

Corporate Services - Priority Based Quarterly Performance Report

Reporting Period: **Quarter 1 – Period 01st April to 30th June 2012**

1.0 Introduction

1.1 This report provides an overview of issues and progress against key service objectives/milestones and performance targets, during the first quarter of 2012/13; for service areas within the remit of the Corporate Services Policy and Performance Board.

1.2 Key priorities for development or improvement in 2012-15 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to the Corporate Services Policy and Performance Board:

- Financial Services
- Human Resources & Organisational Development
- ICT Infrastructure
- Legal and Democracy
- Policy & Performance
- Property Services
- Catering, Stadium and Registration Services

in relation to the Council's priority of Corporate Effectiveness and Business Efficiency.

1.3 The way in which traffic light symbols have been used to reflect progress to date is explained within the Appendix (section 8).

2.0 Key Developments

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

- Performance during the period for processing Housing Benefit / Council Tax applications remains one of the highest within the Greater Manchester and Merseyside areas and has improved since the same period last year. Council Tax collection also remains high with the use of Direct Debit payments increasing to 71.1% at the end of June (up 2.3% on the same time last year). Additionally 42% of all payments made through the Contact Centre now use the automated telephony system.
- The Government has announced revisions to proposals to the Business Rates Retention Scheme which will see 50% of business rates being retained by the Council with the remainder going to Central Government. The Council would then receive a

Revenue Support Grant although the direct implications for Halton are not yet clear.

- Additionally, the Corporate Service PPB is presently considering how the £1.4m shortfall in Government grant, that will arise when the current national Council Tax Benefit System ceases from April next year, can best be managed through the introduction of the Halton Council Tax Support Scheme.
- The Efficiency programme continues to be delivered with an evaluation currently taking place following the implementation of revised Contact Centre and out of hour's telephony services.
- The 2011-12 financial outturn report was presented to Executive Board in June that showed a very successful outcome, with the Council's overall revenue spending being £198,000 below budget and 87% of the capital programme having been spent.
- During the first quarter period ICT services have been working on a number of key projects including:-
 - Windows 7 and Office 2010 roll out (including agile workforce)
 - Lync Telephony replacement for the MD110 Switchboard
 - SharePoint Intranet development
 - Cloud services and Virtualisation
 - Schools service development with a number of schools now fully operational under the new SLA.
- As part of the budget proposals and following the failure to reach agreement through negotiation on the removal of the Long Service Award Scheme and revised terms and conditions for the purchase of four days additional leave, 2,600 employees were issued with letters seeking their agreement to vary their terms and conditions.
- As a result of the positive staff response to this consultation work has been on-going to build the deduction calculations into Trent and deductions for the four days leave will commence with effect from August salary.
- The Local Election in May was carried out successfully and all new member inductions have now taken place.
- The Council has been represented on a county level working group to develop a shadow Police and Crime Panel (PCP), which will exist until the PCP comes fully operational in November.

- Further information for partners in relation to PCP's can be accessed via <http://www.homeoffice.gov.uk/police/police-crime-commissioners/partners/police-and-crime-panels/> and Police Commissioners via <http://www.homeoffice.gov.uk/police/police-crime-commissioners/partners/>
- A new framework agreement for print services went live in June and the renewal of leasing arrangements has resulted in new no-cost equipment being acquired. Significant savings have been made as a result of less reliance on external contractors and high quality design and print work now being completed in-house.
- In liaison with the Communications and Marketing Team, the Widnes Market Pound was implemented this quarter. The £ gives customers an £11 valued voucher for just £10 and is aimed at keeping wealth within the market. This is a new initiative that will be monitored over the coming months in order to determine uptake and the impact upon local spend.
- Consultation has commenced on determining the priorities that will form a foundation for Halton's Health & Wellbeing Strategy with over 120 attendees, including Officers, Members, partner agencies and members of the public attending an event in May.
- Ofsted have recently published new inspection frameworks across all Children's Service areas, significantly raising the bar of what is expected. Thus, communicating these changes to the frameworks was and will be a key area of work for the Performance and Improvement Division alongside the Strategic Director for Children and Enterprise; for instance, the new framework for the Local Authority Arrangements for Child Protection – effective May 2012.
- The Association of Directors of Adult Social Services (ADASS) in the North West have also made recommendations in June to develop Sector Lead Improvement for Adult Social Care through similar peer challenge initiatives, supported by regional benchmarking. Officers from Performance & Improvement representing Halton BC, have been actively involved in supporting developments in benchmarking at a regional level through the North West Performance Leads Group. These recommendations have been approved by ADASS to be introduced from September 2012
- In relation to property services facilities management the procurement process for the new term maintenance contracts, running for three years with a possible one year extension, has now been completed. The new contracts will help generate savings of circa £93,000.
- Emissions from corporate buildings have been reduced by 22% since the baseline year of 2006/07. Whilst these figures are

extremely positive it should be noted that the winter of 2011/12 was extremely mild when compared to that of 2010/11 hence the emissions, as a result of gas consumption, are down significantly which has had the effect of making the overall reduction much greater than anticipated.

- The refurbishment of Runcorn Market Hall to provide a joint use Library and Direct Link facility is now complete and the building is now fully open. Refurbishments of Rutland House, and the asbestos removal and partial refurbishment of Picow Farm Depot office accommodation is now complete and has been re-occupied by staff.
- In relation to Stadium & Hospitality services 6 Super League matches have been hosted since March with average attendances of over 4,500. Additionally negotiations to date will result in Liverpool Ladies FC signing a three year deal to play all Premier and reserve league games at the Stadium.
- The venue has also hosted a number of high profile community events including 'The Children of Halton Sing' with over 1,400 pupils attending and playing to an audience of 3,000. Additionally the Halton Haven Twilight Walk helped to raise £30,000 for the hospice.
- The laying of the new artificial pitch has attracted an additional 5,000 users to the facility and the playing of reserves fixtures from September, and Premier league fixtures from March 2013, will help to draw revenue and raise the profile of the venue both regionally and nationally.
- In regards to the school meals service a Hospitality Assured Inspection¹ was undertaken in June with the inspector visiting number of sites and interviewing teachers, pupils and support staff. This is the fifth year an assessment has taken place. There has been significant improvement year on year with this year a score of 71.3% being achieved, and this represents an increase of 2.5% on last year's score and places the service well above the average score of 67%. Halton is one of less than 12 local authorities that have secured Hospitality Assured accreditation for the catering services that they provide and inspectors were particularly impressed with the authority's commitment to employee development.
- A further 30 candidates in the School Meals Service have completed an NVQ Level 2 in Food Safety, this takes the figure of staff with a formal qualification beyond 80% of the work force.

