

This Business Plan extract contains information in relation to the delivery of the Council's following strategic priority.

Corporate Effectiveness and Business Efficiency

Our overall aim is to deliver continued and positive improvement on the quality of life in the communities of Halton through the efficient use of the Council's resources.

Key Developments

Financial Services

The Council set a balanced budget for 2017/18, despite having to identify £10m of savings. However, the first three quarters of the year have indicated that overall spending is significantly above budget, due in part to the reduced budget and in particular due to continued significant spending pressures in Children's Social Care and more recently in Adult Social Care. An action plan is in place to try to recover the situation in Adult Social Care and an action plan is being prepared along similar lines for Children's Social Care.

The Council's 2016/17 statutory accounts were published on schedule on 30th September 2017. Once again an excellent external audit report was received from Grant Thornton which provided the Council with another "clean bill of health."

Halton's council tax collection rate remains one of the highest in the region. However, following the introduction of the Council Tax Reduction Scheme in April 2013, significantly more households are now being billed and whilst the total cash collected has increased, a concern moving forward is the increasing level of accumulating council tax arrears.

There has been significant growth in business rates income generated over the past year and this is forecast to continue over the medium term. Since 1st April 2017 the Council has been part of the Liverpool City Region pilot scheme for 100% business rates retention and therefore now retains the full amount of any business rates growth. The need to make financial provision for rateable value appeals continues, although the Valuation Office Agency have now introduced a new three stage approach to appeals which is intended to speed up the process and avoid spurious appeals.

At a time of financial constraint and reductions in staff resources, it is particularly important to ensure that financial probity and a sound control environment is maintained throughout the Council. Work to provide assurance in this respect is led by Internal Audit, but all Divisions within the Finance Department contribute in this respect. Internal Audit has recently undergone a Peer Review which has confirmed that Halton is fully complying with the Public Sector Internal Audit Standards.

The Council's Procurement Strategy has been updated for 2018-2021 to reflect the changing local government landscape and financial challenges ahead. The implementation of the Strategy continues to ensure that value for money is achieved in the use of resources and that correct and robust procurement practices are followed across the Council.

The Department provides Direct Payments to over 650 adults and children, to assist with meeting their social care needs. The demand for Direct Payments continues to increase, particularly in respect of children and will therefore need to be managed over the coming years. In addition, the Department provides an Appointeeship and Deputyship service to over 290 vulnerable individuals, for which the intention is to make the service cost neutral over the next year.

Halton has been one of the first Boroughs to move onto “full service” for Universal Credit. During the past year assessments and payment of housing benefits have been provided for over 8,500 claimants. In addition, council tax support payments have been made to over 12,700 taxpayers and the Welfare Rights Team has advised 904 residents.

Following the opening of the Mersey Gateway Bridge, appropriate arrangements have been put in place for banking and reconciliation of toll and grant income, along with procedures for monthly verification and payment of the unitary charge and management fees to the bridge and tolling operators.

A major restructuring has been implemented within the Finance Department during the past year, which included a rationalisation from four to three Divisions and deletion of two senior posts. This has provided significant budget savings and will ensure the Department is better placed to meet future challenges.

Policy, People, Performance & Efficiency Services

The division has been restructured during 2017/18, primarily to enable it to operate at reduced cost, but also to refocus the way HR services are delivered so that the organisation is in a better position to deploy people resources optimally. HR activity is now split into four distinct areas; Recruitment & Resourcing, Pay & Pensions, Employment Relations, and Organisational Development. The new structure was implemented in December 2017, with a range of new processes accompanying the change in staffing structures.

Within the 2017/18 financial year, alongside the delivery of routine business, the division has discharged a number of significant ad-hoc HR activities, largely arising as a result of the pressures faced by the organisation. Notably, these include the inward transfer of two adult social care facilities where the incumbent providers were unable to maintain ongoing provision.

The changing landscape in the education sector brought project work resulting from further development of Multi-Academy Trusts (MAT's), requiring consideration of the need to serve larger education business establishments in the provision of payroll services.

The Efficiency Programme has continued to be delivered effectively, undertaking a review of the way the Council uses casual workers which has led to new and more efficient HR processes. During the last year, the work of the team has become more aligned to optimal resourcing of services across a range of areas. In view of that, the Efficiency team has now been co-located with the new Recruitment & Resourcing function within the reconfigured Division. This will enable the sharing of learning from the programme to inform day to day resourcing of the Council's business units, and associated recruitment activity.

