | Direction of travel |
|-----|----------|----------------|----------------|-----------|-------------|---------------------|
| | meeting. | | | | | |

Supporting Commentary

Performance at this point in the financial year remains at expected levels

Community & Environment

Key Objectives / milestones

| Ref | Milestones | Q3 Progress |
|-------|--|---|
| CE 02 | Identify areas for improvement in line with the Business Plan and Marketing Plan (this will drive the development of milestones for 2017/18) - January 2017 . |  |
| CE 03 | Deliver a promotion and educational campaign (school meals) - September 2016 and January 2017 . |  |

Supporting Commentary

Managers continue to work closely with Corporate Marketing to improve usage and uptake of all the various suites within the Stadium. A number of new events have been pencilled in that will see a number of new revenue streams introduced over the next twelve months.

In September 2106 a new Primary School menu was issued to all primary school children, users and none users and the School Meals Management attended a number of school information/open days/nights to promote the service. Similar plans are also in place for January 2017 with a special effort aimed at those children presently entitled to a free lunch who are not taking up their entitlement.

Key Performance Indicators

| Ref | Measure | 15 / 16 Actual | 16 / 17 Target | Q3 Actual | Q3 Progress | Direction of travel |
|----------|--|----------------|----------------|-----------|---|---|
| CE LI 01 | No. of meals served versus hourly input of labour. | 11.39 | 10.00 | 10.85 |  |  |
| CE LI 02 | Diversity – number of community groups accessing stadium facilities. | 28 | 15 | 48 |  |  |
| CE LI 03 | Number of catering staff achieving a formal qualification. | 60 | 30 | 75 |  |  |

Supporting Commentary

The school meals productivity rate continues to be in the top quartile for this service area and a number of staff having enrolled to complete their qualifications in the new academic year, this number will far exceed the target and a celebration event has been scheduled for October.

The variety and number of community and groups using the Stadium increases each year proving beyond doubt the Stadium is an integral part of the local community.

Economy, Enterprise & Property**Key Objectives / milestones**

| Ref | Milestones | Q3 Progress |
|---------|--|--|
| EEP 01a | Commence development of Beyer Site by - March 2017 . |  |
| EEP 01b | Complete Asset Review by – June 2016 . |  |
| EEP 01c | Complete Widnes Market Hall refurbishment by - March 2017 . |  |
| EEP 01d | Complete Phase 1 of Fairfield Primary by - March 2017 . |  |
| EEP 01e | Start Term Contracts by – June 2016 . |  |

Supporting Commentary

The Beyer site has been renamed Gorsey Point, with site investigation work expected to commence in January 2017.

An asset review has been completed. The review outlined levels of occupancy and use in Council buildings and will inform the Council's agile working policy.

Works on the Market Hall refurbishment have been delayed due to no tenders being returned for roofing work. To be re-tendered for a start in early 2017. Phase 1 of Fairfield Primary was completed in September 2016 and all term contracts were renewed as planned.

Key Performance Indicators

| Ref | Measure | 15 / 16 Actual | 16 / 17 Target | Q3 Actual | Q3 Progress | Direction of travel |
|-----------|-----------------------------------|----------------|----------------|-----------|---|---|
| EEP LI 02 | Occupancy of HBC industrial Units | 94.00% | 90.00% | 88% | N / A |  |
| EEP LI 03 | Occupancy of Widnes Market Hall | 85.00% | 95.00% | 79% |  |  |

Supporting Commentary

The Council has disposed of three major industrial sites in this quarter. This leaves 1 plot hence the KPI now likely to be obsolete in 2017/18.

the ambitious target for Market Occupancy is unlikely to be achieved at year-end however new trader enquiries are showing a positive trend at this stage.

7.0 Financial Statements

FINANCE DEPARTMENT**Revenue Budget as at 31st December 2016**

| | Annual Budget £'000 | Budget To Date £'000 | Actual To Date £'000 | Variance to Date (Overspend) £'000 |
|--------------------------------------|---------------------------|----------------------------|----------------------------|---|
| Expenditure | | | | |
| Employees | 6,686 | 5,035 | 4,902 | 133 |
| Supplies & Services | 356 | 284 | 266 | 18 |
| Other Premises | 69 | 58 | 58 | 0 |
| Insurances | 1,456 | 1,012 | 1,012 | 0 |
| Concessionary Travel | 2,120 | 1,590 | 1,636 | (46) |
| Rent Allowances | 53,100 | 36,526 | 36,526 | 0 |
| Non HRA Rebates | 77 | 42 | 42 | 0 |
| Discretionary Housing Payments | 387 | 321 | 321 | 0 |
| Local Welfare Payments | 150 | 100 | 100 | 0 |
| Total Expenditure | 64,401 | 44,968 | 44,863 | 105 |
| Income | | | | |
| Fees & Charges | -354 | -183 | -165 | (18) |
| SLA to Schools | -818 | -818 | -802 | (16) |
| NNDR Administration Grant | -166 | 0 | 0 | 0 |
| Hsg Ben Administration Grant | -642 | -433 | -433 | 0 |
| Council Tax Admin Grant | -232 | -233 | -233 | 0 |
| Rent Allowances | -52,700 | -36,526 | -36,526 | 0 |
| Clerical Error Recoveries | -398 | 0 | 0 | 0 |
| Non HRA Rent Rebates | -77 | -37 | -37 | 0 |
| Discretionary Housing Payments Grant | -387 | -387 | -387 | 0 |
| Reimbursements & Other Grants | -362 | -272 | -302 | 30 |
| Liability Orders | -421 | -404 | -404 | 0 |
| Transfer from Reserves | -410 | 0 | 0 | 0 |
| Total Income | -56,967 | -39,293 | -39,289 | -4 |
| Net Operational Expenditure | 7,434 | 5,675 | 5,574 | 101 |
| Recharges | | | | |
| Premises | 340 | 255 | 255 | 0 |
| Transport | 8 | 6 | 6 | 0 |
| Central Support Services | 2,511 | 1,883 | 1,883 | 0 |
| Support Services Income | -6,189 | -4,626 | -4,626 | 0 |
| Net Total Recharges | -3,330 | -2,482 | -2,482 | 0 |
| Net Department Expenditure | 4,104 | 3,193 | 3,092 | 101 |

Comments on the above figures

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

With regards to expenditure, employee costs are below the budget profile due to vacant posts within Procurement, Revenue & Benefits and HDL. The vacancies will go towards meeting the Departments 2016/17 staff turnover savings target and have been put forward as proposed savings for 2017/18.

Concessionary Travel expenditure is currently above the budget profile. This will continue to the end of the financial year. This is due to an increase in the rates at which the bus operators are reimbursed for concessionary travel journeys to ensure that they are no better, no worse, off under the statutory scheme.

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

Reimbursements & other grant income is in excess of the budget profile. This is as a result of receiving a number of one-off Revenues and Benefits new burdens grants.

