

Performance Overview Report – Enterprise, Community & Resources

Reporting Period: **Quarter 1 – 1st April 2017 – 30th June 2017**

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

Revenues and Financial Management

2.2 Following closure of the 2016/17 year-end accounts, the draft Statement of Accounts was signed off as required by the Operational Director on 28th June 2017 and passed to Grant Thornton UK LLP for them to start the audit of the accounts. Findings of the audit will be reported to the Business Efficiency Board on 27th September 2017.

2.3 The 2016/17 outturn was reported to the Executive Board on 15th June 2017. Net expenditure for the year was £0.6m above the approved budget of £98.5m. The level of the general fund balance as at 31st March 2017 now stands at £4.8m. School balances as at year-end total £4.8m which will carry forward into 2017/18. Capital expenditure for the year was £84.8m.

2.4 Piloting of 100% retention of business rates for all Councils within the Liverpool City Region commenced on 1st April 2017, ahead of the national scheme which is expected to be rolled out in 2020. Absence of the Local Government Finance Bill within the recent Queens Speech has placed uncertainty on the progress of business rates retention and on the future progression of local government finance and further information will be provided as this becomes available.

Audit, Procurement & Operational Finance

2.5 In July 2017 the Council will go live with a prepaid card solution for Direct Payment users which will remove the need for direct payment clients to manage a separate bank account for their direct payment. It will also provide the Council with real-time information on how clients are utilising their direct payment funding, which will reduce auditing requirements. It is anticipated that prepaid cards will be offered to existing direct payment clients once the new systems become embedded.

2.6 The cost of external audit services will reduce following a highly successful procurement process undertaken by Public Sector Audit Appointments Ltd (PSAA). Aggregate savings for the sector are expected to exceed £6m per annum, equivalent to a reduction of approximately 18% in the scale fees payable by local bodies. These contracts will cover a five year period commencing with the audit of accounts for 2018/19 with an option to extend the contracts for a further two year period.

Human Resources, Organisational Development, Policy, Performance and Efficiency

- 2.7 A redesigned operating model has been developed for the Policy, People, Performance and Efficiency Division and this will contribute to meeting future revenue savings. Some restructuring is involved and consultation is to take place with employees in the service from 12th July to 9th August 2017 with the planned implementation date for a final model being 1st December 2017.
- 2.8 A new wellbeing focused absence management policy, implemented on 1st July 2017, has now been communicated to a large number of managers across the Council. Following go-live, implementation will be monitored using statistical data and financial reporting.
- 2.9 The Council's Apprenticeship Policy is now in place, designed 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. A number of stakeholder sessions were held in quarter 1, and a skills audit has been undertaken to identify opportunities for the development of apprenticeship roles.
- 2.10 At the time of writing, 8 apprenticeship opportunities are at business case stage and it is anticipated that these will be taken through the corporate approvals process, resulting in new starts that will contribute to the Council's target of 20 apprenticeships for 2017/18. A further 5 opportunities have been identified and support will be provided to managers to develop business cases where appropriate.
- 2.11 Following revised processes for managing agency worker placements the reduction in full year spend has been quantified as £623,000 for the financial year 2016/17. The number of hours of agency worker usage has reduced from 155,900 hours in 2014/15 to 84,592 in 2016/17. During quarter 2, the revised agency worker processes will be subject to an internal audit to ensure robustness.
- 2.12 Within the Efficiency Programme, a review of Children in Care Services has been undertaken, with an As-Is report scheduled to be considered by the Efficiency Programme Board on 20th July. Recommendations will be developed once that report has been fully considered. The review the use of community assets, and the services delivered from them is underway. A report on The Council's Halton Direct Link facilities was considered by the Efficiency Programme Board in May 17, which has demonstrated efficient use of the facilities across the core operating hours.

ICT Infrastructure

- 2.13 Supported by the current rolling capital programme the authority's technology infrastructure has undergone further upgrade and development with continued major changes to its internal network, Server and Desktop and Data Storage Infrastructures and this approach will allow and maintain incremental growth, change and redevelopment of the authority's main computing infrastructure solution.
- 2.14 The investment strategy over the last 4 years has incrementally developed the Halton Cloud Services facility. This facility now comprises of two active/active Data Centre facilities that enable the deployment of change within the authority quickly and efficiently.
- 2.15 This digital strategy fully supports the principle objective set at the start of this rolling programme surrounding the delivery of agile working, access to all applications and associated data sets through centrally managed, seamless, secure and compliant platforms.
- 2.16 The incremental growth of the authorities own communications and data network facilities is an essential aspect of the Halton Technology Programme. Wi-Fi facilities have been utilised throughout the borough for many years effectively, but now require a new focus have to deal with additional

agility demands in order to not reduce the user experience or negatively impact upon business processes.

