

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

Reporting Period: **Quarter 4 – 1st January 2017 – 31<sup>st</sup> March 2017**

### 1.0 Introduction

- 1.1 This report provides an overview of issues and progress against key service objectives/milestones and performance targets, during the fourth quarter of 2016/17 for service areas within the remit of the Corporate Policy and Performance Board.
- 1.2 Key priorities for development or improvement in 2015-18 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to the Board in relation to the Council's priority of Corporate Effectiveness and Business Efficiency i.e.:
  - Financial Services
  - Policy, People, Performance and Efficiency
  - ICT and Support Services
  - Legal and Democracy
  - Catering, Stadium and Registration Services
  - Property Services
- 1.3 The way in which traffic light symbols have been used to reflect progress to date is explained within Section 8 of this report.

### 2.0 Key Developments

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

#### *Finance*

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

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

*Policy, People, Performance and Efficiency*

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

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

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

#### *ICT and Support Services*

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

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

#### *Legal and Democratic Services*

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

#### *Community and Environment (Stadium, Catering and Registration Services)*

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

### *Economy, Enterprise and Property*

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

## **3.0 Emerging Issues**

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

### *Finance*

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

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

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

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

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

#### *ICT and Support Services*

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

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

#### *Legal and Democratic Services*

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

#### *Community and Environment (Stadium, Catering and Registration Services)*

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

#### *Economy, Enterprise and Property (Property Services)*

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

### **4.0 Risk Control Measures**

- 4.1 Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements. As such Directorate Risk Registers were updated in tandem with the development of the 2016 – 17 Business Plan.

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

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

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

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

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

## 6.0 Performance Overview

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

### Financial Management

#### Key Objectives / milestones

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

#### Supporting Commentary

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

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

#### Key Performance Indicators

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

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

### Supporting Commentary

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

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

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

### Policy, People, Performance & Efficiency Service

### Key Objectives / milestones

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

### Supporting Commentary

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

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

## Key Performance Indicators

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

### Supporting Commentary

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

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

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

<sup>1</sup> Performance targets for these measures take account of local demographic profiles

## ICT and Administrative Support Services

### Key Objectives / milestones

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

### Supporting Commentary

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

### Key Performance Indicators

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

### Supporting Commentary

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

### Legal & Democracy

#### Key Objectives / milestones

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

### Supporting Commentary

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

#### Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q4 Actual	Q4 Progress	Direction of travel
LD LI 03	Average Time taken to issue prosecutions from receipt of full instructions (working days).	10	10	7		
LD LI 04	Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days).	1	3	1		
LD LI 07	% of Executive Board, Executive Board Sub-Committee and Mersey Gateway Executive Board minutes published within 5 working days after the meeting.	100%	100%	100%		

### Supporting Commentary

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

## Community & Environment

### Key Objectives / milestones

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

### Supporting Commentary

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

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

### Key Performance Indicators

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

### Supporting Commentary

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

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

**Key Objectives / milestones**

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

**Supporting Commentary**

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

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

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

**Key Performance Indicators**

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

**Supporting Commentary**

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

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

## **7.0 Financial Statements**

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

## 8.0 Application of Symbols

Symbols are used in the following manner:

### Progress Symbols

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

### Direction of Travel Indicator

Green 	Indicates that performance <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 	Indicates that the measure cannot be compared to the same period last year.