

Performance Overview Report – Enterprise, Community & Resources

Reporting Period: **Quarter 3 – 1st October 2018 – 31st December 2018**

1.0 Introduction

1.1 This report provides an overview of issues and progress within the directorate that have occurred during the third quarter 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 Government announced the provisional local government finance settlement on 13 December 2018. The main points were:

- Settlement announcement was broadly in line with settlement figures included in the Council's Medium Term Financial Strategy.
- The council tax referendum limit for 2019/20 remains at 3% and the Government confirmed there is to be no change to how the New Homes Bonus grant is to be calculated.
- The Public Health grant was reduced by 2.6%, in line with forecasts. The Government also made an additional £180m available to local authorities by way of the surplus held on the business rate retention levy/safety net account. The allocation for Halton is £0.545m and is a one-off amount only.
- An additional £650m was made available nationally for social care funding in 2019/20, consisting of a Winter Pressures Grant (£240m) and Social Care Support Grant (£410m), with allocations for Halton being £0.639m and £1.092m respectively.

2.3 On 12 December 2018 Council approved initial budget savings for 2019/20 totalling £4.653m and where possible budget proposals will be implemented immediately which will also help towards reducing spending in the current financial year.

2.4 Indicative 2019/20 School budgets have been calculated and will be circulated to primary and secondary schools. Final budgets will be confirmed following approval by the Education Funding Agency.

2.5 The Council's spending position for the first half of the financial year was reported to Executive Board on 15 November 2018. Net expenditure was £2.515m over the profiled budget to date figure of £32.282m. Capital spending as at 30 September 2018 totalled £9.418m, which is 25% of planned capital spend for the financial year.

Audit, Procurement & Operational Finance

- 2.6 In April 2014 the Council entered into five year contracts for a range of insurance services covering public and employers' liability, officials' indemnity, professional indemnity, engineering inspection and engineering insurance. These contracts end on 31 March 2019. An OJEU procurement process is therefore currently underway to renew these policies.
- 2.7 As part of the exercise a review of the Council's insurance programme has been undertaken and quotations are being sought with alternative levels of deductibles and indemnity limits. The closing date for tender submissions is 29 January 2019.

Human Resources, Organisational Development, Policy, Performance and Efficiency

Payroll

- 2.8 Further work has been completed during the quarter on the new pay spines that are to be introduced as a result of the NJC 2019/20 pay award. The pay spines can be introduced in a way that is compliant with NJC instruction with minimum disruption to the Council's grading structure, and the integrity of the grading structure remaining as originally intended. An equality impact assessment has been undertaken and no detrimental factors have been identified and the revised NJC pay spines have been worked into the Council's 2019/20 budgets.

Apprenticeships

- 2.9 The service is continuing to work with operational areas to make progress with the setting up of new apprenticeships in the Council. The Council has met its government target for the Financial Year to have 2.3% of the workforce in an apprenticeship placement – performance remains at 2.4%.

Recruitment, Pay and Pensions

- 2.10 In response to the UK exit from the EU, the EU settlement scheme has been put in place by government to enable any settled EU citizens working in the UK to obtain relevant legal residency status and eligibility to work following the exit. Numbers of employees within the Council falling into this category are nominal, however the service is engaging with our agency worker provider to ensure that relevant legitimate status is in place for agency workers used in critical services.

Organisational Development

- 2.11 Within the Organisational Development Service, the focus on coaching to enhance the effectiveness of colleagues within a range of workplace situations continues to be progressed. A new 'Coaching Skills in Practice' programme has been designed to prepare managers and leaders to use coaching skills and principles to support and develop their staff for higher performance and productivity.
- 2.12 Requests for 1 to 1 coaching have increased significantly over the last 12 months (13 requests since Oct 2018) and have been allocated out amongst the bank of qualified coaches – employees who have undertaken development to become coaches. Feedback from those completing the process has been very positive. Benefits stated include; *"increased resilience both on a personal and business level"*, *"I have been empowered quickly to make and own positive changes in my life"*, and *"A consequence of the coaching process was that I regained my confidence, self-belief and motivation"*.