At this stage it is anticipated that spend will be within budget at the end of the financial year.

POLICY, PEOPLE, PERFORMANCE & EFFICIENCY DEPARTMENT**Revenue Budget as at 31st December 2016**

| | Annual Budget £'000 | Budget To Date £'000 | Actual To Date £'000 | Variance to Date (Overspend) £'000 |
|------------------------------------|---------------------------|----------------------------|----------------------------|---|
| Expenditure | | | | |
| Employees | 1,670 | 1,295 | 1,283 | 12 |
| Employee Training | 133 | 68 | 68 | 0 |
| Supplies & Services | 122 | 98 | 107 | (9) |
| Total Expenditure | 1,925 | 1,461 | 1,458 | 3 |
| Income | | | | |
| Fees & Charges | -110 | -116 | -122 | 6 |
| Reimbursements & Other Grants | -10 | -10 | -11 | 1 |
| School SLA's | -386 | -386 | -386 | 0 |
| Transfers from Reserves | -98 | 0 | 0 | 0 |
| Total Income | -604 | -512 | -519 | 7 |
| | | | | |
| Net Operational Expenditure | 1,321 | 949 | 939 | 10 |
| Recharges | | | | |
| Premises Support | 67 | 50 | 50 | 0 |
| Central Support Recharges | 265 | 198 | 198 | 0 |
| Support Recharges Income | -1,700 | -1,275 | -1,275 | 0 |
| Net Total Recharges | -1,368 | -1,027 | -1,027 | 0 |
| | | | | |
| Net Department Expenditure | -47 | -78 | -88 | 10 |

Comments on the above figures

In overall terms spending is just below the budget profile at the end of the third quarter.
At this stage it is anticipated that spend will be within budget at the end of the financial year.

ICT & SUPPORT SERVICE DEPARTMENT**Revenue Budget as at 31st December 2016**

| | Annual Budget | Budget To Date | Actual To Date | Variance to Date |
|------------------------------------|------------------|-------------------|-------------------|----------------------|
| | £'000 | £'000 | £'000 | (Overspend) £'000 |
| <u>Expenditure</u> | | | | |
| Employees | 5,487 | 4,083 | 3,827 | 256 |
| Supplies & Services | 773 | 691 | 603 | 88 |
| Computer Repairs & Software | 615 | 307 | 290 | 17 |
| Communications Costs | 385 | 385 | 385 | 0 |
| Other Premises | 32 | 15 | 13 | 2 |
| Other Transport | 6 | 5 | 5 | 0 |
| Capital Financing | 356 | 297 | 292 | 5 |
| Transfers to Reserves | 29 | 0 | 0 | 0 |
| Total Expenditure | 7,683 | 5,783 | 5,415 | 368 |
| <u>Income</u> | | | | |
| Fees & Charges | -848 | -317 | -329 | 12 |
| SLA to Schools | -514 | -514 | -514 | 0 |
| Total Income | -1,362 | -831 | -843 | 12 |
| | | | | |
| Net Operational Expenditure | 6,321 | 4,952 | 4,572 | 380 |
| <u>Recharges</u> | | | | |
| Premises | 353 | 265 | 265 | 0 |
| Transport | 8 | 6 | 6 | 0 |
| Central Support Services | 626 | 468 | 468 | 0 |
| Support Service Income | -7,259 | -5,451 | -5,451 | 0 |
| Net Total Recharges | -6,272 | -4,712 | -4,712 | 0 |
| | | | | |
| Net Department Expenditure | 49 | 240 | -140 | 380 |

Comments on the above figures

Expenditure employee costs are below the budget profile this is mainly due to vacancies within the Admin Division. Staffing structure for the department is currently in the process of being reviewed and savings of £335k have been agreed for 2017/18.

Expenditure on supplies & services is also below the budget profile and savings of £60k have been approved against this budget for 2017/18.

At this stage it is expected the favourable variance against budget will continue for the remainder of the year.

ICT & SUPPORT SERVICE DEPARTMENT

Capital Projects as at 31st December 2016

| Capital Expenditure | 2016/17 Capital Allocation £'000 | Allocation to Date £'000 | Actual Spend £'000 | Total Allocation Remaining £'000 |
|----------------------------------|---|--------------------------------|--------------------------|---|
| IT Rolling Programme | 1,100 | 1,100 | 1,100 | 0 |
| Total Capital Expenditure | 1,100 | 1,100 | 1,100 | 0 |

LEGAL & DEMOCRATIC SERVICES DEPARTMENT**Revenue Budget as at 31st December 2016**

| | Annual Budget £'000 | Budget To Date £'000 | Actual To Date £'000 | Variance to Date (Overspend) £'000 |
|------------------------------------|-------------------------------|--------------------------------|--------------------------------|---|
| Expenditure | | | | |
| Employees | 1,787 | 1,411 | 1,437 | (26) |
| Supplies & Services | 434 | 254 | 240 | 14 |
| Civic Catering & Functions | 27 | 13 | 11 | 2 |
| Mayoral Allowances | 22 | 15 | 15 | 0 |
| Legal Expenses | 223 | 155 | 155 | 0 |
| Total Expenditure | 2,493 | 1,848 | 1,858 | (10) |
| Income | | | | |
| Land Charges | -103 | -68 | -66 | (2) |
| License Income | -256 | -195 | -195 | 0 |
| Schools SLA's | -66 | -66 | -89 | 23 |
| Government Grants | -33 | -33 | -52 | 19 |
| Other Income | -28 | -20 | -42 | 22 |
| Transfers from Reserves | -68 | -5 | -5 | 0 |
| Total Income | -554 | -387 | -449 | 62 |
| Net Operational Expenditure | 1,939 | 1,461 | 1,409 | 52 |
| Recharges | | | | |
| Premises Support | 158 | 119 | 119 | 0 |
| Transport Recharges | 11 | 8 | 8 | 0 |
| Central Support Recharges | 361 | 271 | 271 | 0 |
| Support Recharges Income | -1,867 | -1,400 | -1,400 | 0 |
| Net Total Recharges | -1,337 | -1,002 | -1,002 | 0 |
| Net Department Expenditure | 602 | 459 | 407 | 52 |

Comments on the above figures

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

Employee costs are in excess of the budget profile due to unachieved staff turnover savings.

Supplies and Services is below budget due to under-spend on advertising and postage.

Schools SLA income is in excess of the annual budget as there has been an increase in the level of buyback for Legal Services, more than originally expected. This is reflected in the 2017/18 budget and a saving has been agreed to increase the budgeted income from the SLA.

Receipt of an additional Individual Elections Registration grant has resulted in Government grant income to be in excess of budget profile.

There has been an increase in the amount of chargeable works relating to Section 38 Legal work, and this has resulted in an increase in other income.

It is anticipated that spend will be within budget at the end of the financial year.