Legal and Democracy

2.17 The Liverpool City Region Combined Authority Mayoral Election took place in May and the General Election occurred in June and were delivered as planned.

2.18 Council adopted the revised Constitution in May, and the Legal team also contributed to the new Combined Authority Constitution, which has been approved.

Community and Environment

Catering, Stadium and Registration Services

2.19 The main focus for Stadium staff over the past few months has been the hosting of the Elton John concert on 18th June, and planning the event both internally and with external partners, particularly in light of recent terrorist attacks, was very detailed and complex. The event has been hailed as a huge success by all parties involved, and the promoters are wholly positive about the venue with the possibility of two concerts being hosted next year.

2.20 The award winning training programme offered by Halton Borough Council's School Meals Service has seen another 10 students start their NVQ Level 1 and 3 and of last year's students 3 have gone on to be promoted to School Catering Supervisors.

Library and Sport and Recreation Services

2.21 World renowned children's author Jeremy Strong came to Halton in June and entertained more than 400 children from a number of Halton schools. In addition the Reading Well – Books on Prescription launch, which will be attended by the Mayor, will take place on 05th July. The initiative promotes the benefits of managing a person's health and wellbeing through self-help reading and to date the programme has reached over 635,000 users nationally. Further information about the initiative can be found [here](#).

2.22 The Kingsway Learning Centre Library refurbishment will commence in Quarter 2 and £10,000 of funding which has been secured from the Arts Council will support the further development of the bespoke offer libraries currently deliver to care and residential homes across the borough.

2.23 The new staffing structure for Leisure Centres came into operation on 01st June and recruitment has continued during the quarter 1 period. Whilst there has been some inevitable interruption to some services this has been minimised and the [Active Halton](#) website has been refreshed to make information more readily accessible.

2.24 The Junior Park Run launched in Victoria Park on 09th April and during quarter 1 had an average of 118 runners taking part. In addition on-going support is being provided to nine Health Walk Leaders who are leading 5 walks per week across the borough.

2.25 A report has recently been submitted to the ELSC Policy and Performance Board concerning Community Centre activity across the borough. In 2016 – 17 there were in excess of 300,000 attendances which is an increase of 40,000 when compared to 2012 – 13. During the same period annual operating costs have reduced by more than 50% to £150K and this is a positive trend towards achieving the ambition of reaching a zero net operating budget.

Economy, Enterprise & Property

Investment & Development Services

- 2.26 The Joint Venture are in lease negotiations with three companies which would take the occupancy of Techspace One to 25% and the design of the Project Violet buildings continues with a planning application expected in autumn 2017.
- 2.27 The Castlefields Lakeside Phase 2 development continues on site with completion expected in September 2017.
- 2.28 The Business Growth Programme (previously the “Liverpool City Region Integrated Business Support Programme”) within Halton continues to progress well. To date 64 businesses have been assisted and 13 jobs created and the Programme targets of “123 Businesses Assisted” and “108 Jobs Created” are on track to be realised.
- 2.29 In addition, the delivery of the Business Growth Programme continues to complement the business support offered by the Halton Borough Council Growth Hub. To date Halton Growth Hub has engaged with 1,101 businesses, 325 business diagnostics have been undertaken which have resulted in 938 brokerages to additional business support services. Local companies have been brokered to 25 other business support providers.
- 2.30 A new Astmoor BID website will be launched in July and will include a new Business Directory, details of the Board and a modified front page to include details of the ballot process www.astmoorforbusiness.co.uk
- 2.31 A sub consultation with businesses on Widnes Business Park has been undertaken to determine whether they will remain within the BID should the BID3 ballot be successful. The new landlord has imposed a service charge that delivers similar services to the Business Improvement District (BID). As a consequence resident businesses are paying for two similar services.
- 2.32 The consultation returned a clear majority, by both number of businesses and rateable value, in favour of leaving the Halebank BID Area and as a consequence the Halebank BID boundary will be changed to exclude Widnes Business Park as of March next year.
- 2.33 Work has commenced to provide a new clubhouse at the Murdishaw Aldi development site, which is expected to be completed in During Quarter 3 2017/18 and work is ongoing to finalise the schedules for the remaining sections of the site.

