

## Performance Overview Report - Policy & Resources Directorate

Reporting Period: **Quarter 4 – Period 01<sup>st</sup> January 2015 to 31<sup>st</sup> March 2015**

### 1.0 Introduction

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

### 2.0 Key Developments

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

#### *Finance*

1. The Government announced the 2015/16 final Local Government Finance Settlement on 4th February 2015. There was a minor change to the funding allocation from that announced as part of the provisional settlement. An additional £0.262m was allocated to Halton as part of a £74m package from Government for local welfare provision.
2. The 2015/16 net budget of £101.452m was approved by Council on 4th March 2015. The net budget will be part funded from an increase of 1.9% to Council Tax which will result in a 2015/16 Council Tax requirement of £38.649m. Band D Council Tax levels will be £1,204.01, the fourth lowest in the North-West.
3. The Medium Term Financial Forecast has been updated for 2016/17 and 2017/18. The funding gap for 2016/17 as included in the budget report is £22.179m. The forecast is based on a number of assumptions and will be updated as new information comes to light during the year.
4. Executive Board recently approved the Council's Risk Financing and Insurance Strategy which set out the approach taken to insurance renewals for 2015/16. By taking on a higher level of self-insurance the Council has been able to deliver an insurance premium saving of approximately £100,000.
5. Universal Credit (UC) continues to be rolled out nationally, and in Halton it was extended further to include new claims for families from 2nd March 2015. The Benefits Service has signed a Universal Credit Delivery Partnership Agreement with the DWP for 2015/16. Under the provisions of this agreement the council will undertake the following roles: it will help people claim UC on line at its HDL offices, provide personal budgeting support to UC claimants, and supply the DWP with housing information for UC claims with housing costs.
6. The effects of the implementation of the reform of Council Tax and the Council Tax Reduction Scheme continue to impact on the level of payment, with the increased levels of recovery activity experienced during last year continuing. A review of eligibility for Single Person Discounts has led to approximately £100,000 in discounts being cancelled for 2015/2016.

7. The Contact Centre advisors are the front door to Adult Social Care and they load referrals onto the Social Care system to the appropriate team. It is difficult to assess how much extra work reforms introduced under the Social Care Act will generate, but initially one extra Contact Centre Advisor post has been recruited to handle the increase in work load.
8. As has been expected, the demand for assistance with benefit reconsideration/appeals has started to increase and this is expected to gather pace as welfare reforms continue to impact. The team has found that they have had a very good success rate with new applications for the new Personal Independence Payment (PIP), but this may change as existing Disability Living Allowance (DLA) clients come to have their DLA removed and be assessed for the new benefit. In contrast Employment Support Allowance (ESA) seems to have become harder to successfully claim. The demand for advice, assistance and help with form completion remains high.
9. At the end of the quarter, the Efficiency Review of Library Services was concluding. The mobile library was withdrawn from service on 28th March 2015 and with effect from 11th April 2015, new library opening hours came into place for the borough's four static libraries. A new outreach service is in development for customers unable to use the static libraries. Sustainable revenue savings of £400,000 have been achieved from the review.
10. The Review of the Halton Supported Housing Network will be progressed and initial findings of the review encompassing the utilisation of Agency Workers, Casual Staffing and usage of overtime have been drafted. These are to be presented to Efficiency Programme Board in May 2015.
11. The new Public Contracts Regulations (2015) came into force at the end of February 2015. These supersede the 2006 Regulations and have been designed to enable implementation of a new EU Procurement Directive in the UK as well as changes devised to assist SME's to compete for public sector contracts. Helping SME's to do business with the Council is an area that Halton has focussed upon over recent years and the new regulations do not create any significant need for changes to the Council's processes.
12. The Council recently established contempt of court in committal proceedings regarding a fraudulent insurance claim for an accident on the highway and the claimant was sentenced to a six months custodial sentence. It is anticipated that the resulting publicity will have a positive impact in deterring future claims of this nature.
13. The Council has recently undergone an inspection by BACS and has received accreditation to operate as a BACS Approved Bureau. This will allow the Council the opportunity to generate additional income by undertaking BACS processing for other organisations.