The Council's agency worker contract has been subject to tighter control, and combined with the capping of rates regionally for high turnover areas such as children's social work, this approach has seen spend starting to reduce and usage being more considered. Detailed analysis during 2017/18 identified cost savings of 54% for the period 2014/15 – 2016/17. Routine work now continues to maintain lower expenditure on these resources.

The division progressed activity related to the Organisational Development Strategy, which was launched in April 2016. The strategy continues to inform workforce planning in the current climate, underpinning activity on skills development, the promotion of apprenticeships, and increasing productivity through initiatives such as better attendance management.

A key area of Organisational Development has been the creation of new apprenticeship placements. A policy framework has been implemented to bring a structured approach to recruiting and supporting apprentices through training programmes and employment experiences. In line with the Organisational Development Strategy, focus for some placements has been on 'hard-to-recruit' areas where labour market supply of regular recruits has diminished or is unstable. At the end of 2017/18, the Council will have progressed the establishment of ten new apprenticeships across a range of services.

Significant legislative change was expected during the 2017 – 18 financial year, however this was largely delayed within government and as a result features in the Emerging Issues section below, requiring adoption and management in the coming financial year.

ICT and Administrative Support Services

Year on year the demand increases for ICT development work and the use of shared accessible technologies across the authority, partners and Schools as the authority changes and develops new ways of working. The demand for Customer Service Delivery through both the one Stop Shops and Contact Centre increases along with the demand for Administrative Support Services as the authority changes and develops through its efficiency programme and consolidates key skills within many of its departments moving the support needs to the centre.

The ICT & Support Service as a central service continues to support change and service deliverables through its in-house systems development, technology delivery, administrative support, customer service centres, data governance, print and records management services.

The department has achieved and developed a high level of income as well as key strategic external partnerships with Sefton MBC, Mersey Travel, The Combined Authority, Halton Schools, All Faith's Remembrance Parks Limited, Mersey Gateway, Cheshire East & West; supplying systems and technology services across all partner agencies as well as the in-house development of the growing number of customised Halton based systems and service developments.

To support such a growth in demand whilst delivering efficiency savings from within the departments itself, new ways of supporting the authority and its clients technically have been under constant development. Allowing the centralisation of the authorities data assets and the constant development of secure simplified interfaces back into systems inclusive of

their related data sets; this ongoing process of developing easy to use centralised data management and desktop systems has allowed the authority to innovate in many areas of the business and will continue to support services as they evolve.

The list of projects delivered over the 2017/18 period has includes an extensive list of deliveries ranging from the delivery of full systems to replace expensive 3rd party solutions, new services, improvements to client process and support solutions. Continued major service deliveries such as the development of new and improved Schools Management Software Systems, Social Care developments such as Care Financials – Lifeline and partner systems, The development of an in-house developed Transport co-ordination solution, The development of the Financial Management systems with External partners releasing a substantial income opportunity, the development of new and improved cloud services that enable the delivery of internal as well as external opportunity and the delivery of Crematoria and Cemetery systems to commercial suppliers.

Legal and Democratic Services

The main priority of the legal department continues to be to ensure that the Council is kept up to date on legislative changes and new requirements affecting the delivery of the Council services.

The team ensures that the council decision making processes are compliant with the law and fit for purpose.

As changes have continued to be made to the Council's organisational structures and service delivery models the Communications and Marketing team have played an important role in ensuring that Members, staff and the public are given the best possible information on developments. The team have also been at the vanguard of a Cheshire initiative to promote the role of foster carers.

The Customer Intelligence Unit continues to excel at information gathering putting the Council in the best possible position to make informed decisions. It also seeks to ensure that the Council uses social media to the best effect and has made significant operational improvements to the Council's website. In addition, the small team managed an average of more than one consultation a week.

As the Mersey Gateway opened, support was required from Legal Services, and the Communications team were instrumental in publicising traffic management arrangements.

The Elections team were deeply involved in the inaugural Mayoral election for the Liverpool City Region Combined Authority in May 2017. The Legal team have again been called upon to support the development of the Combined Authority and assistance was given to the extensive revision of the Liverpool City Region Combined Authority constitution.

Considerable support has been provided to facilitate the development of major projects.

Work has been carried out with Members to ensure that committee and decision making structures remain fit for purpose.