COMMUNITY & ENVIRONMENT DEPARTMENT

Revenue Budget as at 31st December 2016

| | Annual Budget £'000 | Budget To Date £'000 | Actual £'000 | Variance (overspend) £'000 |
|-------------------------------------|------------------------|-------------------------|---------------|----------------------------------|
| <u>Expenditure</u> | | | | |
| Employees | 13,850 | 10,418 | 10,511 | (93) |
| Other Premises | 2,079 | 1,534 | 1,504 | 30 |
| Supplies & Services | 1,739 | 1,310 | 1,260 | 50 |
| Book Fund | 170 | 115 | 113 | 2 |
| Hired & Contracted Services | 1,148 | 757 | 728 | 29 |
| Food Provisions | 611 | 481 | 471 | 10 |
| School Meals Food | 2,059 | 1,309 | 1,288 | 21 |
| Transport | 55 | 35 | 27 | 8 |
| Other Agency Costs | 557 | 330 | 244 | 86 |
| Waste Disposal Contracts | 5,419 | 2,492 | 2,552 | (60) |
| Grants To Voluntary Organisations | 254 | 226 | 209 | 17 |
| Grant To Norton Priory | 172 | 172 | 174 | (2) |
| Rolling Projects | 105 | 73 | 73 | 0 |
| Transfers To Reserves | 133 | 0 | 0 | 0 |
| Capital Financing | 86 | 27 | 20 | 7 |
| Total Expenditure | 28,437 | 19,279 | 19,174 | 105 |
| <u>Income</u> | | | | |
| Sales Income | -2,344 | -1,628 | -1,474 | (154) |
| School Meals Sales | -2,179 | -1,519 | -1,565 | 46 |
| Fees & Charges Income | -5,277 | -4,388 | -4,267 | (121) |
| Rents Income | -291 | -241 | -250 | 9 |
| Government Grant Income | -1,209 | -1,168 | -1,168 | 0 |
| Reimbursements & Other Grant Income | -650 | -451 | -454 | 3 |
| Schools SLA Income | -83 | -80 | -80 | 0 |
| Internal Fees Income | -194 | -87 | -75 | (12) |

| | | | | |
|------------------------------------|----------------|----------------|----------------|--------------|
| School Meals Other Income | -2,350 | -1,796 | -1,828 | 32 |
| Catering Fees | -187 | -140 | -54 | (86) |
| Capital Salaries | -53 | -26 | -34 | 8 |
| Rolling Projects Income | -105 | -30 | -30 | 0 |
| Transfers From Reserves | -75 | -67 | -67 | 0 |
| Total Income | -14,997 | -11,621 | -11,346 | (275) |
| Net Operational Expenditure | 13,440 | 7,658 | 7,828 | (170) |
| Recharges | | | | |
| Premises Support | 1,915 | 1,401 | 1,401 | 0 |
| Transport Recharges | 1,942 | 989 | 989 | 0 |
| Departmental Support Services | 9 | 0 | 0 | 0 |
| Central Support Services | 2,481 | 1,880 | 1,880 | 0 |
| HBC Support Costs Income | -447 | -140 | -140 | 0 |
| Net Total Recharges | 5,900 | 4,130 | 4,130 | 0 |
| Net Department Expenditure | 19,340 | 11,788 | 11,958 | (170) |

Comments on the above figures:

The net department budget is £170,000 over budget profile at the end of the third quarter of the 2016/17 financial year.

Employee expenditure is over budget to date mainly due to staff savings targets for the period not being achieved in full. Staff savings for the year are £553,060 which will be difficult to achieve but will be monitored closely. The use of casuals in Stadium, Catering and the Brindley is higher than at the same stage last year.

Other Agency costs are £86,000 under budget profile as many Area Forum projects have not yet started. Unallocated budgets across all Area Forums total £182,000.

Waste disposal contracts have faced a significant change this year with new contract agreements commencing in October. As charges are calculated quarterly there are no indications of actual costs just yet. However, it is expected that significant increases in spend will occur and work has already been undertaken to reduce the impact of this. Currently this budget is over budget profile and will remain a pressure to be closely scrutinised for the remainder of the year.

Sales income, Fees & Charges and Internal Catering Fees across the Department collectively continue to struggle to achieve agreed income target budgets for the year. Particular problem areas are catering sales, chargeable Open Spaces works, bar income and littering fines. Where possible budgets will be realigned from any underspending expenditure budgets.

Conversely there are some income streams that are performing well. Income relating to the collection of green waste has already overachieved by over £60,000 against its budget. Brindley income is better compared to the same stage last year and cremations income has also increased and is overachieving.

Based on current spend patterns it is estimated the year-end outturn for the department will show an overspend of approximately £250,000. Expenditure will be closely monitored for the remainder of the year and the outturn position will be updated accordingly.

COMMUNITY & ENVIRONMENT DEPARTMENT**Capital Projects as at 31st December 2016**

| | 2016-17 Capital Allocation £'000 | Allocation To Date £'000 | Actual Spend To Date £'000 | Total Allocation Remaining £'000 |
|---|---|--------------------------------|-------------------------------------|--|
| Stadium Minor Works | 280 | 260 | 257 | 23 |
| Leisure Centres Refurbishment | 275 | 275 | 276 | (1) |
| Widnes Recreation Site | 231 | 231 | 231 | 0 |
| Norton Priory | 2,830 | 2,790 | 2,786 | 44 |
| Norton Priory Biomass Boiler | 107 | 0 | 0 | 107 |
| Children's Playground Equipment | 65 | 15 | 13 | 52 |
| Landfill Tax Credit Schemes | 340 | 0 | 0 | 340 |
| Upton Improvements | 13 | 0 | 0 | 13 |
| The Glenn Play Area | 64 | 30 | 26 | 38 |
| Runcorn Hill Park | 210 | 120 | 120 | 90 |
| Crow Wood Park Play Areas | 35 | 5 | 4 | 31 |
| Open Spaces Schemes | 200 | 150 | 130 | 70 |
| Peelhouse Lane Cemetery | 105 | 10 | 10 | 95 |
| Peelhouse Lane Cemetery –Enabling Works | 46 | 35 | 35 | 11 |
| Litter Bins | 20 | 10 | 23 | (3) |
| Total | 4,821 | 3,931 | 3,911 | 910 |

Comments on the above figures:

The Norton Priory "Monastery To Museum" project commenced on-site in August 2015, and is now substantially completed. Spend is projected to be within the capital allocation. Total Heritage Lottery funding amounts to £3.9M over the course of the project.

The allocation for Landfill Tax Credit Schemes serves to match fund various open spaces projects, currently including The Glenn, Runcorn Hill, and Spike Island/Sankey Canal.

The budget allocation for Upton Improvements is required for final account/contract claim payments.

Works on the Glenn play area are now largely complete, with expenditure to show in the final quarter's financial report. Spend will be within budget.

The Runcorn Hill project is 4 years into a 5 year programme. The main capital works (Café building/pond/path/boundary works) are largely completed, with some additional path and boundary work to complete.