- 2.13 Operational managers have been supported in a range of areas during the quarter to design Recruitment Personal Profile Analysis (PPA), with profiling undertaken to support recruitment to the Mayoral Chauffeur and Lead Tracking officer (14 – 19 Service) posts, as well as supporting to the Environmental Health Service to develop a bespoke Job profile for the Trading Standards Operations Manager and Officer. This activity is designed to optimise the quality of candidates and inform assessment through the recruitment process, resulting in an efficient and effective recruitment process leading to new employees who are an ideal fit for the role.

ICT Infrastructure

Halton BACS Bureau and Records Management

- 2.14 Halton's new status as a BACS bureau is now facilitating and delivering BACS for other local authorities, Schools and partners. Linked to this project the development of a considerable number of digital interfaces have been developed in house to enable the ability to link additional partner organisations as this opportunity develops.
- 2.15 The records Management Unit is continuing to digitise the authorities paper based records systems and significant progress has been made across a number of areas. For example all Building Control, SEN Service User records, and CHC Client FILES (CCG) have now been completed with work continuing on Safeguarding and Direct Work Indexing files.

Contact Centre

- 2.16 The Halton Direct link facilities in Runcorn and Widnes continue to meet target waiting times with 23,352 enquiries being dealt with during Quarter 3 with over 50% of enquiries being almost equally split between Council Tax and Adult Social Care.
- 2.17 Contact Centre staff handled over 21,000 calls during the period with an average wait time of just over 5 minutes. Again the highest number of calls related to Council Tax at 24%, Adult Social Care at 17% and Waste Management at 15%. Children's Social Care enquiries accounted for almost 8% of calls.

Key Projects

- 2.18 The authorities' in house Cloud Services Delivery and Cloud Desktop upgrade continues to be successfully rolled out with over 1100 users now migrated into the new in-house cloud service. Approximately a further 800 users will be migrated from the existing MyDesk cloud systems and those using traditional laptop's will also be linked to the new MyApp's desktop. A further 400 new Laptop's are to be deployed in January and February – this project has enabled the cost of Laptop devices to reduce from over £1000 per unit to just over £350 per unit.
- 2.19 The new network connectivity service managed by HBC and developed through a collaboration between all authorities and Mersey Travel is now live in Halton and allowing officers from all Merseyside authorities to connect to WiFi services across the region.
- 2.20 The deployment of a free open source E Mail Filtering system is now configured and working and will be fine-tuned over the coming months. This project will save the authority a considerable sum over the next 3 years.

Legal and Democracy

- 2.21 The by-election in the Ditton ward took place during the period and the new Elected Member has received their induction and Legal teams will continue prepare for the next stage of the Local Elections

Community and Environment

Stadium

- 2.22 Works are progressing for the redevelopment of the Karalius Suite which will see capacity increase by 50% from 100 to 150 allowing for further marketing opportunities. In addition the Halton and Fitness Suites will be used to accommodate up to 100 Council staff as part of the Council's wider accommodation strategy and the continued focus upon asset maximisation and cost reduction.

School Meals

- 2.23 Unfortunately three schools have withdrawn for the schools meals service and this has required a review of existing provision to be undertaken in this area. Management is presently in discussion with Trade Unions and any proposals will then be subject to staff consultation.

Library Service

- 2.24 The Summer Reading Challenge again increased participation rates this year with 1100 children signing up to read 6 books over the summer holidays. This year we also launched a lunch club, providing a free packed lunch to children attending events.
- 2.25 We now have a new post to support the delivery of the expanding Home Library Service. The Support Worker role will be vital part of the team responsible for the efficient administration of this successful strand of work.