Property Services

There have been continued efforts during the course of the 2017 – 18 financial year to maintain the corporate accommodation to a high standard for the benefit of staff, Members and the public alike and these will have a bearing on proposed accommodation moves in 2018/19 with an objective of further reducing the accommodation portfolio.

This has included the successful delivery of key accommodation moves including moving Her Majesty's Courts Services into Rutland house in order to secure an annual rental income of approximately £70,000. Further work will continue in 2018/2019 to secure further lease arrangements wherever possible.

A number of capital works projects have been delivered across the Council's property portfolio and these have included a new clubhouse for the Linnets, classroom extensions at both Weston Point & Lunts Heath Primary schools, and the refurbishment of the Vine Street Centre.

The Council has also delivered 12 major projects to the value of approximately £900K as a part of the Education Schools Maintenance Programme alongside a Cleaning and Property Repairs Service to ensure that school settings remain fit for purpose and asset value is maintained.

During 2017 – 18 carbon emissions across the Authority were further reduced by 9.8% over the previous year with overall reductions from corporate buildings reducing by 34.3% from the 2006 – 07 baseline year.

In addition the Council has secured funding of £65,000 from the One Public Estate initiative following a submission via the Liverpool City region for master planning exercises for the Kingsway Quarter in Widnes, and the area around the former Magistrates Court building in Runcorn. Further work in 2018/19 will link this initiative to the emerging Master Plan for Halton Lea Healthy New Town.

Community and Environment

The Stadium has for a number of years been one of the leading venues in the Wedding market within the Borough, in addition it competes very well within the function and conference market.

It remains a continuous challenge to ensure the facilities at the Stadium meet or better those of its competitors within the business environment and to ensure competitive advantage great emphasis is placed on customer care and all staff are trained in this area continuously.

Further efforts this year will see the Stadium compete for niche markets such as themed nights and cabaret nights utilising still further the Marquee Suite which is the largest single room offer in the Borough.

The Stadium has successfully hosted a variety of events over the past year linked to the Rugby Football League, including Representative Matches and Regional Finals, these events continue to raise the profile of the Borough and keep the Stadium firmly in the sights of the RFL for any other future events.

The Stadium has also hosted, for the sixth year running, the National Band Corp Championships.

The Elton John concert in June 2017 was a huge success with over 14,000 people attending, the co-promoters expressed their appreciation at the level of planning and professionalism shown by HBC, and it is envisaged that this will have a positive impact upon securing future events and the associated income generation.

The poor on-field performance of Widnes Vikings in 2017 resulted in less spectators attending than in previous years and this has had an adverse effect of the secondary spend on match days.

The Universal Free School Meals (UFSM) will continue for the foreseeable future and this will mean that all children under the age of 7 will receive a free hot, balanced, nutritious school meal every day. Given the existing levels of social deprivation in Halton this is a particularly welcome development.

By introducing school children at such an early age to a variety of healthy, well balanced food stuffs enables them to make the right decisions concerning eating habits as they move through childhood and Halton was one of the first Authorities to introduce free fruit for the under 7's and has led the way on healthy initiatives for a number of years.

Emerging Issues

Financial Services

A further £22m of budget savings are forecast to be required to deliver balanced budgets for the next three years, based upon indicative reductions in grant funding, increasing costs and increasing demand for Council services. This will prove extremely challenging given the significant reductions made over previous years. Therefore, the Council will need to give early consideration to how it might address further budget reductions on this scale.

The implementation of “full service” Universal Credit in Halton will continue to be monitored in order to manage the increasing workload generated in respect of housing benefits, council tax support, council tax arrears, the discretionary support scheme and welfare rights.

The Accounts and Audit Regulations 2015 require the statutory accounts to be published two months earlier from 2017/18 year-end onwards. Preparations have therefore been made during the past year to ensure the earlier deadline can be achieved, whilst still meeting Code of Practice requirements and maintaining the accuracy and robustness of the statutory accounts.

The Council’s current external audit contract with Grant Thornton expires on 31st March 2018. The Council participated in a sector-wide procurement exercise arranged via the Local Government Association. As a result, the medium-term contract for Halton’s external audit has been awarded to Grant Thornton for five years commencing from 1st April 2018.

Policy, People, Performance & Efficiency Services

There are a number of issues that will require consideration and attention during the financial year and these are summarised below.