The allocation for Open Spaces Schemes funds a variety of small landscape improvement and play schemes. Spend will be within available funding for the year.

The Peel House Cemetery and Enabling Works was delayed due to planning issues. It is anticipated that the initial earthworks will now commence in the last quarter of the financial year 2016.

ECONOMY ENTERPRISE & PROPERTY**Revenue Budget as at 31 December 2016**

| | Annual Budget | Budget To Date | Actual To Date | Variance to Date |
|---|------------------|-------------------|-------------------|----------------------|
| | £'000 | £'000 | £'000 | (Overspend) £'000 |
| <u>Expenditure</u> | | | | |
| Employees | 4,574 | 3,288 | 3,321 | (33) |
| Repairs & Maintenance | 2,576 | 1,271 | 1,101 | 170 |
| Premises | 49 | 44 | 45 | (1) |
| Energy & Water Costs | 655 | 388 | 351 | 37 |
| NNDR | 542 | 515 | 467 | 48 |
| Rents | 353 | 348 | 340 | 8 |
| Economic Regeneration Activities | 49 | 12 | 12 | 0 |
| Supplies & Services | 2,356 | 1,233 | 1,173 | 60 |
| Grants to Non Voluntary Organisations | 233 | 64 | 64 | 0 |
| Agency Related | 0 | 0 | 1 | (1) |
| Total Expenditure | 11,387 | 7,163 | 6,875 | 288 |
| <u>Income</u> | | | | |
| Fees & Charges | -291 | -204 | -211 | 7 |
| Rent – Markets | -778 | -586 | -589 | 3 |
| Rent – Industrial Estates | -48 | -63 | -186 | 123 |
| Rent – Investment Properties | -855 | -590 | -603 | 13 |
| Transfer to /from Reserves | -1,538 | -1,168 | -1,168 | 0 |
| Government Grant – Income | -2,085 | -876 | -876 | 0 |
| Reimbursements & Other Income | -196 | -170 | -174 | 4 |
| Recharges to Capital | -213 | -81 | -51 | (30) |
| Schools Sla Income | -558 | -547 | -547 | 0 |
| Total Income | 6,562 | -4,285 | -4,405 | 120 |
| | | | | |
| Net Operational Expenditure | 4,825 | 2,878 | 2,470 | 408 |
| <u>Recharges</u> | | | | |
| Premises Support Costs | 1,916 | 1,410 | 1,410 | 0 |
| Transport Support Costs | 19 | 12 | 12 | 0 |
| Central Support Service Costs | 2,084 | 1,551 | 1,551 | 0 |
| Repairs & Maintenance Recharge Income | -2,703 | -2,027 | -2,027 | 0 |
| Accommodation Recharge Income | -2,959 | -2,198 | -2,198 | 0 |
| Central Support Service Recharge Income | -1,934 | -1,449 | -1,449 | 0 |
| Net Total Recharges | -3,577 | -2,701 | -2,701 | 0 |
| | | | | |
| Net Department Expenditure | 1,248 | 177 | -231 | 408 |

Comments on the above figures

Economy Enterprise & Property Departmental budget is £408k under budget profile at the end of the third quarter of the financial year. The significant budget variances are listed below.

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

Delays in repair and maintenance work have resulted in the repairs and maintenance expenditure being lower than budget profile at Quarter 3.

NNDR expenditure is below budget due to the revaluation of a number of Council Properties.

Supplies & Services is below budget to date as there has been a conscious effort to limit spends on controllable budgets and security costs for the Council being lower than expected.

The delay in the sale of the Oldgate, Marshgate and Dewar Court industrial estates has meant rental income is above the budgeted target set for the year to date. Investment Properties rental income has remained constant and income remains above set targets. This is due to a minimal change in the occupancy rates.

Conditions relating to capital grants have meant there is reduced scope to recharge staffing costs to some capital projects which will have an impact in achieving budgeted capital salary income.

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

ECONOMY ENTERPRISE & PROPERTY**Capital Projects as at 31 December 2016**

| Capital Expenditure | 2016/17 Capital Allocation £'000 | Allocation to Date £'000 | Actual Spend £'000 | Total Allocation Remaining £'000 |
|---|---|--------------------------------|--------------------------|---|
| Castlefields Regeneration | 54 | 24 | 24 | 30 |
| 3MG | 876 | 327 | 327 | 549 |
| Former Crossville Depot | 4,375 | 2,283 | 2,283 | 2092 |
| Johnsons Lane Infrastructure | 302 | 0 | 0 | 302 |
| Decontamination of Land | 6 | 0 | 0 | 6 |
| Sci- Tech Daresbury | 15,939 | 14,240 | 14,240 | 1,699 |
| Police Station Demolition | 341 | 323 | 323 | 18 |
| Travellers Site Warrington Road | 48 | 0 | 0 | 48 |
| Widnes Town Centre Initiative | 16 | 16 | 16 | 0 |
| Widnes Carpark, 29-31 Moor Lane & Land at Halebank | 235 | 0 | 0 | 235 |
| Equality Act Improvement Works | 150 | 0 | 0 | 150 |
| Signage at The Hive | 50 | 0 | 0 | 50 |
| The Croft Public House | 30 | 0 | 0 | 30 |
| Widnes Market Refurbishment | 1,052 | 74 | 74 | 978 |
| Linnets Club House | 0 | 0 | 34 | (34) |
| Total Capital Expenditure | 23,474 | 17,287 | 17,321 | 6,153 |

Comments on the above figures.

Castlefields Regeneration Negotiations are on-going to settle the final CPO as part of the Castlefields project although final settlement may slip into the following financial year.

Sci-Tech Daresbury –The current phase of works is reaching completion. Tech Space 1 is currently in fit out and essentially completed at the end of December 2016. Final sign off of the contract is anticipated early in Q4 and once this is complete the lease to Daresbury Science and Innovation Campus LLP will be completed.

3MG: The sale to Alston for the first phase was completed in December. Work will continue to provide services to the land and erect the rail sidings

Former Crossville Depot: Work continues on site with an estimated finish on site end of March for the Marstons Pub and June for Costa.

Widnes Market Refurbishment: Work has been delayed due to a procurement issue. The tender process will start again in January with work hopefully starting on site early February.