Employment, Learning & Skills

- 2.34 As part of the planning for the devolution of the Adult Education Budget (AEB), the Adult Learning Service completed an Outcome Based Agreement exercise for the city region. These will be analysed and used to inform future AEB allocations.
- 2.35 The Adult Learning Team have received A “Good” rating in a recent Ofsted inspection. Whilst the rating was consistent with that achieved in a previous inspection the criteria has become much more stringent and this is a significant achievement for the service.

- 2.36 The European Social Fund (ESF) Ways to Work programme continued to deliver Intermediate Labour Market placements (ILMs). The placements for those individuals aged 30+ were oversubscribed and future ILMs will only be available for those aged 29 and under.
- 2.37 Halton People into Jobs were successful in being on the supply chain for a number of shortlisted Prime Contractors who are bidding to deliver the forthcoming DWP Health & Work Programme, which will replace the current Work Programme. Announcements of contract awards are expected in early autumn.
- 2.38 A Liverpool City Region submission has been made to the Department of Work and Pensions to deliver a “Households into Work” programme from January 2018 which will look to work with families where there are at least two individuals who are not in employment.
- 2.39 Work with Merseylink and Emovis continued during the Quarter 1 period including the delivery of pre-employment programmes leading to guaranteed interviews and recruitment for local residents.

Property Services

- 2.40 Both phases 1 and 2 of the refurbishment of Fairfield Primary are now complete. The phase 3 works, consisting of works to pitches and upgrading the playground area adjacent to the junior school building, are expected to be complete by September 2017. Also work on the Crow Wood Park pavilion is scheduled to commence in August 2017 with a completion date of December.
- 2.41 The two bids submitted by Halton as part of the Liverpool City Region One Public Estate (OPE) bid have both been successful. The value of the bid is approximately £66k in total to fund master planning 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.

Policy, Planning & Transportation

Development Management

2.42 Planning Application Statistics

Total Applications Received: 138 (Includes Those Withdrawn And Returned)			
Applications Decided	159	Applications On-Hand (Undecided)	172
Pre-Applications Received	21	Pre-Applications Closed	24

N.B. There are certain applications (such as tree preservation orders) that are not counted in the statutory CLG speed of processing statistics. This accounts for the difference between the figures reported above and the figures given for PPT LI 04.

- 2.43 During 2016/17 there were 700 net additions to the housing stock of which 138 units were affordable. This is an increase on the 484 and 507 completions that occurred during the preceding two years.

- 2.44 When the Mersey Gateway opens, the Silver Jubilee Bridge will close to vehicular traffic on the same day to allow it to be refurbished, which will take about 12 months to complete. Pedestrian access to the SJB will be maintained during the refurbishment period.
- 2.45 A scheme that allows older drivers to receive training, free of charge, to help them deal with the challenges of driving with changes, not only since they passed their test but also to the Borough's Highways Network, is currently being offered to Halton's residents. Places for the scheme have been advertised in local press and on Council websites, with the funding expected to cover approximately 140 older drivers within the borough on a first come, first served basis.
- 2.46 The Runcorn Site COMAH Operators Exercise was postponed in February 2017 due to Storm Doris, and took place in April 2017. This exercise is now an annual event as the site has been reclassified as six separate COMAH sites.

Highway Development

- 2.47 A preliminary Flood Risk assessment has been submitted in draft form to the Environment Agency (EA) and has also received endorsement from the Environment & Urban renewal PPB. The assessment is now pending Executive Board Approval, and EA review for final publication by December 2017.
- 2.48 [The Public Rights of Way Improvement Plan](#) is currently out to consultation. This is a joint 10 year plan prepared by the six Liverpool City Region local authorities and Merseytravel, on behalf of the Liverpool City Region Combined Authority, to improve the local network of public rights of way. The consultation is scheduled to end on 29th September 2017.
- 2.49 Halton are working with Cheshire East and Cheshire West and Chester to produce a Sustainable Urban Drainage Systems (SUDS) guide - this will need to go hand in hand with policy amendments as part of Land Allocations Plan. Highway Development also have transportation/highways advice input into this process

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

- 3.2 Work is underway in revising the Medium Term Financial Strategy; this is being continually updated as new information is received on a frequent basis. The Budget Working Group (BWG) have had an initial meeting to start the process for identifying future budget savings.
- 3.3 The Public Sector Internal Audit Standards require that an external assessment of a local authority's internal audit function is carried out once every five years by a qualified, independent assessor or assessment team from outside of the organisation. The North West Chief Audit Executives' Group has established a 'peer-review' process that is managed and operated by the constituent authorities. This process addresses the requirement of external assessment through 'self-assessment with independent external validation'.
- 3.4 The Council's internal audit service is to be subject to a peer review in September. The review will focus on audit activity from 2016/17 and involve interviews with key stakeholders. On conclusion of the review a report will be produced which will be presented to the Business Efficiency Board.