General labour market conditions are creating challenges in some service areas, notably technical professional disciplines (e.g. Highways engineering), and care services. Anecdotally, it appears that local government continues to become less attractive as an employment prospect, possibly due to ongoing adverse publicity as a result of funding reductions and continued staffing reductions in the sector.

During 2017/18 a revised Absence Management policy was launched, combined with a significant amount of training to implement revised policy and practice, with the aim of reducing the incidence and costs of absence, enhancing support where appropriate, and increasing general productivity. The impact of this will be analysed in further detail during 2018 – 19 in order to determine the impact of the revised policy in terms of intended and unintended consequences and progress further actions if required.

As a large employer, the Council has been required to pay an ‘Apprenticeship Levy’ to central government since April 2017. This equates to approximately £300,000 per annum. The levy is held on account to fund apprentice training, but cannot be used to fund staff salaries. It has become clear that the amount of levy paid is disproportionate to the number of apprentices that can practically be recruited and maintained within the Council staffing structure.

The Council will continue to work collaboratively with other authorities and partners to explore ways to maximise the return on investment from the Levy paid, developing the opportunities to create an up-skilled workforce and providing development opportunities and career progression for the existing and future public sector workforce.

The relevant sections of the Enterprise Act 2016 / Small Business, Enterprise and Employment Act 2015 are not yet enacted.

Upon its introduction, this legislation will provide the framework for a restriction on public sector exit payments by allowing Regulations to be made that place a cap on the total amount of exit payments made to a person in respect of a relevant public sector exit. The legislation currently envisages this cap to be set at £95,000 although the regulations may prescribe a different amount.

In addition, the proposed legislation provides H.M. Treasury with the power to make regulations that require a public sector worker in receipt of an exit payments to return that payment, or a proportion of it, in cases where that person returns to work in any part of the public sector. Draft Regulations have been produced however no secondary legislation has actually been subsequently brought into force. It is envisaged that the 'minimum salary' of public sector workers to which the recovery provisions will apply will be set at £80,000 per annum.

It was anticipated that the implementation would occur within 2017, however this was not the case and the position relating to the calculation of redundancy payments, funding of 'pension strain' where redundancies occur in the interests of business efficiency, and the way this legislation will interface with other employment law and public sector pension regulations remains unclear. In any event, its complexity is likely to require new processes across multiple organisations and a significant resource requirement to put in place and manage. An implementation date is awaited.

The Government Equalities Office has introduced mandatory gender pay gap reporting for large public sector organisations (at least 250 employees). Regulations are now in place directing that data is captured at April 2017 and published by 31st March 2018. The Council will use this reporting to direct organisational development as far as it is able, however the prevailing financial climate does not allow for significant reconfiguration of the gender make-up of the workforce, particularly given that the general trend is a reduction in total employee numbers.

Although much UK employment law is derived from EU law, the UK's withdrawal from the EU is unlikely in itself to have an immediate impact on employment law as most EU Directives are implemented in the UK by regulations or Acts of Parliament. For example, even if the UK is no longer required to comply with the EU equality Directives, the Equality Act 2010 will remain in place. It will be for Parliament to decide whether to retain, amend or repeal domestic legislation, and this is an ongoing subject for debate in many business disciplines including HR.

Commentators have identified the harmonisation of contracts after a TUPE transfer; the calculation of holiday pay; agency workers' rights; and the introduction of a cap on compensation in discrimination claims as examples of areas, currently governed by EU law, where changes could be made in the future by a Government looking to roll back employment regulation.

It is possible that the UK will be required to continue to implement elements of EU legislation as a condition of any negotiated trade deal between the UK and EU.

The Council will therefore continue to monitor reputable commentary and information from professional bodies and networks, and plan for resulting changes in process and practice as any revised regulations emerge.

ICT and Administrative Support Services

Through 2018/2019 the ICT & Support Service will continue to support the considerable demand for Administrative, Customer and Technical support solutions.

Developments such as the centralisation of data management services will be co-ordinated through the Records Management Unit (RMU), further development of the RMU will continue as the unit digitises more of the authorities paper based records and links them to the newly developed systems now available.

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 and commercial partners.

The authority's systems development programme will continue to manage and develop new integrated solutions releasing further savings as many of the systems over the last 48 months have been in-house developments reducing third party costs and procurement costs.