¹ This is the industry benchmark for quality and customer care

3.0 Emerging Issues

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

- I. As of 1st April next year the Government will be introducing a Benefits Cap which will place a ceiling on the amount of benefits income that will be payable. In Halton the DWP² have identified 108 families in Halton, mainly with between 3 and 8 children, who may be affected. The Council's Housing Solution service will offer housing advice as to the options that may be available to this group of families.
- II. Additionally, the Government, at the same time, are also introducing a size criterion in the social rented housing sector that will restrict the amount of Housing Benefit payable to working age claimants who under occupy their homes. Regulations are currently being laid before parliament which will allow the Council to request property and household information from RSL's³ to establish who will be affected by this change.
- III. Recent accommodation changes have been made to the management and collation of the authority's paper records. As a consequence administration staff are now working at full pace to develop a new centre that will manage and begin to digitise the significant amount of paper records currently held. This is a considerable task that will continue as we move forward into the current financial year.
- IV. Projects such as the deployment of the new contact centre software, Care First Server replacement and the deployment of enhanced storage and backup facilities will start within this new quarter.
- V. The provision to HMRC⁴ with real time earnings information (April 2013), the introduction of staged Pensions Auto Enrolment (May 2013) and changes to CRB⁵ identity checks (August 2012) will all require a review of employee data and associated processes including communication with staff.
- VI. Due to changes to the methods of identity checking and the new definitions of Regulated Activity, there is a requirement to review the current Criminal Records Bureau (CRB) processes. This will ensure that staff involved in the process can be trained and that any procedural changes that are necessary can be implemented by the 31st August. The authority is still awaiting guidance on the need to carry out external verifications where staff have no

² Department for Work and Pensions

³ Registered Social Landlords

⁴ Her Majesty's Revenue and Customs

⁵ Criminal Records Bureau

primary identity documents. Whilst there is potential for this requirement to have significant financial implications for some organisations this is unlikely to be the case for the Council.

- VII. A new Code of Conduct for Members has been drafted and will be submitted to Council in July and, following a recruitment process, recommendations for the new category of Independent Person. The primary role of the Independent Person(s) will be to act as a consultee where a complaint is made concerning Member conduct. Training on the new code will be offered to Members and Parish Councils during the autumn.
- VIII. A new intranet will be launched during quarter 2 moving the current site onto a Microsoft Share point platform. This will provide staff with more flexibility and control over site content, making document management more efficient and help to improve internal communications across the Council.
- IX. Health & Social Care Act - Considerable policy and strategy work is taking place to establish the structures and systems that underpin the reforms as a result of the Act – the NHS Commissioning Board, Clinical Commissioning Groups (CCGs) and the Commissioning Support Services (CSSs) that will support their work, the transfer of public health and Healthwatch. Work has also commenced on developing a Public Health Transition and Holistic Workforce Strategy.
- X. The Public Services (Social Value) Act received Royal Assent in March 2012 and requires public bodies to give due consideration to social value within their commissioning framework. A policy response is being developed to achieve this in procurement activity. Legislation on the new Community Right to challenge came into force from 27th June and the HBC policy to managing this process is being developed.
- XI. The Department of Health has published in June an extensive consultation regarding proposed changes to statutory Adult Social Care Data Collections known as the Zero Based Review (ZBR). The consultation covers both changes to existing returns and also proposals to introduce new data collections including the collection of health related data. The proposed new collections will make social care data more outcome focused, giving more information on how well adult social care is delivering personalised care and short term and long term care; to assess the effectiveness of the preventative and re-ablement services in delaying dependence and promoting independence.

Details of the consultation can be accessed via the following link
<http://www.ic.nhs.uk/adultsocialcareconsultation12>

A co-ordinated response to the consultation has been co-ordinated by the Performance and Improvement Division on

behalf of the Communities Directorate and has been submitted on behalf of the Council. It remains to be seen how this will reduce the burdens placed on Local Authorities

- XII. The HSE has designated two more sites as high tier COMAH (Control of Major Accident Hazard), due to a change in criteria rather than a change in operations of the sites. COMAH off site plans will need to be prepared for these sites within the next few months. Once these are completed they will need to be tested.
- XIII. The Property Services Division continues to explore and exploit accommodation costs through the rationalisation of its buildings. Consideration is presently being given to the termination of the use of a number of primary sites by year-end.

4.0 Risk Control Measures

Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements. During the development of the 2012/13 Business Plan, the service was required to undertake a risk assessment of all key service objectives with high risks included in the Directorate Risk Register.

As a result, monitoring of all relevant 'high' risks will be undertaken and progress reported against the application of the risk treatment measures in Quarters 2 and 4.

5.0 Progress Against High Priority Equality Actions



There have been no high priority equality actions identified in the quarter.

4.0 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 Services

Key Objectives / milestones





Ref	Milestones	Q1 Progress
FS O1	Report Medium Term Financial Strategy to Executive Board November 2012 and Council in March 2013	
FS O3	Complete the Draft Abstract of Accounts for certification by Chief Financial Officer by 30th June 2012 . Publish the Abstract of Accounts by 30th September 2012 .	





Supporting Commentary

Both the medium-term Financial Strategy and Abstract of Accounts are on track to be reported / published as planned.

The draft Abstract of Accounts was prepared and signed-off by the Operational Director, Finance by 30th June 2012. The Audit Commission are now undertaking the audit of accounts based upon the draft Abstract. The final version of the Abstract of Accounts will be presented to the Business Efficiency Board along with the Audit Commission's Governance report on 26th September 2012.