ICT Infrastructure

- 3.5 Following the recent malware incidents across the country considerable efforts have been made to safe guard the authority's server infrastructure with all Windows Server 2003 operating systems removed through upgrades to many of the estates servers now utilizing the latest operating systems where possible.
- 3.6 The Council is by necessity having to make a number of technical security changes as we start to try and slow down the onslaught of malicious emails being received that will inevitably start to impact upon all users.
- 3.7 We are currently at 70'000 malicious emails per day and rising. Over the last few Friday's the 21st July and 28th July particularly, during the afternoon at around 4pm the authority had 30'000 malicious emails hit the system in less than an hour and this pattern continues – the technical teams are dealing with these ever increasing issues – but for ourselves as users ultimately it means more measures will have to be put in place and this will inevitably slow down email transit.
- 3.8 Whilst the authority will continue to deploy anti-spam protection systems and quarantine techniques it remains the case that all users need to remain vigilant and exercise extreme caution when using e-mail applications in order to maintain the Councils defenses effectively.

Economy, Enterprise & Property

Investment & Development Services

- 3.9 Delivery of the Liverpool City Region 'Place Marketing – Inward Investment' programme has commenced with the development of a suite of sectoral marketing materials, attendance at a number of international events and the appointment of key sub-contractors specifically, 'International Locational Consultants' covering Asia, the US and Europe. The International Location Consultants will promote the City Region offer in key territories and be tasked with generating 'live leads' from companies wishing to relocate
- 3.10 An online lead generation company has also been appointed, again tasked with generating live leads. Activity will be delivered along key sectoral line, with Halton Borough Council having representation on all sector groups.
- 3.11 The UK's largest event dedicated to the manufacturing sector will be held in Liverpool for the next three years. The event will take place on November 16 & 17 and will attract 8,000 companies\delegates. The event will also incorporate a Digital Manufacturing Expo and a standalone event for the 'German British Business Forum'. Halton Council is working closely with Sci-Tech Daresbury and other to bring delegates of the Conference to the Borough for dedicated, themed, tours.

Employment, Learning & Skills

- 3.12 Halton is managing an ESF Employees Support in Skills contract on behalf of the Combined Authority. This includes the LCR Apprenticeship Hub Team. The contract will be managed by the Education & Skills Funding Agency, with a clear set of deliverables and will continue until July 2018. Activities will include the delivery of Skills Shows and one is scheduled for Sci Tech Daresbury in Q2 (28/29 July) <http://www.stfc.ac.uk/public-engagement/activities-for-the-public/visit-daresbury-laboratory/>

- 3.13 The Delivery of maths, English and IT training for staff will commence in Quarter 2 at the Tesco Chilled Distribution Centre and the new Liverpool City Region 'Include IT' project, which is funded through ESF and Big Lottery, will commence shortly. This IT project is aimed at those aged 45 to 63 and will be delivered in Halton through a partnership with Adult Learning and the Library Service.

Property Services

- 3.14 Following the devastating fire at Grenfell Tower in London a review of Council owned buildings has taken place and we are not aware of any buildings that have aluminium composite panels present. The incident has prompted a review of the general fire management principles and procedures within our buildings, and in respect of this, Property Services and Risk Management are now working together to review and update any procedures where necessary.

Policy, Planning & Transportation

Development Management

- 3.15 Liverpool John Lennon Airport (LJLA) have [published their 2050 Masterplan for consultation](#). As a unique asset in the Liverpool City Region, the Council continues to support the growth of the airport, will discuss the detail with LJLA, so that full account can be taken in our Local Plan and growth strategy.
- 3.16 Following this tragic fire at Grenfell House, in Kensington and Chelsea, the Government has asked for building owners to check the type of cladding used on residential tower blocks greater than 18m tall.
- 3.17 The Council does not have any residential blocks over 18m tall in the Borough, and no longer owns any housing stock. However, the Building Control Team have offered support to HHT, who own Churchill Mansions and also the management company who look after The Deck development to ensure these buildings are safe.
- 3.18 It is important to note there is no legal requirement for changes to the Building Regulations to be imposed on buildings retrospectively. Buildings are only required to meet the regulations in force at the time of construction although it is expected that the Government will revise Building Regulations in due course.