8.0 Application of Symbols

Symbols are used in the following manner:

Progress Symbols

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

Direction of Travel Indicator

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

Corporate Policy and Performance Board– Priority Based Monitoring Report

Reporting Period: **Quarter 4 – 1st January 2017 – 31st March 2017**

1.0 Introduction

- 1.1 This report provides an overview of issues and progress against key service objectives/milestones and performance targets, during the fourth quarter of 2016/17 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
 - Policy, People, Performance and Efficiency
 - ICT and Support Services
 - 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 period which include:-

Finance

- a) The Government announced the 2017/18 final Settlement Funding Assessment (Grant Settlement) on 20 February 2017. For Halton there was no change in overall funding from that announced as part of the provisional settlement in December. The figures show a reduction in the Settlement Funding Assessment of £4.9m (10%) from 2016/17.
- b) The settlement also confirmed the start of the pilot business rate retention scheme operated by the local authorities within the Liverpool City Region. As part of this it was confirmed both Revenue Support Grant and the Improved Better Care Fund would not be paid as specific grant allocations but would instead be funded as part of the business rate retention scheme. The Government also confirmed a "no detriment guarantee" will be in place, which will ensure no council within the pilot scheme will be worse off than they would have been under the existing 50% retention scheme.
- c) Work has begun on closing the accounts for 2016/17 and the process is now in place to complete the draft Statement of Accounts prior to it being passed to the council's external auditor (Grant Thornton LLP) on 30 June 2017. The external auditor has already commenced interim audit work in February and will follow this up with further detailed work from 01 July onwards. It is expected the Statement of Accounts will be signed off and published by 30 September 2017.

- d) The Chancellor announced the 2017 Spring Budget on 08 March 2017. The headline announcement for Local Government was the provision of an additional £2bn over the next three years of further funding for Adult Social Care. Indicative allocations show that over the three years this will be worth an extra £5.7m for Halton.
- e) The 2017/18 net budget of £103.249m was approved by Council on 08 March 2017. The net budget will be part funded from an increase of 4.9% to Council Tax, made up of a 1.9% general increase in council tax and a 3% Adult Social Care precept. Halton's Band D council tax level is £1,312.27 and continues to be the fourth lowest in the North West.
- f) The Medium Term Financial Forecast has been updated for 2018/19, 2019/20 and 2020/21. The funding gap for the three years totals £23m. The forecast is based on a number of assumptions and will be updated as new information comes to light during the year.
- g) The Council net spending position for the period to 31 December 2016 was reported to Executive Board on 23 February 2017. Net expenditure was £0.764m over the budget to date. Capital spending as at 31 December 2016 totalled £69.2m, which is 99.8% of planned capital spending at this stage.
- h) The Council recently won a national award for 'Driving Value for Money' in acknowledgement of the work done in delivering social value through commissioning and procurement. The Council has also been shortlisted in the 'Outstanding Procurement Initiative' category of the Public Finance Innovation awards. The winning entry will be announced in April.
- i) In March 2017, the Council's in house claims handling arrangements were subject to external review by Gallagher Bassett on behalf of the Council's insurer. The audit involved sample testing of claim files against a range of best practices. The score achieved by the Council's Insurance Team was 98.7%, which provides an overall rating of 'exemplary'.
- j) Since 2014 the Council has operated an Early Payment Scheme whereby suppliers have been offered the opportunity for accelerated payment of their invoices in return for the Council receiving a negotiated rebate on the value of invoices paid. The scheme has proved very successful and has generated over £100k in rebate income since it was launched. Further work is now being planned for early 2017 – 18 to further increase revenues from this process.
- k) The LCR authorities recently completed a joint tender exercise for a prepaid card provider. Sefton and St Helens have since implemented prepaid cards for direct payment users and Halton intends to go live during May for new direct payment users. Existing direct payment users will be able to transfer over to prepaid cards once the scheme has been established.
- l) It is anticipated that the use of prepaid cards will deliver financial savings and will facilitate the audit of direct payment accounts as the Council will have real-time online access to information on funds held by direct payment users and how those funds are being used. This will help to prioritise the audit process, improve the recovery of surplus funds, and mitigate the need to recruit additional Direct Payment Officers to manage the increasing number of direct payment users.

Policy, People, Performance and Efficiency

- m) As reported previously, a Council wide Apprenticeship Policy is in place to enable the Council to meet its obligations, as far as it is economically able to, in respect of an apprenticeship target set by Government. Stakeholder meetings have taken place with Council services to identify opportunities

for apprenticeship placements from April onwards, and this is being supported by a skills audit. A regional practitioner network continues to consider how collective resources can have maximum impact, and links are being developed across the Liverpool City Region to ensure efficient and effective apprenticeship recruitment.

- n) The Council has now set up its electronic 'Levy Account' and is able to draw down training funding for approved apprenticeship placements set up in the Council.
- o) The Apprenticeship Levy has been introduced for April 2017. This has brought a significant additional burden to the payroll team in the HR service, especially given the number of school payrolls handled under Service Level Agreement arrangements – as maintained schools are considered part of the Council and must therefore contribute proportionally to the Levy payment. The Levy is collected and remitted alongside tax and national insurance contributions, and is based on a percentage of the pay bill. The additional work and reconciliation that this will create for each payroll period is as yet unquantified, however by the end of Q1 17/18 the exact resource implications will be clearer.
- p) A new Absence Management Policy has been developed and implemented by Management Team. Mandatory management training will take place in Q1 of 17/18, with the policy implementation date set for 1st July 2017. Reporting on absence following the implementation of this policy will be carried in this quarterly report.
- q) Following comprehensive review of the Councils recruitment process, and pay processes, a new HR service model continues to be developed. An e-recruitment system has now been procured, and processes are being engineered to enable that to be smoothly implemented. Along with other system enhancements and revised processes, this system will be the core of the Councils recruitment activity and will sit within a restructured HR function, taking effect around mid-2017.
- r) Within the Efficiency Programme, the review of the use of community assets, and the services delivered from them is underway. A report on The Brindley was considered by the Efficiency Programme Board in March 2017, which contained a summary of significant improvement in the efficiency and financial standing of the facility over recent years. Some operational recommendations emerged which have been passed to service management for action during 2016/17.
- s) In the same work-stream, a review of the Halton Direct Link facilities and the Select Security Stadium are underway, with reports currently in draft, planned to be considered by the Efficiency programme Board in May and July respectively.
- t) The Institute of Leadership (ILM) Level 7 certificate in Leadership & Management has now commenced with a cohort of 28 delegates. This project will continue to enhance leadership capacity and capability within the organisation, in line with the Council's Organisational Development Strategy.

ICT and Support Services

- u) Last quarter equipment to redevelop an in-house standalone data centre facility dedicated to the learning domain was procured. This solution will now be maintained and linked to additional schools services such as a new development of the Halton cloud based desktop facilities already enjoyed by schools at the moment.
- v) The Agresso project for Mersey Travel is now fully underway with the technical solution and the software solution currently being built. This is linked to a number of workshops with Mersey Travel to configure and define their requirement and transformation objectives and is expected to go live in October 2017.