#### *Human Resources and Organisational Learning and Development*

14. Following a period of consultation with the trade unions, agreement has been reached on a minor management restructuring proposal in relation to the Efficiency and Human Resources functions.
15. This proposal also includes the deletion of some vacant posts and the movement of some staff and will generate savings in the region of 200K. The new structure will be operational from the 1st July 2015.

16. Following extensive consultation with Trade Unions and the agreement of the Appointments Committee the revised terms for the Staffing Protocol were agreed and published. These include the removal of the enhanced voluntary early retirement scheme following the changes to the Local Government Pension Scheme last April, and revised terms for voluntary redundancy. The revisions were communicated to staff and H.R. Officers have been working with senior managers to consider the requests received so far. The new terms will be available until 31st March 2016 and will then be re-negotiated.
17. The revised Teachers Pension Scheme was successfully implemented with effect from the 1st April 2015. Additionally, the reforms to the NHS Pension scheme were also actioned for those staff who have TUPE'd into the Council and who remain in the NHS scheme.
18. New E-Learning modules have been added to the existing suite of courses to deal with the introduction of the Care Act.
19. Support has been given to Library staff as they have transitioned to their new structure both in terms of induction for new entrants as well as management development training for staff in new roles.

#### *ICT and Administration Support Services*

20. The final quarter saw the relationship with Sefton MBC come to fruition with the development of the collaborative Agresso Financial Management system coming live on 01<sup>st</sup> April. This has taken considerable efforts by all parties concerned and the resulting digital connectivity between the authorities provides further scope for future efficiencies to be made. It will provide a platform on which the delivery of access solutions such as virtual desktop facilities and the CRM based I Want Finance portal can be delivered and enhanced.
21. In addition revenue generating activities have also become operational such as the separate contractual arrangement with Sefton to deliver the processing of all invoice payments by the Records Management Unit based at Runcorn.
22. The Schools SLA process has now begun and negotiations are underway with schools to re-enter into arrangements for the commercial provision of ICT services. The government funded Halton Virtual School platform is now in place and ready for deployment and this has the potential to generate revenue by being offered to other authorities under contractual arrangements.

#### *Legal and Democratic Services*

23. Significant work has been undertaken to provide for the forthcoming Election in May and to prepare a revised Constitution for approval by Council in April.
24. The Monitoring Officer's role as Interim Monitoring Officer for Cheshire West & Chester Council has continued successfully. This will conclude in May.

#### *Policy, Planning and Transportation*

25. The Corporate Plan 2015 – 2018, available [here](#), was approved by Full Council on 4th February and has now been published. It outlines the main vision and themes of the Council, and reaffirms our ambition, developed with our partners through the Sustainable

Community Strategy, to make Halton a thriving, prosperous and sustainable borough for all its residents and businesses.

26. Linked to the work already undertaken around the Public Services (Social Value) Act and the Social Value in Health national programme a Social Value Charter for Halton has been developed. The aim is for all partners in Halton to sign up to the Charter and a commitment to working for social value. The work undertaken so far has been discussed by the Cabinet Office and will feature in both the upcoming refresh of Lord Young's review of the Public Services (Social Value) Act and in a report from the UCL Institute of Health Equity. The next stage of developing social value in Halton will feature training around social value in procurement and commissioning and further dissemination of the policy and framework.
27. The development of a Halton Community Foundation is presently underway which will enable individuals, families, companies, entrepreneurs, and charitable trusts to support Halton's communities in a cost effective way. The work of the Foundation will take many forms, including funding, volunteering, donating goods and services, sharing expertise and providing in-kind support. The Foundation will have its own account for financial transactions, social investment and charitable grants and once finalised operational arrangements will be reported to Executive Board in June 2015.
28. Following the recent staff survey and action plan has been developed which centres upon the main emergent themes i.e. Career and development opportunities, staff feeling valued, dealing with stress and levels of motivation and morale.
29. The Employee Recognition and Award Scheme 2014 -15 was recently concluded and winners below were presented with certificates and gift vouchers at an Awards Ceremony which took place in March.