Key Performance Indicators

Ref	Measure	11 / 12 Actual	12 / 13 Target	Q1 Actual	Q1 Progress	Direction of travel
FSLI 05	Proportion of Council Tax that was due that was collected	97.11	96.00%+ (cumulative)	29.20%		
FSLI 06	The percentage of Business Rates which should have been received during the year that were received	97.11	96.00%+ (cumulative)	30.83%		

FSLI 08	Achieve investment returns for the year higher than benchmark.	1.40%	0.87% (See footnote) ⁶	1.98%		N/A
FSLI 10	Average time for processing new claims (Housing & Council Tax Benefit)	12.57	18	11.95		
FSLI 13	Number of residents accessing Welfare Rights Advice at a casework level.	New measure	1,100	332		N/A

Supporting Commentary

The collection of Council Tax and Business rates continues to follow a positive trend and has increased over the same period last year by 0.06% and 1.59% respectively.





Investment returns continue to outperform the benchmark rate, primarily due to having greater funds than expected available to invest and having secured a number of favourable deals.

Improvement noted in the average time for processing new claims of 2.97 days compared with Q1 of 2011/12.

Number of residents accessing Welfare Rights receiving specialist casework advice is a new measure for 2012/13. The performance in this first quarter was on target, and reflects the continuing high demand for specialist assistance.

Human Resources & Organisational Learning and Development

Key Objectives / milestones

Ref	Milestones	Q1 Progress
HRLD O1	To further enhance the existing coaching programme - September 2012	
	Further develop the capacity for e-learning opportunities and undertake promotional activities December 2012	
	Promote and take forward the delivery of actions identified within the Corporate Peoples Plan March 2013	
HRLD O2	Further develop the HR Self-serve portal - September 2012	

⁶ Targets determined annually post April 2012 following tracking of Interbank Bid Rate.











Supporting Commentary



Accreditation for Coaching and skills training with the ILM has been undertaken and the team continue to deliver courses as part of the Learning and Development calendar of events.

There are a total of 23 modules available across the Council with 9 e-learning modules being available to Health and social Care Teams. Q1 saw the addition of Awareness of Alcohol and Substance Misuse and Autism Awareness with Domestic Abuse and Safer Recruitment modules currently in development.

In relation to the delivery of the Peoples Plan Qualification gaps have now been identified and the availability of courses has been widely promoted and responses are being awaited from managers. Priority will be given to level 2 courses that attract external funding. Additionally developments to the HR self-serve portal are on-going as more processes are identified to be undertaken electronically.

Key Performance Indicators

Ref	Measure	11 / 12 Actual	12 / 13 Target	Q1 Actual	Q1 Progress	Direction of travel
HRLD LI 1	The number of working days / shifts lost due to sickness (Corporate)	9.03	8.5	2.22		
HRLD LI 7	The percentage of top 5% of earners that are					
	a) women	58.27	50.00	54.33		
	b) From BME communities.	2.73	1.0	2.80		
	c) With a disability	0.61	5.0	0.64		
HRLD LI 8	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	2.21	7.50	1.26		

Ref	Measure	11 / 12 Actual	12 / 13 Target	Q1 Actual	Q1 Progress	Direction of travel
HRLD LI 9	Minority Ethnic community staff as % of total workforce.	0.89	1.0	0.87		






Supporting Commentary

Whilst staff sickness is marginally lower than the same period last year it is subject to seasonal variation and will increase as we move throughout the year. However it is envisaged that the positive year on year trend will continue.

There have been some marginal changes to the workforce profile during the period and at this stage it is uncertain whether the ambitious target in relation to employees meeting the DDA Act can be achieved.

ICT Infrastructure

Key Objectives / milestones

Ref	Milestones	Q1 Progress
ICT O1	Upgrade of the virtualization platform to version V6 – December 2012	
	Development of Cloud Application Distribution Platform - February 2013	
	Site to site dual Backup system - September 2012	
	Schools Cloud Services Trial and the development of a future primary trial site - September 2012	
	Interactive Web Services and SharePoint Integration – June 2012	





Supporting Commentary







The majority of objectives are at this stage progressing as planned with equipment for the upgrade of the virtualisation platform now on site and the test environment installed. Cloud service trials will begin with a small evaluation deployment of services to both commercial clients and internal customers. The site to site back up has seen equipment installed at Runcorn with the project further enhancing the strategic management of the Council's data assets.

The interactive web services and SharePoint integration objective has been delayed by a month following the need for further intranet work to ensure branding consistency and it now anticipated to give live during July.

In addition to those objectives above the Lync enhancement and Contact Centre integration has been delayed due to procurement requirements and is now scheduled for completion by December 2012.

Key Performance Indicators

Ref	Measure	11 / 12 Actual	12 / 13 Target	Q1 Actual	Q1 Progress	Direction of travel
ICT LI 1	Average availability of the Council's operational servers (%).	100	99	100		
ITC LI 2	Average availability of the Councils WAN infrastructure (%).	100	99	99.9		




ITC LI 4	% Of all responsive repairs completed within 2 working days.	92	80	93		
ITC LI 6	Member Support: % of calls responded to within 1 working day	95	99	95		
ITC LI 8	Average working days from order to completion of a new PC	10	10	9		

Supporting Commentary

All performance indicators for the service are showing positive results with many at or near their ceiling of 100%. There are presently no measures that are showing cause for concern.

Legal & Democracy

Key Objectives / milestones



Ref	Milestones	Q1 Progress
LD O1	Secure renewal of Lexcel & ISO Accreditation January 2013	
LD O3	To ensure that all members have been given the opportunity of a having a MAP meeting March 2013	
	To induct all new members – by October 2012	

Supporting Commentary









All objectives for the department are currently progressing as planned.

Work on ISO internal audits to secure renewal of accreditations continues. Ten Members have had MAP meetings during the period with all 9 newly elected Members taking the opportunity to engage in the induction programme.

Key Performance Indicators

Ref	Measure	11 / 12 Actual	12 / 13 Target	Q1 Actual	Q1 Progress	Direction of travel
LDLI 01	No. Of Members with Personal Development Plans (51 Total)	51 (100%)	51 ⁷ (100%)	48 (94%)		

⁷ 5 Members have expressed a wish not to partake in this programme.