Community Centre Usage and Activities

- 2.26 Castlefields Centre continues to see an increase in trends reported earlier in the year; with bookings, attendance figures and income increasing year on year. In addition during quarter 3 Murdishaw Centre hosted two themed parties for local families; Halloween and Christmas. The events have been hugely successful with the local community, with tickets selling out on both occasions. Both have been included in a schedule of events for the new financial year.
- 2.27 During quarter 3 the Food Bank has decided to leave Murdishaw Community Centre to relocate to Halton Haven Hospice.
- 2.28 Much of the focus for the third quarter at Upton Centre has been to improve the café offer with a view to replicating the success achieved over the previous nine months at Castlefields. There remains work to be done but to date the café at Upton has seen an increase in usage and income generating an additional £1,000 compared to that recorded for the same period during the previous financial year.
- 2.29 December saw the centre host the annual pantomime; organised by H.E.A.R.T.S dance and theatre school. The performance was well received with around 1,000 members of the local community attending across the six performances and planning has begun for next year's pantomime.

Open Space Services

- 2.30 Phase 2 of the Peel House Cemetery works was completed at the end of the period. This phase saw the installation of a drainage system that is compliant with Environment Agency regulations. The contract for Phase 3 (the laying out of the cemetery grounds) has been awarded and work will start in quarter 4.
- 2.31 At the end of the period Widnes Crematorium had seen its busiest 12 month period since it opened in 1959. In total 769 cremations were carried out in the 2018 calendar year with the previous year's figure being 639. Factors such as a rise in the annual death rate nationally (due to an aging population) and a contract with a private cemetery have contributed to this increase. However there is still plenty of capacity at the Crematorium so any further rise in numbers can be accommodated.
- 2.32 The Halton Residents' Funeral has started to have an impact and 19 of these funerals took place during quarter 3.

Waste and Environmental Improvement

- 2.33 The Waste and Resources Strategy for England provides a commitment to protect the environment and an ambition for using resources more efficiently, reducing the amount of waste produced and increasing recycling levels. The Strategy also reflects and re-states a commitment to eliminating plastic waste within the next 25 years and the elimination of all avoidable waste by 2050. A number of the government's proposals will be subject to consultation which are planned to commence as early as January 2019. The consultation will cover the proposals which include:
- Every household to be provided with a weekly separate food waste collection from 2023, whether charges for garden waste collections should continue and the introduction of the collection of a consistent set of recyclable materials from all households.
 - Extending producer responsibility to ensure that producers pay the full net costs of disposal or recycling of packaging.
 - The introduction of a 'deposit return scheme' to increase the recycling of single-use drinks containers including bottles, cans, and disposable cups and the introduction of tax on plastics that do not have a minimum recycled content.
 - Addressing barriers to re-use at Household Waste Recycling Centres and further measures to boost re-use; including reporting and re-use targets and extending producer responsibility for waste electronic and electrical equipment (WEEE)
 - A review of joint working arrangements and performance metrics to move beyond current weight-based targets.

Economy, Enterprise & Property

Property Services

- 2.34 The re-roofing of Widnes Market Hall has now been completed, which together with improved lighting has created a much brighter and inviting shopping environment. Separately works have commenced on site for the new Crow Wood Park Pavilion with completion being planned for early summer.
- 2.35 A feasibility study has been completed into the conversion of Belvedere, which is currently surplus to requirements, into a care facility for older people with complex needs. A bid has been submitted to the One Public Estate to develop the project to tender stage and the outcome of the bid is expected to become known during Quarter 4.

- 2.36 The movement of staff to allow works to convert the first floor of Oakmeadow from office to bed space started on site in December with actual conversion works commencing in January 2019.

Development & Investment Services

One Public Estate

- 2.37 As previously mentioned a bid in respect of developing Belvedere as a care home has been submitted to the One Public Estate fund as part of the wider City region bid. The request is for £87k to cover the cost of investigation works and to develop the design and associated documentation to the stage where we are ready to go out to tender. An announcement on the outcome of the bid is expected in late February.

Sci-Tech Daresbury

- 2.38 The Joint Venture (JV) applied to Chrysalis Fund for £8.4m to fund Project Violet alongside the £5.9m approved by the Council's Executive Board. This application was approved subject to due diligence in November 2018. The £8.4m is now intended to be provided jointly by Chrysalis and the Liverpool City Region Combined Authority through the Strategic Investment Fund with works expected to start on site in late summer 2019.
- 2.39 A Talent & Skills Strategy Lead was appointed by the JV in November 2018, to finalise and launch the strategy and to deliver a number of activities which seek to address the skills shortages and challenges at Daresbury. An element of this will continue the activities identified in the previous SkillSpace bid.