Category	Winner
Unsung Hero	Melanie Hall, Safety Steward Supervisor (Communities)
Outstanding Customer Service	Diane Orme, Administrative Assistant (Children & Enterprise)
Rising Stars	Richard French, Quality Assurance Assistant (Communities) Ian Rowlands, ICT & Data Team Leader (Policy & Resources)
Team of the Year	Community Bridge Building Team (Communities)

30. The conclusion of the most recent workforce profile has revealed changes when compared to 2011/12 and these will be considered as a part of the Council's People Plan. most notably:-
  - The proportion of full-time employees has risen slightly from 88% to 91%.
  - Staff with a length of service of 2 – 5 years has reduced from 22% to 12% whilst 26 – 30 years has increased from 2.3% to 5%. All age groups under the age of 54 have reduced with groups aged 55 -64 and those over 65 increasing by 3.6% and 1.4% respectively.
31. As a result of the Better Bus Area Partnership the first Quality Bus Partnership agreement (QBP) has been developed between the two main operators (Halton Transport and Arriva) is now in operation. This provides for an increase in service to 20 minutes on the Widnes and St Helens route and a reciprocal ticketing agreement in place where passengers can

use multi-journey tickets on either of the operator's buses. Further discussions around the Widnes/Runcorn to Liverpool routes will begin in the new financial year.

32. A major tendering exercise has recently taken place to develop a framework agreement for the provision of specialist transport services. The framework will allow the Council to provide this particular type of transport which includes special educational needs and adult transport more efficiently and a report will be presented to the Executive Board in the first quarter of 2015/16.
33. Consultation has been completed on our initial Green Belt Site Assessments. A total of 51 representations have been received including; 12 from developers or land owners promoting sites; 38 from residents / interested parties (mostly objecting to the principle of Green Belt release) and one from Knowsley Borough Council challenging the detailed assessment of some sites. The received submissions will be reported to Members with recommendations as to changes / corrections and implications for policy going forward.
34. Government guidance requires that we assess the Objectively Assessed Need for Housing (OAN) and that this should be considered at a Strategic Housing Market Area (HMA) level. We have worked with St. Helens and Warrington to carry out a basic revalidation of Mid-Mersey as the HMA and are commissioning consultants to undertake a SHMA which will be a key evidence base document informing the development of the Local Plans.
35. [The Transport Plan for Growth](#) is now available on line via the HBC and Merseytravel Website. The Plan provides a strategic framework across the Liverpool City Region (LCR) and a 6 year delivery plan. It outlines how Transport supports Economic Growth and the importance of collaboration with partner agencies and contributes to the wider Northern Transport Vision.
36. The Local Sustainable Transport Fund is now coming to a close. The Mid-Mersey Partnership has enabled 23km of new and improved cycle/footway across the partnership. Halton has benefitted from improvements and extensions to the Farnworth – Sutton Greenway, and the A56 Warrington to Daresbury Hotel Cycle link. Halton has 18 new Real Time Passenger Information Systems in key locations, and a new bus shelter at Daresbury Enterprise Zone (EZ). The 200 bus service was supported to extend its route to include Runcorn Mainline Station and Daresbury EZ.
37. A number of businesses in Halton benefitted from Active Travel grants which have enabled them to purchase cycle shelters, repair stands and match funded shower/changing facilities. An end of Mid Mersey LSTF report is currently being compiled with a view to being presented to Elected Members during the early part of the new 15 - 16 financial year.
38. The SJB Major Maintenance Scheme business case continues to be developed. This aims to acquire funding that would allow maintenance works to continue over the 3 year period commencing 2016 – 17. This bid is reliant on the Council providing match funding of 10 - 15% of the overall cost of the scheme which is currently estimated at £3.5M.
39. Four sustainable transport (STEP) schemes totalling £1.2M and aimed at improving connectivity to employment sites, are expected to receive approval from the Liverpool City Region in April under an overall £20M programme that will be delivered over the next two years.