LDLI 06	Members of Public attending Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums) – For information	138	N/A	41		
LDLI 07	No. Of Questions asked by Members of the Public at Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums) – For information	20	N/A	1		
LD LI 13	% of customers satisfied or very satisfied with the service of the internal print service.	100	80	100		
LDLI 15	% satisfaction with Inside Halton	98	87	99		

Supporting Commentary

The total number of Members wishing to engage in personal development plans this year is 53 with a total of 48 MAP meetings being held to date.

Attendance and questions asked at meetings are monitored for the purposes of quantifying one aspect of public engagement in the political process and every effort is made, for example through the timing of meetings, choice of venue etc., to encourage civic participation in the democratic process. In both respects the quarter 1 position is lower than that in 2011 – 12.

However it is recognised that opportunities for engagement in this form can be influenced by the constraints of board member availability and the nature of the subject matter within board agenda's which can directly influence public interest. The situation will be kept under review to ensure potential opportunities to increase participation are not missed.

Satisfaction with the print service is high, with 96.2% customers 'very satisfied'. Also, the latest annual survey of "Inside Halton" was conducted in March this year and levels of satisfaction remain extremely positive and above target.

Policy & Performance

Key milestones

Ref	Milestones	Q1 Progress
PPT O1	Progress the Core Strategy to adoption October 2012	<input checked="" type="checkbox"/>
	Revision of Adult and Social Care policies March 2013	<input checked="" type="checkbox"/>
PPT O4	Monitor performance against the Sustainable Community Strategy targets 2011 – 16 and review delivery plans with partners June 2012	<input checked="" type="checkbox"/>
	Respond as appropriate to the Munro Review of Child Protection to ensure that the Children and Enterprise Directorate have effective quality assurance and performance management frameworks in place by September 2012 .	<input checked="" type="checkbox"/>
	Support un-announced and announced statutory inspections in Children & Enterprise Directorate March 2013	<input checked="" type="checkbox"/>

Supporting commentary

The Core strategy has been modified following Examination Hearings by the Planning Inspectorate and this will be the subject of public consultation from July until mid-September. In addition, examination hearings in relation to the Waste Development Plan in June with modifications required by the Planning Inspectorate being subject to further consultation in autumn.

Social Care policies continue to be updated in line with operational circumstances and legislative requirements.

Progress against the delivery of the Sustainable Community Strategy was reported to the Halton Strategic Partnership Boards in June 2012 and was reported to all Policy and Partnership Boards in May and June 2012 in the Sustainable Community Strategy Year End Performance Report. These reports included summaries of key activities taken or planned to improve performance.

The Department for Education (DfE) consulted during the end of Qtr 4 and beginning of Qtr 1 on the Safeguarding Performance Information as part of the Government response to the Munro review of Child Protection. Responses were co-ordinated by the Division in respect of the Children's Safeguarding Performance Information consultation, on behalf of the Children and Families Department and Halton Safeguarding Children Board (HSCB), submitted in April 2012 to DfE. The resulting performance information around Safeguarding has since been published. The Division has redeveloped the performance management framework for HSCB in response to the published information.

A new framework for Child Protection, introduced in May, was widely communicated to staff in order to ensure that the authority's response to inspection remains fit for purpose. Work was also undertaken concerning the availability of management information required on day one of this unannounced inspection in advance of a further revised multi-agency framework being introduced in May of next year. The Division also supported the Fostering Inspection conducted 12-15 June 2012. During this inspection Ofsted graded Halton's Fostering Service as 'good' across all areas.

Catering and Stadium Services

Key Objectives / milestones

Ref	Milestones	Q1 Progress
CE O2	Measure customer satisfaction with Stadium Community Services - January 2013.	<input checked="" type="checkbox"/>
	Promote off peak opportunities at the start of each quarter to charitable and community organisations to utilise Stadium facilities at a reduced price - March 2013.	<input checked="" type="checkbox"/>
	Formulate proposals for events linked to the Rugby World Cup 2013 - September 2012.	<input checked="" type="checkbox"/>
CE O3	School Lunches - Deliver a promotion and educational campaign - September 2012 and January 2013.	<input checked="" type="checkbox"/>
	Review and update the strategy and action plan to increase the uptake of free school meals - July 2012.	<input checked="" type="checkbox"/>
	Develop effective joint working and agree funding, with the private/public sector to address childhood obesity - Sept 2012.	<input checked="" type="checkbox"/>
CE O8	Continue to implement annual sports bar specific action plan designed to improve profitability March 2013	<input checked="" type="checkbox"/>
	Continue to develop promotional strategy to attract a minimum of 18 large corporate events annually to the Stadium - March 2013.	<input checked="" type="checkbox"/>

Supporting Commentary

Work is underway to prepare a customer satisfaction survey and the promotion of off-peak opportunities proving popular. A number of events have been planned leading up to the Rugby League World Cup and additional information will be provided as these events are held.

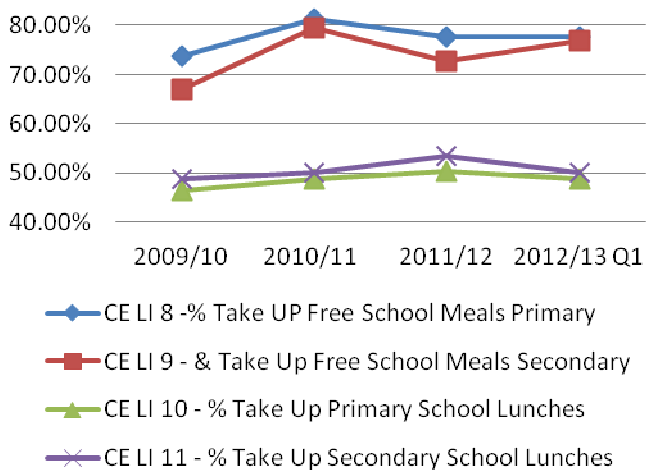
A number of initiatives have been introduced that have helped to increase meal number across primary and secondary schools and work is underway to target specific schools where take up is low as part of an action plan. On-going discussions between the school meals service and Public Health will ensure greater collaborative working and the avoidance of duplication.