Castlefields

- 2.40 Lakeside Phase 3 (45 homes by Keepmoat for open market sale) has commenced on site with over 40% units sold off plan. Construction is anticipated to complete in early summer 2019.
- 2.41 Preparations continue to work towards taking the final phase of Council land disposal at Priory Meadow (known as Canalside within the Castlefields Masterplan) to the market in late 2019.
- 2.42 Alstom's option over land at the 3MG site has been extended to 30th June 2019 and they are making progress with the pendolino contract as well as bidding for other work. Liberty (Widnes) has commenced their 107,000 sq. ft. speculative development at Newstead Road, caked Liberty Park. They have planning permission for some 475,000 sq. ft. of development of warehouses/light industrial units.

Liverpool City Region Business Growth Programme

- 2.43 Delivery of the Business Growth Programme (BGP) in Halton was completed in December. The programme has engaged with 230 Halton businesses, assisting 141 businesses against a target of 123. The final three months of the programme will collect evidence of jobs created as a result of BGP assistance.

Halton Growth Hub

- 2.44 In Quarter 3 2018-19 the Halton element of the Liverpool City Region Growth Hub Programme assisted 140 unique companies which equates to a 2018-19 cumulative total of 429 against an annual target of 700. We have until 31 March 2019 to meet the target and are in discussions with Halton Chamber of Commerce who are the lead partner.

External Funding

2.45 During quarter 3 an additional £30K of external funding was secured bringing the total to date for 2018 – 18 to almost £2.5M. A total of 21 requests for funding application support were received during the period bringing the total to date to 72 and 11 bids were submitted to the value of £2.4M.

Employment Learning and Skills

2.46 During the period the Liverpool City Region Visitor Economy, Employability Skills, Low Carbon and Advanced Manufacturing Skills for Growth Action Plans were launched. The Plans set out the key skills and employment requirements and are part of a suite of 14 Skills for Growth Action Plans to be delivered by March 2019, which HBC manages on behalf of the Combined Authority.

2.47 Planning is currently in progress to deliver 4 Skills Shows to take place in Halton, Sefton, Liverpool and St Helens/Knowsley (combined) during February and March 2019.

2.48 The Apprenticeship Hub has so far supported 14,490 individuals and completed 928 outreach meetings in Liverpool City Region, of which 1,711 individuals (12%) and 138 outreach meetings (15%) have been in Halton. The Apprenticeship Graduation Ceremony has been planned to take place 07th March 2019 at St George's Hall in Liverpool to honour those apprentices that completed their programme in the 2017/18 academic year.

2.49 An Institute of Leadership & Management (ILM) recruitment event took place in Quarter 3 for employers who were interested in offering an ILM placement for Ways to Work clients. A revised Ways to Work profile was submitted in Q3 to DWP. Additionally, a joint Continuous Improvement Workshop took place at Riverside College and included an Ofsted inspection update, a tour of facilities and an opportunity to network with peers.

2.50 The plans to work towards devolution of the Adult Education Budget, which funds the Adult Learning Team, continued during the period and included joint meetings with Riverside College to ensure alignment of provision and maximisation of funding available. Partnership working with them was further developed in Q3 with college staff visiting HBC courses to talk to learners about progression.

2.51 Referrals to the Work & Health Programme have increased; however, the quality of the referrals from the Job Centres is mixed and it is felt that some referrals are not suitable given the extent of the health conditions these individuals are facing. The knock on effect is that the target numbers entering employment is adversely impacted.

Policy, Planning and Transportation

Planning and Policy

2.52 Work is continuing on the evidence base to support the Local Plan and an Executive Board report will be produced in Quarter 4 seeking permission for consultation on the next stage of the local plan.

2.53 An application for a new office building for Inovyn has been received. This is for a new office building to replace the existing headquarters building at the Runcorn site.