The drive to develop external income opportunity will continue as the Financial Management Systems programme develops, Cemetery System develops together with the authorities technical support offerings to Schools and external agencies.

Recruitment and retention continues to be an issue within the IT teams, a further recruitment drive early 2018 will focus upon attracting new talent into the team through career driven roles offering experience and training to those successful in order to manage and retain the excellent track record of in-house development and technical deliveries enjoyed by the authority and its partners as a whole.

Legal and Democratic Services

The Liverpool City Region devolution arrangements will continue to place considerable demands on the Legal and Democratic Services teams. Scrutiny support has been provided during the preceding financial year. Governance issues will continue to be a major focal point.

The recently commenced review of the Council's arrangements by the Boundary Commission Will place demands on staff in all areas of the Department.

The General Data Protection Regulation will come into force in May and is anticipated that it will generate a high demand for advice from Council officers and schools.

Property Services

Working with the Mersey Gateway team and Regeneration colleagues, commencement of taking back the temporary use area from the Mersey Gateway project will be undertaken during 2018 - 19. This will take place on a rolling programme and will be a significant piece of work for the department as a whole requiring input from property services, asset management and regeneration.

Following the Grenfell Tower tragedy there is an increased focus on fire safety. Much work has already been done on this, nevertheless this will continue into 2018 with the need to ensure that all recommendations coming out of the fire risk assessment processes are fully implemented.

The deregulation of the water retail market as of April 2017 will impact us next year as there is now a requirement to procure these services via a competitive exercise. Discussions have taken place on a Liverpool City Region basis in respect of this and a proposal to enter into a procurement process as a City region is now being considered.

The new agile/flexible working policy is currently still being developed which, when complete, will be rolled out across the Council. This will outline the framework for working in a more agile/flexible way, the intention being that this will enable us to ultimately vacate Kingsway House once the lease expires in 2019.

The Minimum Energy Efficiency Standards (MEES) will be coming into force in April 2018. They represent one of the most significant environmental policies to impact upon the public sector in several years as they will make it unlawful from April 2018 to let buildings in England and Wales which do not achieve a minimum EPC rating of 'E'.

The Government's Clean Growth Strategy which was published in October is aimed at growing the economy whilst reducing carbon emissions much further, and in respect of this the public sector will clearly be on the front line of both reducing our own emissions but also promoting a reduction in emissions across wider industry. More challenging emissions targets have been set by Government within the strategy which will impact upon how the Council will manage and use its buildings.

Appendix 1

Objectives, Milestones and Measures

| | | | |
|---------------------------------|---|---------------------------|-------|
| Service Objective: FS 01 | Set the Revenue Budget, Capital Programme and Recommend Council Tax. | | |
| Key Milestone(s) (18 / 19) | <ul style="list-style-type: none"> ▪ Report 2019 – 22 Medium Term Financial Strategy to Executive Board - November 2018. ▪ Report 2019 – 22 revenue budget, capital programme and Council Tax to Council - March 2019. | | |
| Responsible Officer: | Operational Director Finance | Linked Indicators: | N / A |
| Service Objective: FS 02 | To effect financial prudence by assisting managers to control their budgets by monitoring spending and providing timely and accurate financial reports. | | |
| Key Milestone(s) (18 / 19) | <ul style="list-style-type: none"> ▪ Provide monthly financial reports to budget holders within 8 days of month end. ▪ Provide quarterly financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports. ▪ Provide quarterly monitoring reports on the overall budget to Executive Board. | | |
| Responsible Officer: | Operational Director Finance | Linked Indicators: | N / A |
| Service Objective: FS 03 | Provide for public accountability by reporting the Council's stewardship of public funds and its financial performance in the use of resources by preparing the statutory Statement of Accounts in accordance with the latest accounting standards. | | |
| Key Milestone(s) (18 / 19) | <ul style="list-style-type: none"> ▪ Publish the Statement of Accounts following external Audit by 31st July 2018. | | |
| Responsible Officer: | Operational Director Finance | Linked Indicators: | N / A |

| | | | |
|---------------------------------|---|---------------------------|-------|
| Service Objective: FS 04 | Make best use of cash resources available to the Council and meet its statutory responsibility by setting, implementing and monitoring the Treasury Management Policy. | | |
| Key Milestone(s) (18 / 19) | <ul style="list-style-type: none"> ▪ Establish Treasury Management Policy and report to Council - March 2018. ▪ Provide monitoring reports to Executive Board on a bi-annual basis. | | |
| Responsible Officer: | Operational Director Finance | Linked Indicators: | N / A |