The success of the Marquee Suite is having a positive impact upon corporate events and the annual target will be exceeded this year. Profitability in relation to the sports bar continues to increase as the action plan continues to be implemented. However it has to be recognised that the prevailing economic climate, and the subsequent levels of disposable income, will impact upon the extent to which further improvements can be sustained.

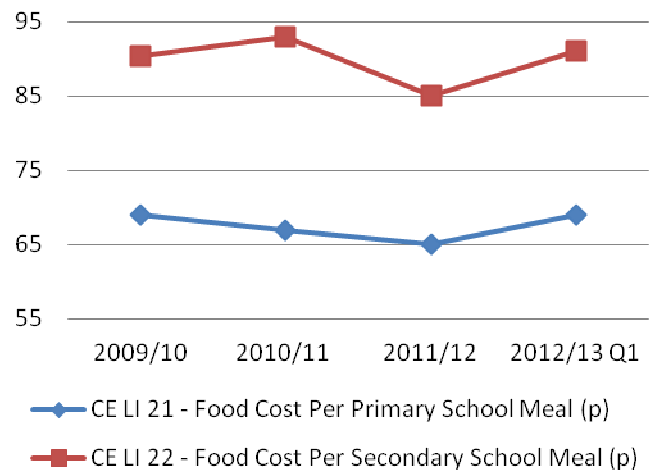
Key Performance Indicators

Ref	Measure	11 / 12 Actual	12 / 13 Target	Q1 Actual	Q1 Progress	Direction of travel
CELI 1	No. of meals served versus hourly input of labour (Previously SH1).	9.90	9.50	9.65	✓	↑
CELI 8	% Take up of free school meals to those who are eligible (Previously SH LI 8)					
	a) Primary Schools	77.71	82.00	77.64	✓	↓
CELI 9	b) Secondary Schools	72.81	72.50	76.99	✓	↑
	% Take up of school lunches (%) – (Previously NI52).					
CELI 10	a) Primary Schools	50.34	52.00	48.86	✓	↓
CELI11	b) Secondary Schools	53.74	53.00	50.11	✓	↑
	Food cost per school meal (pence) - (Previously SH6a).					
CELI 21 / 22	a) Primary Schools	65	75	69	✓	↓
	b) Secondary Schools	85	94	91	✓	↓

Take up of School Lunches and Free School Meals



Food Cost Per School Meal



Ref	Measure	11 / 12	12 / 13	Q1	Q1	Direction
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		Actual	Target	Actual	Progress	of travel
CELI 2	Turnover of the Stadium (£m's) (Previously SH2).	2.10	2.45	0.46	?	N/A
CELI 3	Council contribution to Stadium operating costs (£100K's) (Previously SH3).	13.4	10	2.2	?	N/A

Supporting Commentary

The number of meals per hour continues to improve and the level of productivity at this time of year is exceptional. The take up of free school meals in primary schools has shown a slight decrease against the same period last year and promotional activities, such as themed days e.g. the Olympic Torch Picnic Bag and Seaside Lunch etc. continue to be undertaken in order to encourage take-up.

The picture in terms of school meal take-up has remained relatively constant despite the present economic climate and a slight increase in meal charges for this year from £2.00 to £2.10p. The increase in the costs of supplying meals has been kept to a minimum and effective procurement has played a significant part in keeping costs to a minimum.

The economic downturn continues to have a negative impact upon people's disposable income and this has adversely affected a number of trading areas within the Stadium. However measures continue to be developed and deployed in order to control Stadium expenditure.

Property Services

Key Objectives / milestones

Ref	Milestones	Q1 Progress
EEP O1	Market the Lakeside and Canal side development sites in July 2012 .	
	Review accommodation in light of budget decisions by July 2012 .	
	Identify further property to be considered for sales and implement asset disposals by March 2013 .	
	Commence the development of Moss bank Park by March 2013 .	
EEP O2	Maintain a comprehensive database of all commercial properties by March 2013 .	
	Facilitate the Mersey Gateway acquisition and business relocation programme by March 2013 .	

Supporting Commentary

Phase 1 Lakeside planning application, which includes 20 affordable units for rent, was submitted in June. The scheme has secured 10 'first but funding' to improve affordability for first time buyer families. Start is expected to start on site in summer with Canal side being

based up the success of Lakeside 1.

Implementation of agreed accommodation strategy continues, with resources being allocated and work is on programme for the sale and implementation of asset disposal.







In relation to the development of Moss bank Park leisure development, adjacent to Widnes Waterfront, the preferred developer has been selected and solicitors instructed

Whilst inward investment enquires remain depressed across the economy the Business Development Team (BDT) continue to provide a comprehensive commercial property finding service to local businesses wishing to expand and grow and companies wishing to move into the area.

The Council commenced formal procurement in October 2011. In February the Mersey Gateway Team announced the three successful bidders, who will be invited to compete for the contract to design, build, finance and operate a new toll bridge over the River Mersey. Bidders will be invited to submit final tender in January 2013 and tenders must be returned in February 2013.

A Preferred Tenderer will be confirmed in May 2013 followed by project agreement award and mobilization in October 2013. The land acquisition and business relocation programme has already commenced with the serving of the General Vesting Declarations Numbers 1-5 and will be completed by April 2013. A number of businesses have now identified potential alternative premises.

Key Performance Indicators

Ref	Measure	11 / 12 Actual	12 / 13 Target	Q1 Actual	Q1 Progress	Direction of travel
<u>PYS LI 01</u>	The % of Authority buildings open to the public which suitable and accessible to Disabled people (%).	86	86	86		
<u>NI 185 / NI 194 Replacement</u>	New Greenhouse gas (GHG) emissions indicator.	Total 25,817t CO2e 2010/11 figure	Total 25,559t CO2e 2011/12 Target	Total 23,917t CO2e 2011/12 figure		
<u>DIS LI 02</u>	The % occupancy of Widnes Market Hall.	85	90	95%-		

All buildings which we intend to make fully accessible are now fully accessible as such the target has not been increased.

An overall reduction in emissions of 7.4% has been achieved since 2010/11 and all 5 categories actually saw a reduction.

The rationalisation of accommodation is a big factor in the reduced emissions, as is all the work that has been carried out with regards educating the workforce, and the energy efficiency works carried out.