- w) The externally sourced Bus/Taxi/Lift Generating co-ordination service for disabled users is currently being replaced by an in-house developed solution. The system is currently close to completion and ready for testing within the near future by the client department.
- x) The rollout programme for the replacement desktop systems is now underway with extensive testing over the coming months, followed by a roll-out programme early in the new financial year. This will realise considerable opportunity for change both externally within the wider authority and internally within the department allowing for substantial changes to be made with the staffing structures and the user support structures.
- y) The NHS N3 Connection has now been ordered and will lead to greater connectivity with our NHS and CCG partners and associated service agencies. N3 is the national broadband network for the National Health Service (NHS), connecting all NHS locations in England.
- z) Halton's Customer Services teams, both the contact centre and the One Stop Shops have now been successfully integrated into the Administrative Support Services Division. Plans are in place to expand upon this opportunity by reviewing current process and procedures within this area, with a view to extending their reach into the authority and improving upon and developing existing and new services.

Legal and Democratic Services

- aa) The newly constituted Elections Team have entered the final stages of preparations for the first Liverpool City Regional Mayor, with the election to be held in May 2017. The Legal Team have also contributed to the development of the LCR constitution which will be submitted to the LCR for approval in Quarter 1 2017 - 18.
- bb) The Legal Team have been working with colleagues in Trading Standards in Halton & Warrington on a longstanding and very complex car clocking case. A number of guilty verdicts were returned in Quarter 4, with sentencing to follow in the coming months.

Community and Environment (Stadium, Catering and Registration Services)

- cc) In addition to hosting a number of Rugby Football League matches in Quarter 4 the Merseyside Schools Primary and Secondary schools girls' football finals were held with over 20 teams participating and the community use of the artificial pitch continues to grow.
- dd) The Schools Meals Service continues to perform well with numbers of meals sold increasing. However the introduction of Universal Credit appears to be having a negative effect for some parents and children previously entitled to free school meals and work is being undertaken in collaboration to explore ways in which these effects may be mitigated.
- ee) Plans are now well advanced for the Elton John concert on 18th June and it is anticipated that over 15,000 people will attend. Tickets have started to be issued and HBC Highways Division have now completed the travel plan for the event.

Economy, Enterprise and Property

- ff) The tendering exercise has now been completed and a letter of intent has been issued to the successful contractor with regards to new clubhouse facilities at Runcorn Linnets and work is planned to commence on site during Quarter 1 2017 – 18.
- gg) Expressions of interest have now been sought from contactors for the Crow Wood Park Pavilion and following the completion of the exercise it is anticipated that work will begin later in the summer.
- hh) Both the Education and Corporate Maintenance programmes have been completed as planned and projects for both 2017 - 18 Programmes now being approved.
- ii) The upgrading of internal and external lighting on Widnes Market have now been completed and new electricity meters have been installed. Works to create the new office space will be undertaken once roofing works have been completed.
- jj) Her Majesty's Courts & Tribunal Service (HMCTS) will be taking on the lease of the third floor West at Rutland House as of 1st May 2017 with staff expected to take occupation in July / August 2017 and HMCTS have also indicated that they would like to take additional space in due course if feasible.
- kk) The two bids submitted by Halton as part of the Liverpool City Region One Public Estate (OPE) bid have both been successful. We have been awarded circa £66k in total to undertake master planning exercises in respect of the Former Police Station and Magistrates Court site and the immediate surrounding area in Widnes, and the current Runcorn Magistrates Court building and surrounding area of Halton Lea., the latter being linked to the healthy new towns programme. We are now looking at how best to take these projects forward in order to get the best value out of the funds which have been awarded.

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 Council including:-

Finance

1. From 1st April 2017 the Department for Works and Pensions (DWP) are introducing the Right Benefit Initiative (RTI), which replaces the Fraud and Error Reduction Incentive Scheme (FERIS). This new initiative asks local authorities to focus solely on incorrect earnings of Housing Benefit claimants by processing DWP Optional RTI referrals that will be issued every month.
2. In April 2017 the government introduced a number of Benefits changes and some of these will impact upon the Housing Benefit and Universal Credit (UC) entitlement. The two notable changes relating to housing costs are as follows:
 - a) From 6th April 2017, new claimants with three or more children will not be able to claim UC, instead they will be directed to claim legacy benefits, including Housing Benefit where appropriate. DWP have informed us that this will be the case until November 2018.
 - b) From 1st April 2017 UC claimants under the age of 22 will no longer receive a housing cost element as part of their UC entitlement. These particular claimants cannot claim Housing

Benefit, and because they have no entitlement to Housing Benefit or the housing cost element of UC they cannot apply for Discretionary Housing Payment.

3. The Government has allowed Councils responsible for Adult Social Care to again charge an extra precept for 2017-18, with the precept set as a maximum of 3% of the current 2016-17 charge. The Council has also made the decision to remove Council Tax discounts in respect of unoccupied and unfurnished properties from 1st April 2017. The combined effects of these two measures will result in an increase in accounts and collection activity.
4. From 1 April 2017 business properties are subject to new rateable valuations. The draft Valuation List was published on 30 September 2016 and leaflets were issued to businesses some time ago inviting them to check their new rateable value via the Valuation Office Agency website.
5. The upsurge in demand for Form Completion assistance for the new Personal Independence Payment continues. This benefit has considerably different rules to its predecessor. This has in turn led to an increase in the number of appeals. In the year to date over £4.5 Million of benefits income has been brought into Halton with most of this being disability benefits for those in the greatest need. Success at disability tribunals is currently at 82%

Policy, People, Performance and Efficiency

6. The Trade Union Act 2016 had more of its provisions brought into force in March 2017 and in addition new regulations around Trade Union Facilities Time in the workplace have been published and are currently being reviewed by HR management.
7. New gender pay reporting legislation comes into force at the beginning of April 2017, requiring employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees. Work on data collection and analysis will be undertaken in the coming months to ensure that the Council can meet this obligation.
8. As reported last quarter, the Council must ensure that it is compliant with the EU General Data Protection Regulation (GDPR). An audit is required to ensure that all employee and personal data collected and processed meet GDPR conditions for employee consent. In conjunction with the Information Governance function, work is to take place to review and amend HR policies, procedures and privacy notices in HR documentation accordingly.
9. Government announced that the National Living Wage (NLW) for people aged 25 and over would increase from £7.20 to £7.50 per hour from 1 April 2017. The Council has previously taken a policy decision to apply the NLW to all employees, regardless of age. System amendments have been made to apply this increase to relevant employees via payroll. This is in line with the Pay Policy Statement approved by Council in March 2017.

ICT and Support Services

10. The development of the Halton Cloud Service will continue with the incremental roll out of the new desktop facilities to all officers with plans to roll out across all Schools later in 2017 with facilities now in place to develop a fully standalone schools data centre facility housed within the two Halton Data Centres.
11. The authorities' systems development programme will continue to manage and develop new integrated solutions releasing further savings as many of the systems over the last 36 months have been in-house developments reducing third party costs and procurement costs. With the transport co-ordination system almost complete and ready for testing.

12. The drive to develop external income opportunity will continue as the Financial Management Systems programme develops, together with the authorities offerings to Schools and external agencies.
13. To comply with the efficiency agenda both ICT and Administrative support Services will undergo a further restructure to allow for the delivery of the new desktop technologies currently being released, with a view to develop and enhance customer contact and issue resolution.