| | | | |
|---------------------------------|--|---------------------------|-------|
| Service Objective: FS 05 | Ensure that the Capital Programme is affordable, prudent, and sustainable by setting and monitoring prudential borrowing indicators. | | |
| Key Milestone(s) (18 / 19) | <ul style="list-style-type: none"> ▪ Establish and report prudential indicators to Council - March 2018. ▪ Provide monitoring reports to the Executive Board on a bi-annual basis. | | |
| Responsible Officer: | Operational Director Finance | Linked Indicators: | N / A |

| | | | |
|-----------------------------------|--|---------------------------|------------|
| Service Objective: PPPE 01 | To enhance the efficiency and effectiveness of corporate training opportunities through the design and implementation of appropriate learning interventions, to include the development of bespoke Learning & Development offerings to individual service areas. | | |
| Key Milestone(s) (18 / 19) | <ul style="list-style-type: none"> ▪ Promote and take forward the delivery of actions identified within the Organisational Development Strategy May 2018 ▪ Review and refresh annual training calendar September 2018. ▪ Regular engagement with service managers to identify areas of challenge and develop appropriate bespoke solutions April, September, December 2017, and March 2019. ▪ Development of Management Development Programme September 2018 | | |
| Responsible Officer: | Principal Officer (Learning and Development) | Linked Indicators: | PPPE LI 03 |

| | | | |
|-----------------------------------|---|---------------------------|------------|
| Service Objective: PPPE 02 | Implement the Apprenticeship Policy to support the establishment of apprenticeships across the Council, and achieve a return on the Apprenticeship Levy. | | |
| Key Milestone(s) (18 / 19) | <ul style="list-style-type: none"> ▪ Establish 10 new apprentice placements within the Council consistent with the requirements of legislation March 2019 ▪ Establish 10 new existing employee apprenticeships to enable up-skilling in a range of business areas compliant with the requirements of Apprenticeships legislation March 2019 | | |
| Responsible Officer: | Divisional Manager (Policy, People, Efficiency) | Linked Indicators: | PPPE LI 09 |

| | | | |
|-----------------------------------|---|---------------------------|------------|
| Service Objective: PPPE 03 | Implement revised Attendance Policy to promote appropriate wellbeing support and secure reductions in the incidence and cost of staff absence. | | |
| Key Milestone(s) (18 / 19) | <ul style="list-style-type: none"> ▪ Monitor the impact of policy quarterly – support with financial and data analysis – June, September, December 18 and March 2019 ▪ Demonstrate improved wellbeing, cost reduction and productivity enhancement over the financial year 2018 – 19, through a review of data and engagement with managers and employees March 2019. | | |
| Responsible Officer: | Divisional Manager (Policy, People, Efficiency) | Linked Indicators: | PPPE LI 01 |

| | | | |
|-----------------------------------|---|---------------------------|-------------------|
| Service Objective: PPPE 04 | Optimise the use of the Agency Worker contract across Council services, to secure ongoing reductions in the incidence and cost of agency usage, and to ensure that correct and appropriate resourcing solutions are being deployed across Council services. | | |
| Key Milestone(s) (18 / 19) | <ul style="list-style-type: none"> ▪ Review analysis and consider most appropriate resourcing mix in collaboration with service management in areas of highest Agency usage September 2018 ▪ Implement resourcing plans with service management in appropriate areas September 2018 ▪ Ongoing monitoring of agency usage and spend April, September, December 2018, and March 2019. | | |
| Responsible Officer: | Divisional Manager (Policy, People, Efficiency) | Linked Indicators: | PPPE LI 02c / 02d |