Highway Schemes and Maintenance

- 2.54 Watkinson Way Gyrotory Improvements, which will include the Warrington Road to Watkinson Way footpath link funded by Halton Housing Trust, is due for completion in March 20. Work on the Runcorn De-Linking and demolition is scheduled for March to December 2019 with the Widnes Loops Link Road scheduled for April 2019 to January 2020.

Structures

- 2.55 The design process for HBC's preferred option for the Runcorn Approach Viaduct (RAV) western cantilever and parapet modification scheme (which is required to enable the demolition of RAV West under the Runcorn de-linking scheme) is progressing, with site investigation work undertaken in December 2018 to check as-built detailing to key reinforced concrete structural elements.
- 2.56 The Delivery Agreement for the Liverpool City Region major maintenance project for the steelwork maintenance painting on Hutchinsons Sidings Bridge has been signed in preparation for site implementation during Quarter 4. Part of the work will necessitate the temporary closure of Dock Road, and a traffic order has been made for this.

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

Benefits

- 3.2 The Department for Work and Pensions has recently informed local authorities that the managed migration of Universal Credit in 2019 will be "a year of consolidation". DWP will commence testing in 2019 on a very small scale (no more than 10,000 claimants) in order to refine their processes as necessary before taking on larger volumes in 2020. DWP have indicated that they expect the managed migration process to be complete by the end of 2023. The Council has not been informed by the DWP when residents on legacy benefits in Halton will be affected by the managed migration to Universal Credit.

Revenues and Financial Management

- 3.3 Government published 2 consultations during the period relating to the funding of Local government from 2020 which related to a review of local authorities relative needs and resources and to Business Rates Retention Reform. The Council will respond to these consultations through engagement via the Liverpool City Region and the Special Interest Group of Municipal Authorities (SIGOMA).

Audit, Procurement and Operational Finance

- 3.4 Under current regulations all relevant procurement activity falls within EU Procurement rules. In the event of a 'no deal' Brexit situation arising the UK would need to establish its own procurement database which would be used by the public sector to advertise tenders following exit from the European Union

- 3.5 However whatever the final scenario it is likely that public procurement rules will continue to apply in substantially the same form as the Public Contract Regulations 2015 and in the event of a deal, the EU is likely to require substantial compliance with the current EU procurement rules. It is therefore anticipated at this stage that whatever the outcome of the Brexit negotiations the practical and resource implications for the Council will be minimal.
- 3.6 Work is underway assessing the new VAT reporting requirements for local authorities that will come into effect from October 2019. Under the new arrangements the Council will be required to maintain digital records and submit its VAT information to HMRC.
- 3.7 In the coming months the Council will be withdrawing payment by cheque and relevant parties are now being advised of this. The transfer to a BACS payment scheme will provide for the quicker transfer of funds and will save approximately £700 per month in processing costs. The Council will however maintain a manual cheque payment method for use in exceptional circumstances.
- 3.8 The Council is also in the process of facilitating Blue Badge payments through the GOV.UK digital service which will provide 24 hour 7 day a week convenience for service users.

Human Resources, Organisational Development, Policy, Performance and Efficiency

Staffing and Recruitment

- 3.9 Signs of increasing spend and overriding of regionally agreed pay rates for agency staff in Children's Social care services across the city region remain, and also in non-qualified social care areas. Analysis of current spend and deployment against previous years has been considered by Management Team and the Efficiency Programme Board. A significant project-based recruitment exercise is in progress in Adult Social Care to grow the staffing establishment and reduce agency usage. When capacity allows a full examination of the resourcing mix for other services area will be undertaken (as outlined in service objective PPPE04).
- 3.10 Following the increase in recruitment activity reported in previous quarters, demand has continued unabated. The staffing complement in the Recruitment & Resourcing team has been increased further to work towards meeting the increased service demand, and training of new staff is taking place in January 2019.

ICT Infrastructure

- 3.11 A new online Free School Meals (FSM) application system to replace the current paper based system is currently being implemented. This will build upon the existing online (Parent Portal) school admissions system and will allow parents to apply for FSM when applying for a school place or independently at any time of the year.
- 3.12 Each Parent application will get an instant response to show their current entitlement as the portal is linked directly to the Department for Education's ECS service (Eligibility Checking Service: Interface between Department for Education and Department for Work and Pensions to provide entitlement checks).