40. Defra has agreed to provided grant funding of £57,358 in 2015/16 for the 'additional burdens' relating to Halton's new Lead Local Flood Authority role as statutory consultee to major planning applications with surface water drainage implications. The grant will fund the additional resource necessary to undertake this role.
41. During the past year Halton become a full member of the Cheshire Road Safety Group (CRSG) that looks after the Safety Cameras within the Borough. Four cameras within the Borough have been converted to digital operation. Due to the construction of the Mersey Gateway the cameras on the expressway system have not been converted as the traffic patterns and speeds will change so their need will need to be re-assessed.
42. A project is underway to link all the Intelligent Transport Systems (ITS) within the Liverpool City Region Combined Authority area. Initially, there will be no change but ultimately this will allow the sharing of resources, such as Variable Message Signs (VMS) by all authorities. This will also be important for the Mersey Gateway and the Mersey Tunnels to assist in dealing with incidents.
43. Merseylink's development of its detailed design proposals for the Mersey Gateway project and the Mersey Gateway Crossings Board's (MGCB) review of these submissions are ongoing.
44. The demolition of the Royal Café on Hutchinson Street took place in January, whilst similar activity in the Catalyst Trade Park and Astmoor areas is well advanced. The construction of the temporary haul road, through the saltmarsh areas to the river's edge, is now complete.
45. Ongoing site activity includes
  - Diversions of utilities services (including diversion of electricity main on Clifton Park).
  - Construction of the temporary trestle bridge (concurrently from both river banks).
  - Construction of the structures for the north and south pylons of the main bridge crossing (to allow the foundations for the pylons to be constructed in dry conditions)
  - Construction of the reinforced soil retaining wall adjacent to the eastbound off slip road at M56 junction 12.
  - Highway reconfiguration work at Ditton and Bridgewater junctions with associated temporary traffic management.
42. The next 6 months will see a significant change of focus from temporary works activities associated with the main bridge crossing to permanent works (highways and structures). In particular, this will see the establishment of the long term phases of traffic management on the existing highway network including lane closures and diversions necessary to allow the works to be constructed in a manner which is safe for the construction workforce and the travelling public.
43. The off-peak roadworks on Weston Point Expressway around J12 have been moved to overnight and weekends. This change was to reduce traffic disruption/delays in this particular area and Merseylink is constantly reviewing how it works to to minimise disruption.
44. Due to the significant earthworks being carried out near to the Hallwood Park Estate in Runcorn, a new site compound being developed, this part of the works also includes the construction of a new bowstring footbridge and alterations to the Lodge Lane junction which has required the development of a site compound in this area.

45. Merseylink report that opening of the Mersey Gateway Bridge remains predicted for autumn 2017.

#### *Public Health*

46. Halton has made excellent progress with child obesity for school age children and has reduced the excess weight level so it is less than 1% above the England average. In addition the Healthy Child programme is making good progress with a new School Nurse Service commissioned and a Family Nurse partnership in place overseen by a statutory board.
47. Halton has excelled with immunisation and this is now above the England rate with over 95% of children vaccinated. Uptake remains good for HPV vaccinations; The latest data for 2013/14 shows an uptake of all 3 doses at 90.9%, this is above target and slightly higher than the England average.
48. Good progress has been made related to reducing Under 18 alcohol admission rates locally and Alcohol Health Education sessions are being delivered in all local schools.
49. Tier 2 mental health services for children and young people have now been commissioned and delivery has recently commenced.

### **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:

#### *Financial Management*

- a) Work has begun on closing the accounts for 2014/15 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) on 30th June 2015. The work of the external auditor will commence on 1st July 2015 and it is expected the Statement of Accounts will be signed off by 30th September 2015.
- b) Support continues to be provided on the financial aspects of the Mersey Gateway project, partnership arrangements on the pooled budget with Halton CCG and the joint venture arrangements with the Science & Technology Facilities Council and Langtree Daresbury Ltd for the development at Sci-Tech Daresbury
- c) The Government will close the Independent Living Fund (ILF) on 30 June 2015. This will result in funding being devolved to the Council to meet the support needs of approximately 50 ILF users. The intention of this reform is to allow the care and support needs of existing ILF users to be met by local authorities in a consistent way through personalised budgets and direct payments. The Council is currently assessing the care and support needs of all the persons affected by this change.
- d) The DWP rollout of the Single Fraud Investigation Service is continuing and Halton's Benefit fraud staff are expected to transfer to the DWP in September 2015. A report has been presented to Management Team regarding the impact this transfer will have on the council.