Legal and Democratic Services

14. The Constitution has been approved by Executive Board prior to being considered by Council in Q1.

Community and Environment (Stadium, Catering and Registration Services)

15. Further to the successful transfer back to the Council of the three leisure centres plans are now advanced to refurbish the Stadium Gym and to introduce a new membership management system which will allow members to use any of the Council's facilities irrespective of where they join.
16. A new electronic screen has ALSO been installed and in addition to advertising events will be used to draw revenue from the advertisement of local businesses.

Economy, Enterprise and Property (Property Services)

17. A potential project has emerged out of the Well North pathfinder programme in Windmill Hill. The proposal is to develop an integrated health & wellbeing hub for the area housing all necessary services. An initial meeting has been held with the stakeholder group and a project brief is in the process of being developed following which consultants will be engaged to commence with a feasibility study.

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 2016 – 17 Business Plan.

Progress concerning the implementation of all Directorate high-risk mitigation measures were reported to the Board at Quarter 2.

5.0 High Priority Equality Actions

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

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

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

6.0 Performance Overview

The following information provides a synopsis of progress for both milestones and performance indicators across the key business areas that have been identified by the Directorate.

Financial Management

Key Objectives / milestones

| Ref | Milestones | Q4 Progress |
|--------|---|--|
| FS 01a | Report Medium Term Financial Strategy to Executive Board - November 2016 . |  |
| FS 01b | Report to Council - March 2017 . |  |
| FS 02c | Provide quarterly monitoring reports on the overall budget to Executive Board. |  |
| FS 03b | Publish the Statement of Accounts by 30th September 2016 . |  |
| FS 04a | Establish Treasury Management Policy and report to Council - March 2016 . |  |
| FS 05a | Establish and report prudential indicators to Council - March 2016 . |  |

Supporting Commentary

Medium term Financial Strategy (MTFS) will be reported to Executive Board on 17 November 2016. The financial forecast is being regularly updated and the Statement of Accounts was approved by Business Efficiency Board on 28 September 2016 and published on Council's web-site on 30 September 2016.

The 2016/17 Treasury Management Policy and Prudential Indicators were reported to Council as planned.

Key Performance Indicators

| Ref | Measure | 15 / 16 Actual | 16 / 17 Target | Q4 Actual | Q4 Progress | Direction of travel |
|----------|--|----------------|----------------|-----------|---|---|
| FS LI 01 | Receive an unqualified external audit opinion on the accounts. | Yes | Yes | Yes |  |  |
| FS LI 02 | Receive positive comment (annually) from the External Auditor relating to the financial standing of the Council and the systems of internal financial control. | Yes | Yes | Yes |  |  |
| FS LI 03 | Receive confirmation from External Auditor (annually) that reliance can be placed upon the work of Internal Audit. | Yes | Yes | Yes |  |  |

| Ref | Measure | 15 / 16 Actual | 16 / 17 Target | Q4 Actual | Q4 Progress | Direction of travel |
|----------|--|----------------|----------------|-----------|---|---|
| FS LI 04 | Proportion of Council Tax that was due that was collected. | 95.21% | 94.75%+ | 95.04% |  |  |
| FS LI 05 | The percentage of Business Rates which should have been received during the year that were received. | 96.89% | 95.00%+ | 97.65% |  |  |
| FS LI 06 | Average time for processing new claims for Housing & Council Tax Benefit (Calendar days). | 18.08 (Days) | 20 (Days) | 19.94 |  |  |

Supporting Commentary

There has been a slight fall in the Council Tax collection rate which is largely due to the replacement of the full Council Tax Benefit Scheme with the less generous Council Tax Reduction Scheme which leaves working age people receiving out of work benefits with some Council Tax to pay.

There has been a slight increase in the collection of Business Rates which is the result of a number of factors such as pursuing court action on a number of cases that have been in dispute and for which accounts have now been paid.

Staffing issues have had an impact upon processing times and there has been a slight decrease when compared to the 2016 – 17 year -end.

Policy, People, Performance & Efficiency Service

Key Objectives / milestones

| Ref | Milestones | Q4 Progress |
|---------|---|---|
| PPE 01a | Promote and take forward the delivery of actions identified within the Organisational Development Strategy March 2017 |  |
| PPE 02b | Review and refresh annual training calendar March 2017 . |  |
| PPE 03a | Report to the Business Efficiency Board on the on-going delivery of the Council's Efficiency Programme (June and November 2016 meetings). |  |

Supporting Commentary

Several strands of activity linked to the objectives of the Organisational Development Strategy were concluded during Quarter 4, including the finalisation of the absence management policy and the adoption of the apprenticeship policy as referred to earlier in this report.

Due to the programming of work reports were not made to Business Efficiency Board in June / November. The Chair of the Business Efficiency Board has been involved in the development of the future programme and reporting will recommence in the new financial year as work-streams get underway.

Key Performance Indicators

| Ref | Measure | 15 / 16 Actual | 16 / 17 Target | Q4 Actual | Q4 Progress | Direction of travel |
|-------------|---|----------------|----------------|-----------|---|---|
| PPPE LI 01 | The number of working days / shifts lost due to sickness (Corporate) | 9.05 (Days) | 10 (Days) | 8.66 |  |  |
| PPPE LI 02a | Total Full Time Equivalent Staffing Establishment | 3,670 | N / A | TBA | N/A | N/A |
| PPPE LI 02b | Total Staff (head count) | 4,876 | N / A | TBA | N/A | N/A |
| PPPE LI 03 | % of training delegates attending as proportion of places reserved | 86.00% | 90.00% | 82.00% |  |  |
| PPPE LI 04 | The percentage of top 5% of earners that are ¹ | | | | | |
| | ▪ women | 54.78% | 50.00% | 55.47% |  |  |
| | ▪ from BME communities. | 2.06% | 1.50% | 2.41% |  |  |
| | ▪ with a disability | 0.82% | 8.00% | 1.00% |  |  |
| PPPE LI 05 | No of staff declaring that they meet the definition of disability within the Equality Act 2010 as a % of the total workforce. | 1.28% | 10.00% | 1.35% |  |  |
| PPPE LI 06 | Minority Ethnic community staff as % of total workforce. | 1.00% | 1.00% | 1.00% |  |  |

Supporting Commentary

As reported earlier in this report the new Absence Management Policy has now been developed and this will provide a more robust support to staff and managers.

Attendance of training delegates has been negatively affected by front line delivery pressures and this issue is being addressed as far as possible through the scheduling and planning process.

The workforce profile remains in line with expectations and the Council is a 'disability Confident' employer and ensures that employment opportunities continue to be managed through equitable and indiscriminate procedures.

