

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

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

### 1.0 Introduction

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

### 2.0 Key Developments

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

#### *Finance*

#### *Financial Management*

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

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

#### *Revenues Benefits and Customer Services*

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

#### *Audit and Operational Finance*

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

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

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

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

### *ICT and Administration Support Services*

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

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

### *Legal and Democratic Services*

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

### *Catering, Stadium and Registration Services*

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

## *Property Services*

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

## **3.0 Emerging Issues**

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

### *Finance*

#### *Financial Management*

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

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

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

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

#### *Audit and Operational Finance*

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

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

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

### *ICT and Administration Support Services*

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

### *Legal and Democratic Services*

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

### *Catering, Stadium and Registration Services*

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

### *Property Services*

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

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

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

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

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

#### **5.0 High Priority Equality Actions**

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

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

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

## 6.0 Performance Overview

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

### Financial Management

#### Key Objectives / milestones

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

#### Supporting Commentary

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

#### Key Performance Indicators

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

#### Supporting Commentary

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

People, Policy, Performance and Efficiency

**Key Objectives / milestones**

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

**Supporting Commentary**

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

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

**Key Performance Indicators**

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

### Supporting Commentary

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

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

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

### ICT Infrastructure

#### Key Objectives / milestones

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

### Supporting Commentary

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

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

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

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

### Key Performance Indicators

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

### Supporting Commentary

Progress against all measures has been achieved within targeted levels.

### Legal & Democracy

### Key Objectives / milestones

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

### Supporting Commentary

MAP meetings are continually taking place throughout the calendar year.

### Key Performance Indicators

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

### Supporting Commentary

Performance at year-end remains at expected levels.

### Catering, Stadium & Registration Services

#### Key Objectives / milestones

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

### Supporting Commentary

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

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

#### Key Performance Indicators

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

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

### Supporting Commentary

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

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

### Property Services

### Key Performance Indicators

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

### Supporting Commentary

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

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

## 7.0 Financial Summaries

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

## 8.0 Explanation of Symbols

Symbols are used in the following manner:

### Progress Symbols

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

### Direction of Travel Indicator

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