Logistics

- 3.19 The current Concessionary Travel scheme agreement which is in operation in the Borough is due to come to an end in March 2018. The Council is in very early stages of negotiations with regards to a new scheme and in particular the level of revenue re-imburement due to bus operators for passengers using concessionary travel passes. It is anticipated agreement will be reached by November 2017, with a new two year agreement in place for the period April 2018 to March 2020.

Risk Management

- 3.20 A new Upper Tier Control of Major Accident Hazards (COMAH) site has been designated in Widnes; it is the Emerald Kalama Ltd site off Dans Road. The site has moved to Upper Tier Status due to the increase in the inventory of two substances, which are already stored / involved in industrial processes on the Emerald Kalama site.

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 Directorate Business Plans.

5.0 High Priority 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 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	Q1 Progress
FS 01	Report Medium Term Financial Strategy to Executive Board - November 2017 and Report to Council - March 2018 .	
FS 02c	Provide quarterly monitoring reports on the overall budget to Executive Board.	
FS 03b	Publish the Statement of Accounts by 30th September 2017 .	
FS 04	Establish Treasury Management Policy and report to Council - March 2017 and provide monitoring reports to Executive Board on a bi-annual basis..	
FS 05a	Establish and report prudential indicators to Council - March 2017 and provide monitoring reports to the Executive Board on a bi-annual basis.	

Supporting Commentary

Progress remains on target to report the Medium Term Financial Strategy to Executive Board in November 2017 and the financial forecast is being regularly updated.

Work has commenced with Management Team and Budget Working Group to develop budget proposals for 2018/19 and the Quarter 1 monitoring report on the overall budget will go to Executive Board on 21 September 2017.

The Audit of Statement of Accounts commenced 01 July 2017, and progress remains on track to publish by 30 September 2017 with a Draft statement published on the Council web-site on 28 June 2017

The 2016/17 Treasury Management Policy was approved by Council on 08 March 2017 and the Half year report is scheduled to be reported to Executive Board on 16 November 2017.

2017/18 prudential indicators were reported to Council on 08 March 2017 as part of Treasury Management Policy and the Quarter 2 monitoring report is on track to be reported to Executive Board on 16 November 2017.

Key Performance Indicators

Ref	Measure	16 / 17 Actual	17 / 18 Target	Q1 Actual	Q1 Progress	Direction of travel
FS LI 01	Receive an unqualified external audit opinion on the accounts.	Yes	Yes	N / A	N / A	N / A
FS LI 04	Proportion of Council Tax that was due that was collected	95.04%	94.75%+	28.25%		
FS LI 05	The percentage of Business Rates which should have been received during the year that were received	97.65%	95.00%+	29.59%		
FS LI 06	Average time for processing new claims (Housing & Council Tax Benefit)	19.94 (Days)	20 (Days)	20.93 (Days)		

Supporting Commentary

2016/17 Statement of Accounts audit opinion will be reported to the Business Efficiency Board on 27 September 2017

In terms of collection rates and processing times there has been some minor deviation when compared to the same period last year and this is to be expected and there is nothing to indicate that annual targets will not be achieved.

Key Objectives / milestones

Ref	Milestones	Q1 Progress
PPPE 01a	Promote and take forward the delivery of actions identified within the Organisational Development Strategy May 2017	
PPPE 01b	Review and refresh annual training calendar September 2017 .	
PPPE 04d	Ongoing monitoring of agency usage and spend April, September, December 2017, and March 2018 .	

Supporting Commentary

The Organisational Development Strategy continues to be taken forward and training delivery continues with a policy framework now in place and operational and monitoring arrangements have been scheduled.

An analysis of agency demand is underway with an initial focus on Adult Social Care with resulting recommendations formulated for management consideration. Monitoring activity continues in this area with meetings with supplier scheduled to enable future analysis and reporting.