¹ Performance targets for these measures take account of local demographic profiles

ICT and Administrative Support Services

Key Objectives / milestones

| Ref | Milestones | Q3 Progress |
|---------|--|---|
| ICT 01a | Continued Enhancement of the virtualization platform to enhanced or new technologies - March 2017 . |  |
| ICT 01b | Further development of Cloud Services Platform - March 2017 . |  |
| ICT 01c | SharePoint and Records Management enhancements - March 2017 . |  |
| ICT 01e | Further development of commercial ICT opportunity within desktop, hosting and DR provision - March 2017 . |  |
| ICT 02a | Continuing improvements, enhancements and potential commercial use of Cloud system - March 2017 . |  |

Supporting Commentary

Testing of latest virtualisation platform enhancements is now underway with an extensive roll-out to the benefits service planned for the coming weeks alongside technical upgrades to the underlying server infrastructure of the Cloud Services Platform.

Key Performance Indicators

|]Ref | Measure | 15 / 16 Actual | 16 / 17 Target | Q4 Actual | Q4 Progress | Direction of travel |
|-----------|---|----------------|----------------|-----------|---|---|
| ICT LI 01 | Average availability of the Council's operational servers (%). | 99.00% | 99.00% | 99.01% |  |  |
| ICT LI 02 | Average availability of the Councils WAN infrastructure (%). | 99.00% | 99.00% | 99.14% |  |  |
| ICT LI 03 | School Support SLA: % of calls responded to within <u>agreed</u> target*: <ul style="list-style-type: none"> ▪ Priority 1 ▪ Priority 2 ▪ Priority 3 ▪ Priority 4 | 100% | 85.00% | 84.80% |  |  |
| | | 100% | 90.00% | 91.24% |  |  |
| | | 100% | 95.00% | 94.90% |  |  |
| | | 100% | 100.00% | 100.00% |  |  |
| ICT LI 04 | Average working days from delivery to completion of a new PC. | 8 (Days) | 10 (Days) | 9 |  |  |

Supporting Commentary

Progress against the majority of measures has been maintained within targeted levels.

Legal & Democracy**Key Objectives / milestones**

| Ref | Milestones | Q4 Progress |
|--------|--|---|
| LD 01 | Review constitution - May 2016 . |  |
| LD 02b | To induct all new members by October 2016 . |  |

Supporting Commentary

Constitution was reviewed as planned and all new members are being inducted.

Key Performance Indicators

| Ref | Measure | 15 / 16 Actual | 16 / 17 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 | 7 |  |  |
| LD LI 04 | Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days). | 1 | 3 | 1 |  |  |
| LD LI 07 | % of Executive Board, Executive Board Sub-Committee and Mersey Gateway Executive Board minutes published within 5 working days after the meeting. | 100% | 100% | 100% |  |  |

Supporting Commentary

Performance at this point in the financial year remains at expected levels with notable progress being achieved in relation to prosecutions.

Community & Environment

Key Objectives / milestones

| Ref | Milestones | Q4 Progress |
|-------|--|---|
| CE 02 | Identify areas for improvement in line with the Business Plan and Marketing Plan (this will drive the development of milestones for 2017/18) - January 2017 . |  |
| CE 03 | Deliver a promotion and educational campaign (school meals) - September 2016 and January 2017 . |  |

Supporting Commentary

Managers continue to work closely with a wide range of stakeholders to extend the use of the Stadium facility and this has led to a significant increase in community usage during 2016 – 17.

A marketing campaign has been delivered within all schools and alongside site visits new menus and menu boards have been introduced.11.36

Key Performance Indicators

| Ref | Measure | 15 / 16 Actual | 16 / 17 Target | Q4 Actual | Q4 Progress | Direction of travel |
|----------|--|----------------|----------------|-----------|---|---|
| CE LI 01 | No. of meals served versus hourly input of labour. | 11.39 | 10.00 | 11.36 |  |  |
| CE LI 02 | Diversity – number of community groups accessing stadium facilities. | 28 | 15 | 56 |  |  |
| CE LI 03 | Number of catering staff achieving a formal qualification. | 60 | 30 | 100 |  |  |

Supporting Commentary

Although the meals / labour ratio has decreased slightly when compared to the previous year this still remains positive and very competitive.

The variety and number of community and groups using the Stadium increases each year proving beyond doubt the Stadium is an integral part of the local community.

Economy, Enterprise & Property**Key Objectives / milestones**

| Ref | Milestones | Q4 Progress |
|---------|--|---|
| EEP 01a | Commence development of Bayer Site by - March 2017 . |  |
| EEP 01b | Complete Asset Review by – June 2016 . |  |
| EEP 01c | Complete Widnes Market Hall refurbishment by - March 2017 . |  |
| EEP 01d | Complete Phase 1 of Fairfield Primary by - March 2017 . |  |
| EEP 01e | Start Term Contracts by – June 2016 . |  |

Supporting Commentary

Site investigation work on the Bayer site began during quarter 4 and a development agreement has now been signed. The Asset Review has also now been completed with a report for disposals now being prepared for Executive Board.

As previously reported delays to roofing work has extended the timeframe for the refurbishment of Widnes Market and tenders are due to be received from any interested contractors in Quarter 1 2017 - 18.

Completion of Phase I of Fairfield Primary has now been completed with Phase 2 ongoing and due for completion in Quarter 2 2017 – 18.

Key Performance Indicators

| Ref | Measure | 15 / 16 Actual | 16 / 17 Target | Q4 Actual | Q4 Progress | Direction of travel |
|-----------|-----------------------------------|----------------|----------------|-----------|---|---|
| EEP LI 02 | Occupancy of HBC industrial Units | 94.00% | 90.00% | N / A | N / A | N / A |
| EEP LI 03 | Occupancy of Widnes Market Hall | 85.00% | 95.00% | 84.00% |  |  |

Supporting Commentary

The significant majority of the Councils Industrial Units have now been disposed of and this measure is no longer relevant.

With regards to Market Occupancy figures are slightly lower than those of last year although there does continue to be interest and movement in terms of occupancy and rates remain broadly in line with expectations given current economic conditions.

7.0 Financial Statements

The Council's 2016 – 17 year-end accounts are currently being finalised. The year-end position for each Department will be published and made available via the intranet by 30th June 2017.

8.0 Application of Symbols

Symbols are used in the following manner:

Progress Symbols

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

Direction of Travel Indicator

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

REPORT TO: Corporate Policy and Performance Board

DATE: 6 June 2017

REPORTING OFFICER: Strategic Director – Enterprise Community & Resources

SUBJECT: Topic Groups 2017/18

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 2017/18.

2.0 RECOMMENDATION: That Members indicate their preferences regarding Topic Group formation for 2017/18.

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 2016/17, this PPB had two Topic Groups ongoing. One oversees the operation of the Council's Discretionary Support Scheme, and 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 was formed late in the year to consider the TUC's Dying to Work document and its relationship with the Council's absence management policy.

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 if needed.

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.