- 3.13 It is envisaged that the simple online nature of the new process will encourage more parents already receiving Universal infant free school meals (UIFSM) to apply for FSM, which in turn will lead to schools receiving the “Pupil Premium” funding which should lead to better outcomes for these children.
- 3.14 The development of the Halton Cloud Service is moving from strength to strength and will continue with the incremental roll out of the new desktop facilities to all officers with plans to start a roll out across the School’s curriculum network centralising all data services as well as desktop provision reducing the associated hardware spend for schools.
- 3.15 New application developments will include the extensive and complex replacement of the existing Care Management Systems for both Adults and Children’s Services, the replacement of the learning and libraries networks and associated systems, key web based developments will take place for the integration of new DWP and associated customer portals for the delivery of client driven access to Revenues and Benefits data and services.

Community and Environment

- 3.16 Due to financial considerations, increased costs and changes to the way the Brindley café now operates, the approved plans for an extension have now been withdrawn and Managers will seek to make better use of existing spaces to create more capacity.

Economy, Enterprise & Property

Property Services

- 3.17 The schedule in respect of all the temporary use areas which are to be handed back to the Council has recently been updated by Merseylink. Joint site visits with the MGCB, Merseylink and Property Services have been ongoing for some time to agree boundary treatments, finished levels etc. and the anticipated completion date for the Mersey Gateway work is 19th June.

Development & Investment Services

- 3.18 The contract period for the provision of property Guardian services is due to expire May 2019 and commence work to re tender the contract.

Business Growth Programme / Place Marketing ERDF Programme Extension

- 3.19 The Liverpool City Region Combined Authority (CA) issued a ‘Call’ under ERDF Programme Priority 3 (Business Support) in March 2018 which sought partnerships or agencies to deliver a range of business support services across the Liverpool City Region for a period of three years.
- 3.20 A partnership of City Region Local Authorities and Chambers of Commerce has delivered the Business Growth Programme (BGP) for a period of six years and Place Marketing for Inward Investment project for a period of three years utilising ERDF Priority 3 funding. Ministry of Housing, Communities and Local Government (MHCLG) has confirmed that a three year programme extension for BGP, to cover the period January 2019 – December 2021, has been approved albeit with more demanding output targets

Liverpool City Region 'One Front Door'

- 3.21 The Combined Authority (CA) has been tasked with realising a Mayoral ambition to create 'One Front Door' (OFD), in other words a single portal for all investment enquiry and management and place marketing, for the City Region.
- 3.22 In December 2018 the CA published a proposal that would see the creation of a small central team of approximately five individuals to oversee inward investment marketing and inward investment enquiry management across the City Region. The CA aspire to have an OFD Team and operating protocols with key partners in place by June 2019. In the meantime the Liverpool City Region Local Enterprise Partnership (LEP) will deliver a transition OFD service.

Sci-Tech Daresbury

- 3.23 In order to access the funding for Project Violet, the Joint Venture have been asked to set up a Specialist Purpose Vehicle (subsidiary company). The JV are considering the legal, tax and procurement issues relating to this and will report to the Board in the next Quarter.

External Funding

- 3.24 A tour of the borough has been organised for key Arts Council staff during February in order to maximise Halton's future funding opportunities for funding from the organisation. Additionally work is also underway with Halton Chamber of Commerce and the Local Enterprise Partnership to reinvigorate Halton's Visitor Economy offer.
- 3.25 A meeting has been requested by the External Funding Team with representatives of the Big Lottery Fund following the introduction of new processes within what is a highly competitive funding bid process.

Employment Learning and Skills

- 3.26 The Councils employment contracts for the Apprenticeship Hub team are due to end on 31st March 2019. A review of options to secure sustainability with provision set out in the existing Education and Skills Improvement Service contract will soon be undertaken and other funding resources are being explored by the Combined Authority.
- 3.27 The sectoral make up of apprenticeship starts is shifting, with proportional growth in construction, planning and built environment and retail and commercial enterprise. Unfortunately however the reputational impact of Apprenticeships in the region is suffering due to recent high profile closures of training providers such as: First4Skills, Learn Direct and 3AAA by Ofsted/Education and Skills Funding Agency.