Key Performance Indicators

Ref	Measure	16 / 17 Actual	17 / 18 Target	Q1 Actual	Q1 Progress	Direction of travel
PPPE LI 01	The number of working days / shifts lost due to sickness (Corporate)	8.66 (Days)	9.5 (Days)	2.41 (Days)		
PPPE LI 02a	Total Full Time Equivalent Staffing Establishment	3,637	Not applicable	3,490	N / A	N / A
PPPE LI 02c	Total Agency Worker usage (number of placements – year to date)	New KPI from 2017/18 onwards	Not applicable	37	N / A	N / A
PPPE LI 07	Average time to recruit (Management Team approval to employee start date)	61 (Days)	Not applicable	Q1 data available in Q2.	N / A	N / A
PPPE LI 08	Staff turnover rate (Permanent & temporary staff - excludes casual)	4.05%	Not applicable	1.57%	N / A	N / A

Supporting Commentary

Levels of sickness absence during quarter 1 are slightly higher than the same period last year and this may reflect a more accurate recording of information following the introduction of new policy in this area.

As reported in Key Developments it is anticipated that agency costs will decline following work being undertaken in this area of operations and training attendance remains positive.

Recruitment times will be reported at Quarter 2 due to the availability of data. During Quarter 1 80 posts were vacated and further information concerning apprenticeships is included in the Key Developments section of this report.

ICT and Administrative Support Services

Key Objectives / milestones

Ref	Milestones	Q1 Progress
ICT 01b	Further development of Cloud Services Platform - March 2018 .	
ICT 01c	SharePoint and Records Management enhancements - March 2018 .	
ICT 01e	Further development of commercial ICT opportunity within desktop, hosting and DR provision - March 2018 .	

Supporting Commentary

Work has progressed as planned during the first quarter period.

Key Performance Indicators

Ref	Measure	16 / 17 Actual	17 / 18 Target	Q1 Actual	Q1 Progress	Direction of travel
ICT LI 01	Average availability of the Council's operational servers (%).	99.01%	99.00%	99.07		
ICT LI 02	Average availability of the Councils WAN infrastructure (%).	99.14%	99.00%	99.14		

Supporting Commentary

The availability of servers and WAN infrastructure remains almost at ceiling.

Legal & Democracy

Key Objectives / milestones

Ref	Milestones	Q1 Progress
LD 01a	Review constitution - May 2017 .	
LD 02b	To induct all new Elected Members by October 2017 .	

Supporting Commentary

The revised Constitution was approved by Council in May and MAP meetings are continually offered throughout the calendar year with all new Members having been through the induction programme.

Key Performance Indicators

Ref	Measure	16 / 17 Actual	17 / 18 Target	Q1 Actual	Q1 Progress	Direction of travel
LD LI 01	No. Of Members with Personal Development Plans (56 Total).	55 (98.21%)	56 (100.00%)	55 (98.21%)		
LD LI 03	Average Time taken to issue prosecutions from receipt of full instructions (working days).	7 (Days)	10 (Days)	7 (Days)		
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 (Days)	3 (Days)	1 (Day)		

Supporting Commentary

Given the Elections no training events were arranged for Members during the Quarter 1 period and other measures are showing positive levels of performance.

Policy, Planning & Transportation

Key Objectives / milestones

Ref	Milestones	Q1 Progress
PPT 01a	Review progress against Liverpool City Region (LCR) Silver Jubilee Bridge (SJB) maintenance strategy and deliver 2017/18 major bridge maintenance works programme.	
PPT 02a	To deliver the 2017/18 LTP Capital Programme March 2018.	

PPT 03a	Ensure continued unrestricted availability of the Highway network and to allow future maintenance to be delivered on a steady state, lifecycle planned basis.	
PPT 06a	Ensure that at least one exercise is carried out each financial year to test the COMAH plans March 2018	

Supporting Commentary

PPT 01a

Site works for Task 21 are progressing ahead of schedule. Arrangements for the SJB monitoring and inspection activities within Year 2 are on course for site completion during the summer months.

PPT 02a

Year 2 of the Sustainable Transport Enhancement Package (STEP) scheme to improve connectivity to Widnes Town Centre at Watkinson way was completed in the period and the scheme to improve connectivity between Runcorn Town Centre to Heath Business Park are currently underway and due to be completed early in the next period.

A second Bus Priority Corridor scheme was completed in the period using Better Bus funding along Hale Road, from Chestnut Lodge to Ditton Road.

The design of a north/south cycle route is complete for West Runcorn which is intended to replace the cycling provision on Central Expressway has commenced and is expected to be completed shortly and procurement will follow shortly thereafter.

Phase 1 of reconstruction of the Kingsway central reserve was completed in the period and design works are in progress for the phase 2 and phase 3.