It should be noted however that the mild winter of 2011/12 as compared with the extremely

harsh winter of 2010/11 has resulted in a marked reduction in gas consumption across the majority of properties which has had the effect of making the reduction greater than it would otherwise have been.

Breakdown of 2011/12 figures

School buildings	8393 tonnes
Corporate buildings	7505 tonnes
Unmetered supply	6211 tonnes
Fleet Transport	1359 tonnes
Business Mileage	449 tonnes

With changes to the management of the market we have focused on supporting new tenants on the market.

7.0 Financial Statement

FINANCE DEPARTMENT

Revenue Budget as at 30th June 2012

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
<u>Expenditure</u>				
Employees	7,323	1,772	1,684	88
Supplies & Services	573	151	141	10
Other Premises	130	43	38	5
Agency Related	1	0	0	0
Insurances	1,661	1,179	1,224	(45)
Charitable Relief	120	0	0	0
Concessionary Travel	2,348	392	392	0
Capital Financing	12	3	3	0
Council Tax Benefits	11,255	11,204	11,204	0
Rent Allowances	51,440	12,682	12,682	0
Non HRA Rebates	65	9	9	0
Total Expenditure	74,928	27,435	27,377	58
<u>Income</u>				
Fees & Charges	-42	-10	-27	17
SLA to Schools	-867	0	0	0
NNDR Administration Grant	-169	0	0	0
Hsg Ben Administration Grant	-1,283	-321	-321	0
Rent Allowances	-50,850	-13,267	-13,265	(2)
Council Tax Benefits Grant	-11,108	-2,816	-2,815	(1)
Reimbursements & Other Grants	-737	-373	-373	0
Liability Orders	-373	-93	-31	(62)
Non HRA Rent Rebates	-65	-16	-17	1
Transfer from Reserves	-14	-14	-14	0
Total Income	-65,508	-16,910	-16,863	(47)
Net Controllable Expenditure	9,420	10,525	10,514	11
<u>Recharges</u>				
Premises	507	127	127	0
Transport	68	17	17	0
Asset Charges	138	0	0	0
Central Support Service	3,710	928	928	0
Support Service Income	-7,808	-1,952	-1,952	0
Net Total Recharges	-3,385	-880	-880	0
Net Department Total	6,035	9,645	9,634	11

Comments on the above figures:

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

With regards to expenditure, employee costs are below the budget profile due to vacant posts that exist within the Procurement, Audit & Operational Finance and Revenue, Benefits & Customer Services Divisions. The vacant posts will act as contributions towards the Department's staff turnover savings target and will also provide budget savings proposals for 2013/14.

Insurance costs are higher than the budget at the end of the quarter which is due to an increase in the cost of public liability excesses.

With regards to income, fees & charges are slightly above the budget which is a result of increased income generated from the sale of Concessionary Travel bus passes and blue badges.

Income from liability orders is below budget at the end of quarter which is a result of fewer orders being issued in respect of unpaid Council Tax and Business Rates bills.

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

HUMAN RESOURCES DEPARTMENT

Revenue Budget as at 30th June 2012

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
Expenditure				
Employees	1,837	423	379	44
Employee Training	377	8	8	0
Supplies & Services	230	25	25	0
Total Expenditure	2,444	456	412	44
Income				
Fees & Charges	-23	-13	-46	33
School SLA's	-382	0	0	0
Transfers from Reserves	-338	-338	-338	0
Total Income	-743	-351	-384	33
Net Operational Expenditure	1,701	105	28	77
Recharges				
Premises Support	428	116	116	0
Transport Recharges	16	4	4	0
Central Support Recharges	776	194	194	0
Support Recharges Income	-2,921	-730	-730	0
Net Total Recharges	-1,701	-416	-416	0
Net Departmental Total	0	-311	-388	77

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

Regarding expenditure, employee costs are lower than the budget, which is mainly due to a number of vacant posts within both Human Resources and Learning and Development. These posts will contribute towards the Department's 2012/13 staff turnover savings target.

Also within employee costs, occupational health charges, which overspent in previous years are currently lower than budget at the end of the first quarter. This is due to the Council utilising counselling services being provided by St John's Unit.

Regarding income, fees and charges income is above budget, which is due to charges made to Schools for the provision of additional HR support services. The additional income will be used to fund the estimated cost of updating the payroll system and the provision of training for HR staff for the introduction of the auto enrolment of pensions and Real Time Information (RTI).

ICT AND SUPPORT SERVICES DEPARTMENT

Revenue Budget as at 30th June 2012

	Annual Budget	Budget to Date	Actual to Date	Variance to Date (Overspend)
	£'000	£'000	£'000	£'000
<u>Expenditure</u>				
Employees	5,759	1,409	1,400	9
Supplies & Services	856	184	118	66
Computer Repairs & Software	412	104	114	(10)
Communications Costs	388	97	84	13
Other Premises	15	4	4	0
Other Transport	3	1	0	1
	70	18	18	0
Capital Financing				
Total Expenditure	7,503	1,817	1,738	79
<u>Income</u>				
Fees & Charges	-193	-48	-21	(27)
Internal Billing	-97	0	0	0
SLA to Schools	-205	0	0	0
	-112	-112	-112	0
Transfers from Reserves				
Total Income	-607	-160	-133	(27)
Net Controllable Expenditure	6,896	1,657	1,605	52
<u>Recharges</u>				
Premises	345	86	86	0
Transport	32	8	8	0
Asset Charges	1,447	0	0	0
Central Support Services	1,072	268	268	0
Support Service Income	-9,848	-2,462	-2,463	1
Net Total Recharges	-6,952	-2,100	-2,101	1
Net Department Total	-56	-443	-496	53

Comments on the above figures

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

With regards to expenditure, employee costs are slightly lower than budget profile due to vacant posts that exist within the Administrative Services Division. The in-year savings resulting from the vacant posts will contribute towards the Department's 2012/13 staff turnover savings target.

Spend on supplies & services is also lower than the budget profile at the end of the quarter. This is due to reduced expenditure on general equipment and furniture which is a result of the procurement policy introduced during 2011/12 whereby surplus furniture made available due to staff leaving the Council is re-allocated wherever possible before any new purchases are made.