- e) We are now in the third year since the changes made to the level of unoccupied property discounts and the replacement of Council Tax Benefit with the Council Tax Reduction Scheme in April 2013. The increased amount to be collected has significantly impacted on collection rates. Collection from CTRS claimants, who have limited finances, is likely to be impacted if they still have arrears from previous years as well as a new-year liability.
- f) The new Contact Centre system is in the final period of quality testing and it is anticipated that the system will go live in the summer 2015.
- g) The new scheme for charging for green waste disposal will start in June 2015. It is anticipated that initially there will result in a significant demand, , upon both the Contact Centre and Halton Direct Links which will have an unavoidable impact upon waiting times.
- h) Demand for assistance is anticipated to grow further as welfare reforms impact and the team will act to ensure it can meet these challenges effectively. As multiple reforms impact it is essential to keep the team upskilled to meet these challenges and recent specialist Universal Credit training received by the team is part of the commitment to this.

#### *ICT and Administration Support Services*

- i) Following a detailed procurement process new replication and digital storage devices and software has been acquired which will form an essential platform for the continued delivery of the ICT strategy concerning 'Storage, Compute and Desktop'. These solutions will help to safeguard the authority's data and make it available in the event that either of the 2 data centres experience technical issues.
- j) This work will be taken forward during quarter 1 as we enter the procurement phase relating to the 'Compute' aspects of the server environment which will control major systems such as E Mail and CareFirst. This should result in a reduction in the most costly aspects of the server environment i.e. physical size and power and cooling requirements.
- k) Later in the 15 – 16 financial year work will commence to procure aspects of the 'Desktop' support environment which will enhance the authority's Cloud facility providing greater resilience and further reduce hardware and software costs.

#### *Legal and Democratic Services*

- l) Significant demands are being placed on the Legal Team in terms of supporting major projects, including the Daresbury and Runcorn Town Centre developments.
- m) The Marketing Team will form a crucial part of the drive to recruit foster carers & adopters to address the need in the Borough.

#### *Policy, Planning and Transportation*

- n) In April 2014, the Council secured a two year concessionary travel re-imbursement agreement with the bus operators in the Borough. This agreement is due to come to an end on 31st of March 2016, and as a result, negotiations will shortly commence to agree a way forward for future years. The current scheme is reimbursed on a fixed amount basis which gives the Council the added benefit of knowing the exact cost of the statutory scheme. It is anticipated the Council will look to secure a reimbursement agreement of a similar nature.



- o) It has been agreed to convert a number of street lights within residential areas to LED operation over the next three years in order to reduce overall costs. A joint bid was made to the Highways Maintenance Challenge Fund with St Helens and Sefton Councils to convert the lights on high speed roads to LED operation but this was unsuccessful. As energy costs continue to rise, this initiative will be important as it will allow us to continue to provide street lighting across the borough.
- p) Due to changes in legislation, it is likely that the number of sites requiring off site emergency plans under the Control of Major Accident Hazards (COMAH) will increase, thereby placing additional demands on the service.
- q) Construction of the Mersey Gateway is now beginning to impact on the road network. This will increase particularly on the Widnes side as Ditton roundabout is re-modelled to a signalised junction and Watkinson Way is removed between Ashley Way and the Silver Jubilee Bridge. This is impacting on service delivery and staff resources that are required to co-ordinate the works to minimise the impact on the Borough.
- r) Initial discussions are taking place between the six authorities within the Combined Authority to have a joint Intelligent Transport Systems maintenance contract, with a target start date of 1 April 2017. This goes some way to meeting is one of the initial aims of the Combined Authority which is to secure efficiencies through joint procurement exercises.
- s) The first phases of long term traffic management have focussed on Ditton and Bridgewater junctions. The next phases will expand to include other areas of the Project Road in the New Year particularly through the Central/Weston Point Expressway corridor. The scale and duration of the traffic management arrangements are expected to have journey time implications for the travelling public and businesses which may require review of normal travel plans.

#### *Public Health*

- t) Early child development and the readiness for school indicator shows that Halton has considerable challenges in this area. Public Health and Children's Services are working together to address this issue, we are conducting an in depth analysis across the Borough.
- u) Despite making progress with school age obesity levels, obesity in the early years remains a concern. A new Healthy Weight Strategy is being developed to address this issue.

#### **4.0 Risk Control Measures**

Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements. As such Directorate Risk Registers were updated in tandem with the development of the suite of 2014 – 15 Directorate Business Plans.