Footway reconstruction programme is progressing well with works on site at Cradley, Hale Road and Bold Street

Design work is underway although in early stages to provide an additional 50 car parking spaces at Runcorn East Station on Barnfield Road. This work will include reconfiguration of the existing car park to better utilise existing land in the curtilage of the existing car park and make improvements to walking and cycling access to the Rail station, with improved facilities for disabled parking and provision of electric car charging spaces.

In addition preliminary design work has commenced to improve walking and cycling access to businesses along Astmoor busway including upgrading existing traffic signal junction equipment.

PPT 03a

Highway Maintenance: The carriageway and footway programmes of resurfacing and reconstruction have been phased over the course of the year and delivery to the full budget allocation is anticipated.

An initial programme has been identified and topographical surveys have commenced, with investigations into existing pavement condition expected to commence in early July 2017.

PPT 06a

The Runcorn Site COMAH Operators Exercise was postponed in February 2017 due to Storm Doris but was rescheduled and took place in April 2017. This is now an annual exercise due to the Runcorn Site now being reclassified as six separate COMAH sites.

Key Performance Indicators

Ref	Measure	16 / 17 Actual	17 / 18 Target	Q1 Actual	Q1 Progress	Direction of travel
PPT LI 02	Net additional homes provided	700	552	N / A		
PPT LI 03	Number of affordable homes delivered (gross)	138	138	N / A		
PPT LI 04	Processing of planning applications (%) as measured against targets for, a) 'major' applications b) 'minor' applications c) 'other' applications	77.8% 88.9% 100%	60% 80% 80%	100% 96% 95%	  	  
PPT LI 05	To ensure a rolling five year supply of housing land. Deliverable supply (units) as a % of rolling 5 year requirement.	105%	105%	151%		N / A
PPT LI 12	Damage to roads and pavements (% above intervention levels) repaired within 24 hours.	100%	100	100		
PPT LI 16	Bus service punctuality, Part 1: a) Percentage of buses starting route on time b) Percentage of buses on time at intermediate timing points	96.22% 86.52%	98.55% 95.00%	100% 86.04%	 	 
PPT LI 19	% of bus stops with Quality Corridor accessibility features. (Total No. of stops – 603)	73% (434)	78.00% (470)	73% (434)		
PPT LI 20	Number of local bus passenger journeys originating in the authority area in one year (000's)	5,719	5,676	1,379		

Supporting Commentary

PPT LI 02

Target exceeded in 2016/17. Reported annually at year end.

PPT LI 03

Target achieved in 2016/17.

PPT LI 04

At present, performance is on track to meet the target for the current financial year, as well as performing better than at the same period in the previous financial year.

PPT LI 05

Draft SHLAA 2017 indicates a 5 year supply of 151%.

PPT LI 12

Figures confirmed via monthly KPI results from Contractor.

PPT LI 16a

This indicator has performed above expectations for Q1 given the difficulties currently being encountered along the various routes.

PPT LI 16b

This indicator is slightly down on last year due to the current level of road works. However, it is anticipated that this will improve during the year.

PPT LI 19

As discussed in the supporting commentary for PPT 02, due to reduced budget, fewer bus stops will be completed this year. 6 bus stops have initially been identified for upgrades, with 5 having been identified for completion in Q3 / Q4. Further bus stops will be identified to be upgraded during Q3.

PPT LI 20

Figures are slightly down on the same period last year. Discussions with bus operators have identified this is due to the Easter, May Bank holidays and school holidays being in the same period. Historically these periods have had an adverse effect on passenger numbers.

Community & Environment

Key Objectives / milestones

Ref	Milestones	Q1 Progress
CE 01	Deliver a programme of extended informal learning opportunities	
CE 02a	Deliver a School Meals promotion and educational campaign - September 2017 and January 2018 .	
CE 04	Deliver communications and awareness raising initiatives to maximise rates of recycling and compliance with waste collection policies.	

Supporting Commentary

During quarter 1 over 500 adults attended IT clinics to learn digital skills and support job seeking opportunities with a further 103 people attended Code Clubs to learn techniques involved in game

development, animations and website development. 45 people also attended the Easter Tech event involving an introduction to programming, circuits and coding with 57 people attending an event in programming computers to power Lego creations.

In addition to engagement events being held in Widnes and Runcorn Town Centres and the Trident Retail Park a new Recycling Guidelines document has been produced that will be used across Halton and Merseyside to inform residents more clearly about what can and cannot be recycled and it is envisaged that this will reduce contamination and costs whilst improving material quality.