| | | | |
|----------------------------------|--|---------------------------|-------|
| Service Objective: ICT 01 | Constantly evaluate and improve the usability, resilience, control and flexibility of the Council's Data Communications Network, Hardware and Software Infrastructure. | | |
| Key Milestone(s) (18 / 19) | <ul style="list-style-type: none"> ▪ Continued Enhancement of the virtualization platform to enhanced or new technologies - March 2019. ▪ Further development of Cloud Services Platform - March 2019. ▪ SharePoint and Records Management enhancements - March 2019. ▪ Interactive Web Services Enhancement and further SharePoint Integration - March 2019. ▪ Further development of commercial ICT opportunity within desktop, hosting and DR provision - March 2019. | | |
| Responsible Officer: | Operational Director ICT & Support Services | Linked Indicators: | N / A |
| Service Objective: ICT 02 | The implementation of a range of new corporate wide facilities including Web services, records & document management, business process workflow, corporate desktop portal. | | |
| Key Milestone(s) (18 / 19) | <ul style="list-style-type: none"> ▪ Continuing improvements, enhancements and potential commercial use of Cloud system - March 2019. ▪ Continuing workflow implementation - March 2019. ▪ Improvement and enhancement of all web based customer interfaces - March 2019. ▪ Continued development of document management and distribution services - March 2019. | | |
| Responsible Officer: | Operational Director ICT & Support Services | Linked Indicators: | N / A |
| Service Objective: ICT 03 | The implementation of a range of new corporate wide facilities including Web services, records & document management, business process workflow, corporate desktop portal. | | |
| Key Milestone(s) (18 / 19) | <ul style="list-style-type: none"> ▪ Continual development of the I Want Admin Portal - March 2019. ▪ Develop and enhance operational Records management Unit Services - March 2019. | | |
| Responsible Officer: | Operational Director ICT & Support Services | Linked Indicators: | N / A |

| | | | |
|--------------------------------|---|---------------------------|--|
| Service Objective LD 01 | To ensure that decision makers are supported through the provision of timely and accurate advice and information and are kept informed of changing legislation and responsibilities. | | |
| Key Milestone(s) (18 / 19) | <ul style="list-style-type: none"> ▪ Review constitution - May 2018. | | |
| Responsible Officer: | Operational Director (Legal and Democratic Services) | Linked Indicators: | |

| | | | |
|--------------------------------|--|---------------------------|--|
| Service Objective LD 02 | To provide efficient and effective Democratic Support Services that provides Elected Members, as key decision makers, with the necessary information, support and training opportunities to fulfil their individual potential and management and governance role effectively. | | |
| Key Milestone(s) (18 / 19) | <ul style="list-style-type: none"> ▪ To ensure that all members have been given the opportunity of a having a MAP meeting where desired. ▪ To induct all new members by October 2018. | | |
| Responsible Officer: | Operational Director (Legal and Democratic Services) | Linked Indicators: | |

| | | | |
|---------------------------------|---|---------------------------|--|
| Service Objective: PS 01 | To provide an effective corporate property service. | | |
| Key Milestone(s) (18 / 19) | <ul style="list-style-type: none"> ▪ INFORMATION TO FOLLOW | | |
| Responsible Officer: | Divisional Manager (Property Services) | Linked Indicators: | |

| | | | |
|---------------------------------|---|---------------------------|----------------------|
| Service Objective: CE 03 | Increase the number of Pupils having a school lunch, to raise awareness and increase levels of healthy eating. | | |
| Key Milestone(s) (18 / 19) | <ul style="list-style-type: none"> ▪ Deliver a promotion and educational campaign - September 2018 and January 2019. | | |
| Responsible Officer: | Schools Catering Manager | Linked Indicators: | CE LI 01, 02, 03, 04 |

Corporate Effectiveness and Business Efficiency – Performance Measures

| Ref | Description | 16/17 Actual | 17/18 Target | 17/18 Actual | 18/19 Target |
|------------|--|--------------|--------------|--------------|--------------|
| FS LI01 | Receive an unqualified external audit opinion on the accounts. | Yes | Yes | TBA | Yes |
| FS LI02 | 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 | TBA | Yes |
| FS LI03 | Receive confirmation from External Auditor (annually) that reliance can be placed upon the work of Internal Audit. | Yes | Yes | TBA | Yes |
| FS LI04 | Proportion of Council Tax that was due that was collected | 95.04% | 94.75% | TBA | 95.00% |
| FS LI05 | The percentage of Business Rates which should have been received during the year that were received | 97.65% | 95.00% | TBA | 97.00% |
| FS LI06 | Average time for processing new claims (Housing & Council Tax Benefit) | 19.94 | 20 | TBA | 20 |
| FS LI07 | Average time for processing notifications of changes in circumstances | 2.96 | 5.3 | TBA | 6 |
| PPPE LI01 | The number of working days / shifts lost due to sickness absence (Corporate) | 9.05 | 10.00 | TBA | |
| PPPE LI02a | Total Full Time Equivalent Staffing Establishment | 3670 | N/A | TBA | |
| PPPE LI02b | Total Staff (head count) (indicator for information only) | 4876 | N/A | TBA | |
| PPPE LI02c | Total Agency Worker usage (number of placements – year to date) | N/A | | TBA | N/A |
| PPPE LI02d | Total Agency Worker usage (cumulative cost – year to date) | N/A | | TBA | N/A |
| PPPE LI03 | % of training delegates attending as proportion of places reserved | 86% | 90% | | |
| PPPE LI04 | The percentage of top 5% of earners that are women | 54.78% | 50.00% | TBA | N/A |
| | from BME communities. | 1.50% | 1.50% | TBA | N/A |
| | with a disability | 8.00% | 8.00% | TBA | N/A |