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

Risk Registers are currently being reviewed for 2015 – 16 in tandem with the development of next year's Directorate Business Plans.

## 5.0 Equality Actions

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

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




[http://www3.halton.gov.uk/Pages/councildemocracy/pdfs/EandD/Equality -  
\\_objectives progress report - April 2013.pdf](http://www3.halton.gov.uk/Pages/councildemocracy/pdfs/EandD/Equality_-_objectives_progress_report_-_April_2013.pdf)

## 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 01	Report Medium Term Financial Strategy to Executive Board November 2014.	
FS 03	Complete the Draft Abstract of Accounts for certification by Chief Financial Officer by 30 <sup>th</sup> June 2014.	
FS 03	Publish the Abstract of Accounts by 30 <sup>th</sup> September 2014.	

#### Supporting Commentary

All milestones were achieved within the planned timeframe.

#### Key Performance Indicators

Ref	Measure	13 / 14 Actual	14 / 15 Target	Q4 Actual	Q4 Progress	Direction of travel
FS LI 04	Proportion of Council Tax that was due that was collected.	95.82%	95.00+	95.47		
FS LI 05	The percentage of Business Rates which should have been received during the year that were received.	97.08%	95.00+	97.04		
FS LI 06	Achieve investment returns for the year higher than benchmark.	0.95%	0.34%	0.56		

#### Supporting Commentary

The collections of Council Tax and Business Rates have both shown a marginal decrease of 0.35% and 0.045% respectively although both are above target level.

Returns are being achieved above benchmark rates on 1 month, 3 month and 6 month returns.

## Human Resources & Organisational Development













### Key Objectives / Milestones

Ref	Milestones	Q4 Progress
HRLD 01	To further enhance the i-Trent system capabilities <b>March 2015</b> .	

### Supporting Commentary

E-payslips are now fully operational and will be working towards the implementation of E-P60's.

### Key Performance Indicators

Ref	Measure	13 / 14 Actual	14 / 15 Target	Q4 Actual	Q4 Progress	Direction of travel
HRLD LI 01	The number of working days / shifts lost due to sickness (Corporate).	11.24	8.5	10.44		
HRLD LI 05 <sup>1</sup>	The percentage of top 5% of earners that are:					
	a) women	55.47	50	55.62		
	b) from BME communities	2.80	1.5	1.85		
	c) with a disability	0.68	8.0	0.71		
HRLD LI 06	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	1.49	10.0	1.44		
HRLD LI 07	Ethnic Minority staff as a percentage of the total workforce.	1.13	1.0	1.22		

### Supporting Commentary

Days lost due to sickness is subject to change as we move through the year, however whilst the target has not been achieved this figure is lower than the same period last year.

The top 5% of earners has shown a slight increase across all three area's in comparison to the same period in the previous year








There has been a slight reduction in employees meeting the DDA but the achievement of the annual target is dependent upon on applicants for vacant positions.

The number of Ethnic Minority staff has risen slightly when compared to 2013 - 14.

<sup>1</sup> The performance targets for these measures takes account of local demographic profiles.

## ICT Infrastructure

### Key Objectives / Milestones

Ref	Milestones	Q4 Progress
ICT 01	SharePoint and Records Management enhancement <b>March 2015.</b>	
ICT 01	Continued Social Care Systems Service Support Programme <b>March 2015.</b>	
ICT 01	Schools Cloud Services developments <b>March 2015.</b>	
ICT 01	Interactive Web Services and further SharePoint Integration <b>March 2015.</b>	
ICT 01	Development of commercial ICT opportunity within desktop, hosting and DR provision <b>March 2015.</b>	
ICT 02	Continued development of document management and distribution services <b>March 2015.</b>	
ICT 04	Conduct & Evaluate point of contact Satisfaction survey for ICT & Support Services <b>March 2015.</b>	









### Supporting Commentary

Progress has been largely positive and information relating to Cloud development and commercial opportunities has been included within the key developments and emerging issues section of this report.

The Social Care systems support has been successfully targeted in relation to the Care Financials packages within the Audit aspect of the system and document management services continue to be developed in a way that maximises efficiencies and revenue generating opportunities.