The introduction of Universal Credit is yet another challenge the service faces in trying to increase/maintain pupil meal numbers, a marketing campaign has been prepared for all Primary schools for the start of the new term (September 2017), this will include taster sessions and visits to Parents Evenings etc.

Key Performance Indicators

Ref	Measure	16 / 17 Actual	17 / 18 Target	Q1 Actual	Q1 Progress	Direction of travel
CE LI 05	Residual household waste per household.	580kgs	575kgs	153kgs (Estimated)		
CE LI 06	Household waste recycled and composted.	43.63%	44%	43.87% (Estimated)		
CE LI 08	Number of physical and virtual visits to libraries (annual total)	562,648	600,000	146,941		
CE LI 09	% of the population taking part in sport and physical activity at least twice in the last month.	N/A	TBC	75.20%		N/A
CE LI 01	% Take up of free school meals to those who are eligible - Primary Schools.	75.66%	87.00%	77.89%		
CE LI 02	% Take up of free school meals to those who are eligible - Secondary Schools.	65.22%	77.50%	73.5%		

Supporting Commentary

Waste collection / recycling rates are broadly in line with the same period last year and as described above efforts will continue to educate and encourage households to actively participate in recycling schemes.

Although visits to libraries are slightly lower than the same period last year this measure is subject to seasonal variation. The number of people taking part in sport / physical activity is marginally higher than the national average of 74.4%

Current levels of take up of Free School Meals is encouraging given that these measures are subject to seasonal influence during the spring months.

Key Objectives / milestones

Ref	Milestones	Q1 Progress
EEP 01a	Develop Halton Inward Investment Prospectus December 2017	
EEP 01c	Deliver Youth Employment Gateway (YAG) December 2017	
EEP 04a	Develop Options Appraisal for Council's Office Accommodation – September 2017	

Supporting Commentary

The Halton Inward Investment prospectus is an integral part of the development of the 'Halton Tomorrow' visioning document and will provide a local accent to the Liverpool City Region prospectus detailing the specific sites and propositions that make up the 'Halton Offer'. The prospectus will be completed during the third Quarter of the current financial year.

Performance of the delivery of the Youth Employment Gateway remains positive with

- **246** 18-24 year old unemployed people started on programme (October 2015 – December 2016) (original profile = 201 starts)
- **119** job starts (profile target = 101 by December 2017)
- **41** sustained jobs (26 weeks in work) (profile target = 70 by December 2017)

Options concerning Council Accommodation requirements have now been presented to Management Team and the detail of the Options Appraisal is presently being developed. Also the driving range construction is proceeding as planned. The commencement of the construction of the clubhouse is scheduled for January 2018.

Key Performance Indicators

Ref	Measure	16 / 17 Actual	17 / 18 Target	Q1 Actual	Q1 Progress	Direction of travel
EEP LI 01	Greenhouse gas (GHG) emissions indicator (Tonnes CO ₂ e)	17,804 tonnes CO ₂ e (actual 15/16)	15,882 tonnes CO ₂ e (target 17/18)	16,043 tonnes CO ₂ e (actual 16/17)		
EEP LI 05	Number of Jobs Created (from projects managed by EEP)	122	200	94		
EEP LI 06	Number of Jobs Safeguarded (from projects managed by EEP)	N / A	100	24		
EEP LI 08	Number of People supported into work	543	400	164		
EEP LI 14	Number of inward investment enquiries per annum.	221	250	63		

Ref	Measure	16 / 17 Actual	17 / 18 Target	Q1 Actual	Q1 Progress	Direction of travel
EEP LI 15	Inward investment enquiry conversion rate per annum (%)	9%	10%	11.11%		

Supporting Commentary

The reporting requirements for emissions have been amended whereby the figures for academies are no longer included. The figure for 2015/16 has therefore been amended to reflect the change to ensure the comparison to the 2016/17 figure is meaningful.

The overall emissions for 2016/17 amount to 16,043 tonnes, which equates to a 9.8% reduction from the previous year, well within the target set.

The overall emissions of 16,043 tonnes is broken down into the following five categories:-

School Buildings 5128t, Corporate buildings 5364t, Unmetered supply 3913t, Fleet Transport 1297t & Business Mileage 341t. There was a reduction in emissions across all areas, Street Lighting had the largest annual reduction in the amount of 15.6%.

The annual figure for this indicator is a year behind and therefore only reported in the following year.

With some marginal variance when compared to the same period last year all other indicators are showing positive levels of performance.

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</u> unless there is an intervention or remedial action taken.</i>

Direction of Travel Indicator

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