With regards to income, fees & charges are currently lower than the budget profile which is due to the introduction of an additional income target for 2012/13. This budget will continue to be monitored closely throughout the financial year.

At this stage it is anticipated that the overall net Department spending will be within budget at the year end.

Capital Projects as at 30th June 2012

Capital Expenditure	2012/13 Capital Allocation £'000	Allocation to Date £'000	Actual Spend to Date £,000	Total Allocation Remaining £'000
IT Rolling Programme	1,123	281	94	94
Net Expenditure	1,123	281	94	94

Comments on the above figures.

It is expected that the full capital allocation will be spent by the financial year end.

LEGAL & DEMOCRATIC SERVICES DEPARTMENT

Revenue Budget as at 30th June 2012

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000
Expenditure				
Employees	2,103	559	514	45
Supplies & Services	420	151	146	5
Civic Catering & Functions	29	0	0	0
Legal Expenses	207	56	53	3
	21	0	0	0
Capital Financing				
Total Expenditure	2,780	766	713	53
Income				
Land Charges	-95	-24	-23	(1)
School SLA's	-47	0	0	0
License Income	-268	-53	-58	5
Print Unit Fee Income	-173	-43	-48	5
Other Income	-22	-6	-3	(3)
Transfers from Reserves	-118	-118	-118	0
Total Income	-723	-244	-250	6
Net Operational Expenditure	2,057	522	463	59
Recharges				
Premises Support	385	81	81	0
Transport Recharges	35	9	9	0
Asset Charges	2	0	0	0
Central Support Recharges	1,015	254	254	0
Support Recharges Income	-2,361	-590	-590	0
Net Total Recharges	-924	-246	-246	0
Net Departmental Total	1,133	276	217	59

Comments on the above figures:

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

Regarding expenditure, employee costs are lower than the budget to date due to a number of vacant posts that exist within the Marketing & Communications Division. The in-year savings resulting from the vacant posts will contribute towards the Department's 2012/13 staff turnover savings target.

The division is currently being reviewed as part of the wider Efficiency review of Policy, Performance & Improvement, and Communications & Marketing.

At this stage it is anticipated that overall net expenditure will be within budget by the end of the year.

POLICY, PLANNING & TRANSPORTATION DEPARTMENT

Revenue Budget as at 30th June

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000
Expenditure				
Employees	6,180	1,463	1,471	(8)
Other Premises	241	60	42	18
Hired & Contracted Services	898	143	139	4
Supplies & Services	368	74	52	22
Street Lighting	1,656	242	234	8
Highways Maintenance	2,160	382	364	18
Bridges	92	21	16	5
Fleet Transport	1,259	317	317	0
Lease Car Contracts	694	431	423	8
Bus Support – Halton Hopper Tickets	170	32	35	(3)
Bus Support	575	112	112	0
Out of Borough Transport	51	9	10	(1)
Finance Charges	407	292	292	0
Grants to Voluntary Organisations	75	37	37	0
NRA Levy	62	31	30	1
Mersey Gateway	3,236	576	576	0
Total Expenditure	18,124	4,222	4,150	72
Income				
Sales	-250	-74	-76	2
Planning Fees	-486	-97	-101	4
Building Control Fees	-182	-45	-51	6
Other Fees & Charges	-387	-85	-102	17
Rents	-14	-4	-2	(2)
Grants & Reimbursements	-634	204	-225	21
School SLAs	-38	0	0	0
Recharge to Capital	-3,251	0	0	0
	-979	-13	-13	0
Contribution from Reserves				
Total Income	-6,221	-522	-570	48
Net Controllable Expenditure	11,903	3,700	3,580	120
<u>Recharges</u>				
Premises Support	843	118	117	1
Transport Recharges	485	134	133	1
Asset Charges	8,494	0	0	0
Central Support Recharges	3,007	752	752	0
Departmental Support Recharges	546	0	0	0
Support Recharges Income – Transport	-3,820	-1,031	-1,031	0
Support Recharges Income –	-4,254	-700	-700	0

Non Transport				
Net Total Recharges	5,301	-727	-729	2
Net Departmental Total	17,204	2973	2,851	122

Comments on the above figures:

In overall terms revenue spending at the end of quarter 1 is below budget profile. This is due to a number of expenditure and income budget areas.

Staffing is above budget due to savings targets not being met within Logistics, Performance and Policy & Strategy divisions.

Other Premises is below budget to date mainly due to lower than expected utility bills within Logistics division.

Supplies & Services is below budget due to a combination of small variances to date across Logistics and Traffic, Risk & Emergency Planning divisions.

Fees & Charges income is above income target partly due to MOT fees performing better than anticipated at this point in time. The remaining variance relates to Traffic Management where there have been additional road closures, higher than expected number of defects and overstays by Statutory Undertakers. It is anticipated that this will not continue as Statutory Undertakers are taking action to improve their efficiency and standards of work to avoid incurring these charges and challenging/refusing to pay invoices.

Grants and reimbursements is above budget to date due to Supervision of Private development income within the Highway Development Division. This is ad hoc and therefore difficult to predict as it depends on developments coming forward and formal agreements being entered into. It is therefore not yet known whether more income will be received in this financial year.

At this stage it is anticipated that overall spend will be lower than the Departmental budget at the financial year-end.