| Ref | Description | 16/17 Actual | 17/18 Target | 17/18 Actual | 18/19 Target |
|-----------|---|----------------|-----------------|--------------|-----------------|
| PPPE LI05 | No of staff declaring that they meet the definition of disability within the Equality Act 2010 as a % of the total workforce. | 1.28% | 10.0% | TBA | TBA |
| PPPE LI06 | Minority Ethnic community staff as % of total workforce. | 1.00% | 1.00% | TBA | TBA |
| PPPE LI07 | Average time to recruit (Management Team approval to employee start date) | 99.00% | 99.00% | TBA | 99.00% |
| PPPE LI08 | Staff turnover rate (Permanent & temporary staff. Excludes casual) | 99.00% | 99.00% | TBA | 99.00% |
| PPPE LI09 | Number of apprenticeship placements established in the Council (cumulative – year to date) | N/A | 20 | TBA | TBA |
| ICT LI01 | Average availability of Council servers | 99.01% | 99.00% | TBA | TBA |
| ICT LI02 | Average availability of the Council's WAN Infrastructure | 99.14% | 99.00% | TBA | TBA |
| ICT LI03 | School support SLA - % of calls responded to within agreed target | | | | |
| | Priority 1 | 84.80% | 85.00% | TBA | 85.00% |
| | Priority 2 | 91.24% | 90.00% | TBA | 90.00% |
| | Priority 3 | 94.90% | 95.00% | TBA | 95.00% |
| | Priority 4 | 100.00% | 95.00% | TBA | 95.00% |
| ICT LI04 | Average working days from delivery to completion of a new PC. | 9 | 10 | TBA | 10 |
| LD LI01 | No. Of Members with Personal Development Plans (56 Total). | 54 (96.00%) | 56 (100.00%) | TBA | 56 (100.00%) |
| LD LI02 | Percentage of Members attending at least one organised Training Event. | 86.00% | 100.00% | TBA | 100% |
| LD LI03 | Average Time taken to issue prosecutions from receipt of full instructions (working days). | 10 | 10 | TBA | 10 |

| Ref | Description | 16/17 Actual | 17/18 Target | 17/18 Actual | 18/19 Target |
|----------|--|---|---|-----------------|-----------------|
| LD LI04 | Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days). | 1 | 3 | TBA | 3 |
| LD LI05 | % of Executive Board minutes published within 5 working days after the meeting. | 100 | 100% | TBA | 100% |
| EEP LI01 | Greenhouse gas (GHG) emissions indicator (Tonnes CO2E) | 17,804 tonnes CO ₂ e (actual 15/16) | 15,882 tonnes CO ₂ e (target 17/18) | TBA | TBA |
| EEP LI02 | Occupancy of HBC industrial Units | 88% | 90% | TBA | TBA |
| EEP LI03 | Occupancy of Widnes Market Hall | 84% | 84% | TBA | TBA |
| EEP LI04 | Unit Costs – office accommodation (reported annually) | TBA | TBA | TBA | TBA |
| CE LI01 | % Take up of free school meals to those who are eligible - Primary Schools. | 86.00% | 87.00% | TBA | 87.00% |
| CE LI02 | % Take up of free school meals to those who are eligible - Secondary Schools. | 77.80% | 77.50% | TBA | 77.50% |
| CE LI03 | Take up of school lunches (%) – primary schools. | 63.00% | 65.00% | TBA | 65.00% |
| CE LI04 | Take up of school lunches (%) – secondary schools. | 55.40% | 57.00% | TBA | 57.00% |