Due to resource constraints the satisfaction survey has not been completed as planned and this has now been rescheduled for quarter 2 of 2015 – 16.

### Key Performance Indicators


Ref	Measure	13 / 14 Actual	14 / 15 Target	Q4 Actual	Q4 Progress	Direction of travel
ICT LI 1	Average availability of the Council's operational servers (%).	99.9	99	99		
ICT LI 2	Average availability of the Councils WAN infrastructure (%).	99	99	99		
ICT LI 4	% Of all responsive repairs completed within 2 working days.	94	80	86		
ICT LI 8	Average working days from delivery to completion of a new PC.	5	5	5		

### Supporting Commentary

All measures have achieved targeted levels and remain very positive.

## Legal & Democracy







### Key Objectives / Milestones

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

### Supporting Commentary

All members have been given the opportunity to have a MAP meeting.

### Key Performance Indicators



Ref	Measure	13 / 14 Actual	14 / 15 Target	Q4 Actual	Q4 Progress	Direction of travel
LD LI 03	Average Time taken to issue prosecutions from receipt of full instructions (working days).	10	10	10		
LD LI 04	Average time taken to send out first draft business lease from receipt of complete instructions from Property Services (working days).	20	20	20		
LD LI 05	Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days).	1	3	1		

### Supporting Commentary

All targets have been achieved and have maintained the same performance as the previous year.

## Policy, Planning & Transportation













### Key Objectives / Milestones

Ref	Milestones	Q4 Progress
PPT 01	Review progress against Silver Jubilee Bridge (SJB) maintenance strategy and deliver 2014/15 major bridge maintenance works programme. <b>March 2015.</b>	
PPT 02	To deliver the 2014/15 Local Transport Plan (LTP) Capital Programme <b>March 2015.</b>	

### Supporting Commentary

SJB Major Bridge works have been completed for 2014/15 and the programme of sustainable transport improvements comprising neighbourhood centre improvements, walking & cycling schemes and measures to assist buses is nearing completion with six carriageway resurfacing and ten footway reconstruction schemes being completed.

## Key Performance Indicators

Ref	Measure	13 / 14 Actual	14 / 15 Target	Q4 Actual	Q4 Progress	Direction of travel
PPT LI 02	Net additional homes provided.	270	552	471		
PPT LI 03	Number of affordable homes delivered (gross).	N / A	125	TBC		
PPT LI 04	Processing of planning applications as measured against targets for:					
	a) 'major' applications	83.3%	60%	75%		
	b) 'minor' applications	74.2%	85%	43.75%		
	c) 'other' applications	83.6%	85%	85.71%		
PPT LI 11	Damage to roads and pavements (% dangerous damage repaired within 24 hours).	99%	98%	98%		
PPT LI 12	Average number of days taken to repair street lighting fault: non-DNO (Street lights controlled by the authority).	4	5	5		

### Supporting Commentary

Despite not meeting the target, the net additional homes provided is the greatest number of dwelling completed since 2007 which is a positive indicator that confidence is returning to the housing market in Halton following the recession.

#### PPT LI 03

TBC

2014/15 saw a significant increase in planning applications with 687 being received over the year, which is the highest number since 2007. In addition to this there has also been an increase in pre-application advice applications and condition discharge applications that have placed increasing pressures upon the limited resources available.

Consequently there is less capacity to 'hand-hold' developers through the process for minor applications, for example where the Local Planning Authority is waiting on revised supporting information from the developer, and this has had an inevitable negative consequence in terms of performance.





Officers will continue to take a risk-based approach in the allocation of resources in terms of processing applications and this situation will continue to be kept under review as we move into the new financial year.

The continued use of our Mayrise system for ordering and tracking work will help us to maintain this high figure for repairs to dangerous damage.

The average number of days for street light repairs remains within expected levels.