COMMUNITY & ENVIRONMENT DEPARTMENT

Revenue Budget as at 30 June 2012

	Annual Budget £'000	Budget To Date £'000	Actual to Date £'000	Variance To Date (overspend) £'000
<u>Expenditure</u>				
Employees	11,448	2,804	2,944	(140)
Other Premises	1,197	422	381	41
Supplies & Services	1,595	292	196	96
Book Fund	245	29	23	6
Promotional	265	58	48	10
Other Hired Services	925	121	116	5
Food Provisions	861	167	153	14
School Meals Food	1,656	125	96	29
Transport	43	24	25	(1)
Other Agency Costs	121	42	32	10
Waste Disposal Contracts	5,187	501	488	13
Leisure Management Contract	1,484	245	252	(7)
Grants To Voluntary Organisations	103	28	27	1
Grant To Norton Priory	222	111	111	0
Rolling Projects	286	72	72	0
Capital Financing	59	3	3	0
Total Expenditure	25,697	5,044	4,967	77
<u>Income</u>				
Sales Income	-1,949	-488	-471	(17)
School Meals Sales	-2,173	-416	-444	28
Fees & Charges Income	-2,393	-690	-623	(67)
Rents Income	-178	-105	-90	(15)
Government Grant Income	-31	-8	-10	2
Reimbursements & Other Income	-640	-108	-118	10
Schools SLA Income	-2,037	-58	-63	5
Internal Fees Income	-123	-28	-4	(24)
School Meals Other Income	-369	-74	-78	4
Meals On Wheels	-193	-48	-49	1
Catering Fees	-226	-48	-11	(37)
Capital Salaries	-101	-25	-26	1
Transfers From Reserves	-298	-20	-20	0
Total Income	-10,711	-2,116	-2,007	(109)
Net Operational Expenditure	14,986	2,928	2,960	(32)
<u>Recharges</u>				
Premises Support	1,381	264	264	0
Transport Recharges	2,205	551	552	(1)
Departmental Support Services	9	0	0	0
Central Support Services	2,757	729	729	0
Asset Charges	2,459	0	0	0
HBC Support Costs Income	-307	-69	-67	(2)
Net Total Recharges	8,504	1,475	1,478	(3)
Net Departmental Total	23,490	4,403	4,438	(35)

Comments on the above figures:

In overall terms the Net Operational budget is £ 35,000 over budget profile at the end of the first quarter of the financial year.

Staffing related expenditure is over budget profile by £140,000, primarily due to the premium pay savings target which account for 50% of the total staff savings target of £570,000. There has also been over £86,000 of costs incurred on agency staff, which means Open Spaces is over budget profile by £ 31,000 to date for absences due to illness and Waste Management is £ 22,000 over budget profile at this stage of the financial year.

Expenditure on Supplies and Services is currently £ 96,000 under budget profile. The main contributing factors are extremely low need for repairs and a significant reduction in the level of advertising across the division. The costs incurred in respect of utility charges are also less than anticipated at budget setting time and landscaping work is currently lower than average although this is expected to increase during quarter 2.

Food provisions for Commercial Catering and the Stadium are lower than budget profile due to lower sales and efficiencies with cost reduction. Internal Catering Fees Income is also under budget profile due to the continuing trend of reduced internal orders for catering across the council as a whole.

School Meals are performing well against budgets in respect of food costs and income. Food costs are £29,000 under budget profile and this budget is expected to be underspent at year end as it continues to benefit from renegotiated contract prices. Income is benefitting from the recent price increase of school meals, although the uptake of meals has fallen slightly. Income received in respect of school breaks continue to over achieve against target due to new snacks being provided.

Fees & Charges income is currently under budget profile. Trade Waste income has suffered again despite a smaller increase in price this year. However expenditure on waste disposal contracts is also under budget profile. Estimates have been provided for Waste disposal contracts which are paid in arrears due to invoices received late from contractors. The above portrays that position as best possible though careful monitoring will be undertaken on this line. Income received in relation to events at the Stadium and other bookings are also currently lower than usual, and sponsorship income from Widnes Vikings has been problematic. This may increase in the coming months due to a revised plan being arranged.

Rental income will be considerably reduced this current financial year due to Everton Football Club no longer using the Stadium. The annual effect of this will be in the region of £ 50,000.

ECONOMY, ENTERPRISE & PROPERTY DEPARTMENT

Revenue Budget as at 30th June 2012

	Annual Budget £'000	Budget to Date £'000	Expenditure to Date £'000	Variance to Date (overspend) £'000
<u>Expenditure</u>				
Employees	4,569	1,184	1,218	(34)
Premises	0	0	0	0
Repairs & Maintenance	2,639	604	613	(9)
Energy & Water Costs	670	163	126	37
NNDR	933	821	780	41
Rents	760	374	382	(8)
Marketing Programme	37	11	10	1
Promotions	33	6	6	0
Supplies & Services	1,262	312	281	31
Agency Related Expenditure	103	14	14	0
Revenue Contribution to / from Reserves	-45	0	0	0
Total Expenditure	10,961	3,489	3,430	59
Sales	-3	0	0	0
Fees & Charges	-371	-12	-12	0
Rent - Markets	-806	-216	-193	(23)
Rent - Industrial Estates	-625	-183	-130	(53)
Rent - Commercial	-1,119	-277	-190	(87)
Transfer to / from Reserves	-374	-135	-135	0
Government Grant - Income	-947	-170	-170	0
Reimbursements & Other Income	-162	-136	-136	0
Recharges to Capital	-750	0	0	0
Schools SLA Income	-757	-30	-30	0
Total Income	-5,914	-1,159	-996	(163)
NET OPERATIONAL BUDGET	5,047	2,330	2,434	(104)
Premises Support Costs	1,770	432	432	0
Transport Support Costs	46	8	8	0
Central Support Service Costs	1,809	468	468	0
Asset Rental Support Costs	3,456	6	6	0
Repairs & Maint. Rech. Income	-2,393	-598	-598	0
Accommodation Rech. Income	-3,344	-836	-836	0
Central Supp. Service Rech. Income	-1,759	-434	-434	0
Total Recharges	-415	-954	-954	0
Net Expenditure	4,632	1,376	1,480	(104)

The Employee budget is currently over budget as the lack of staff turnover so far this year means that the staff turnover target is not being achieved.

Energy and Water Costs are under budget as a result of improvements that are currently being implemented throughout the Council.

Business rates are under budget due to the revaluation of various properties within the Council.

Market rental income is currently below budget due to a number of vacant stalls.

Industrial estate rental income is currently below budget mainly as a result of a large number of vacant units. Steps are being taken to promote these units and budgets will be monitored closely throughout the year.

The current economic climate has resulted in a decrease in the demand for land and property rental and as a result commercial rental income is below budget. Action is being taken to promote this area and budgets will be monitored closely throughout the year.

In overall terms it is anticipated that net expenditure will be above the overall departmental budget by year-end, primarily as a result of the shortfalls in income outlined above. Steps will therefore need to be taken where possible to reduce expenditure to offset the shortfalls in income.