### Key Objectives / Milestones

Ref	Milestones	Q4 Progress
PH 01(a)	Work with the public and service providers to raise awareness of the early signs and symptoms of bowel, breast and lung cancer so we can identify it an early stage in the population. <b>March 2015</b>	
PH 01(b)	Reduce obesity rates in the local population, thereby reducing the incidence of bowel cancer through promoting healthy eating and screening programmes for adults and children via a range of services. <b>March 2015</b>	
PH 01(c)	Meet the target for the take up of the Human Papilloma Virus (HPV) vaccination in girls 11-13, to reduce cervical cancer rates by working proactively with the School Nursing Service and GPs. <b>March 2015</b>	
PH 01(d)	Work proactively with GPs, all service providers, Alcohol Liaison Nurses and teachers in schools to reduce the number of people drinking to harmful levels and alcohol related hospital admissions given the rise in pancreatic and liver cancer rates. <b>March 2015</b>	

### Supporting Commentary

#### PH 01(a)

This remains a priority for Halton Health & Wellbeing Board and sits within its underlying action plans. We are in the process of updating the Health and Wellbeing Cancer Action plan and exploring additional opportunities to expand programmes – including opportunities to increase participation in National Bowel Cancer Screening. 43.1% of cancers were detected early (stage 1 or 2) in 2012, slightly higher than the England average.

#### PH 01(b)

A range of weight management services are delivered for children and adults on an individual or group level, such as the fresh start programmes, active play and introduction to solid food parties. The Halton Healthy Weight management care pathways for children and adults has been reviewed and the tier 3 service is in the process of being re-commissioned.









#### PH 01(c)

Uptake remains good for HPV vaccination latest data for 2013/14 shows uptake of all 3 doses at 90.9%, above target and slightly higher than the England Average. Changes to the national schedule for HPV vaccination (reduction from 3 to 2 dose schedule) may further improve opportunities to improve uptake locally.

#### PH 01(d)

An alcohol harm reduction strategy for Halton has been developed. The strategy was developed in partnership with colleagues from health, social care, education, voluntary sector, police and the community safety team. The strategy sets out actions across the life course to reduce alcohol related harm and reduce hospital admissions. Good progress has been made related to reducing Under 18 admission rates locally. Alcohol health education sessions are being delivered in all local schools.

## Key Performance Indicators

Ref	Measure	13 / 14 Actual	14 / 15 Target	Q4 Actual	Q4 Progress	Direction of travel
PH LI 01 (SCS HH5a)	All age all-cause mortality rate per 100,000 males (previously NI 120a) 2011.	145.1 July 13 to June 14	140	130.8 2014 Provisional		
PH LI 02	A good level of child development.	37%	40%	46% (2013/14)		
PH LI 03 New SCS Measure Health 2013-16)	Falls and injuries in the over 65s. (Public Health Outcomes Framework).	2,850.4 (Jan 13 – Dec 13)	2,847	2942.5 2014 (Provisional)		
PH LI 04 (SCS HH 1)	Admissions which are wholly attributable to alcohol AAF=1, rate per 100,000 population.	947.5 (2013/14)	1,038	916.2 (Q3 14/15)		
PH LI 05 (New)	Mental health: Self-reported wellbeing.	N / A	69%	Info not yet available	N / A	N / A

### Supporting Commentary

#### PH LI 01

There has been a very positive in year reduction in the mortality from cancers. There need to be some caution in interpreting a downward trend from an in year improvement and continued progress against the cancer action plan will solidify a downward direction of travel.

#### PH LI 02

The annual measure of child development has shown an improvement in the number of children reaching a good level of development by school age. There has been a lot of work in this area, for example piloting an integrated assessment between education and health and parenting programmes that contribute to this improvement. Further work is underway to better understand the strengths and weaknesses of Early year's provision in Halton, and identify how greater improvements can be made.

#### PH LI 03

Although there has been an increase in the numbers of people presenting, this is mainly due to changes in practice and improved triage in the system that has seen a more efficient method of capturing information and ensuring that a fall is recorded as a fall. To support this, a business case is being developed to support the existing falls strategy and consider the gaps and potential risks in the existing service.

#### PH LI 04

The number of admissions which are wholly attributable to alcohol saw a reduction in Q3 2014/15 and is now lower than the 2013/14 rate.




#### PH LI 05

No data yet available.




## 7.0 Application of Symbols

Symbols are used in the following manner:

### Progress Symbols

<u>Symbol</u>	<u>Objective</u>	<u>Performance Indicator</u>
Green 	Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	<i>Indicates that the annual target <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 unless there is an intervention or remedial action taken</u>.</i>

### Direction of Travel Indicator

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