Policy, Planning and Transportation

Planning and Development

- 3.28 The Liverpool City Region are starting work on the LCR Spatial Development Strategy. The Spatial Development Strategy will support the delivery of strategic employment and housing sites throughout the City Region. The Strategy would require approval by a unanimous vote of Members appointed to the Combined Authority by the constituent Councils.

- 3.29 It is worth noting that devolution deal stated that this approach must not delay the development of local plans. Also emerging is a non-statutory Mayoral Transport Plan which will articulate the transport aspirations of the Liverpool City Region Mayor whilst considering the emerging LCR Industrial and Energy Strategies.

Silver Jubilee Bridge Maintenance

- 3.30 On several occasions, high winds during the autumn have led to lost working shifts, which has affected the contractor's programme. The contractor is now seeking to recover lost time through additional weekend working with the current forecast completion date being July 2019
- 3.31 A change request to Merseytravel is being prepared to seek approval for changes to the agreed schedule and spend allocations for the current programme. This includes a proposal to utilise a budget under-allocation towards the SJB arch painting scheme.

4.0 Risk Control Measures

- 4.1 Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements. As such Directorate Risk Registers were updated in tandem with the development of the suite of 2018 – 19 Directorate Business Plans.
- 4.2 Progress concerning the implementation of all high-risk mitigation measures was reported 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.
- 5.2 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

6.1 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.

It should be noted that given the significant and unrelenting downward financial pressures faced by the Council there is a requirement for Departments to make continuous in-year adjustments to the allocation of resources in order to ensure that the Council maintains a balanced budget.

Whilst every effort continues to be made to minimise any negative impact of such arrangements upon service delivery they may inevitably result in a delay in the delivery of some of the objectives and targets contained within this report

Financial Services

Key Objectives / milestones

Ref	Milestones	Q3 Progress
FS 01b	Report 2019 – 22 revenue budget, capital programme and Council Tax to Council - March 2019 .	
FS 03a	Publish the Statement of Accounts following external Audit by 31st July 2018 .	
FS 04a	Establish Treasury Management Policy and report to Council - March 2018 .	
FS 05a	Establish and report prudential indicators to Council - March 2018 .	

Supporting Commentary

Progress remains on track for revenue budget, capital programme and council tax to be reported to Council on 06 March 2019. Budget proposals for 2019/20 are currently being considered with the first set of budget proposals being approved by Council on 12th December 2018.

The Statement of Accounts approved by Business Efficiency Board on 25 July 2018 and the audit certificate published on Council's web-site on 23 August 2018.

The 2018/19 Treasury Management Policy was approved by Council on 07 March 2018 and Half- year monitoring report was presented to Executive Board on 15 November 2018 which was supported with an analysis of the economic outlook provided by Link Asset Services, the Council's treasury management advisors.

The 2018/19 prudential indicators were reported to Council on 07 March 2018 as part of Treasury Management Policy. A Half year report was presented to Executive Board on 15 November 2018. Prudential borrowing indicators are reviewed on a regular basis.

Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
FS LI 01	Receive an unqualified external audit opinion on the accounts.	Yes	Yes	Yes		
FS LI 02	Receive positive annual comment 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	Proportion of Council Tax that was due that was collected	94.62%	95.00%	82.12		
FS LI 04	The percentage of Business Rates which should have been received during the year that were received	98.21%	97.00%	82.98		
FS LI 05	Average time for processing new claims (Housing & Council Tax Benefit)	18.79 (Days)	20 (Days)	17.94 (Days)		

Supporting Commentary

2017/18 Statement of Accounts audit opinion was reported to the Business Efficiency Board on 25 July 2018. In the 2017/18 Audit Findings report the Council's external auditor concluded that the risk in regard to the Council's financial position and sustainability was sufficiently mitigated and the Authority has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources.

The external auditor also concluded that it was satisfied with management's assessment that the Council will continue for the foreseeable future and that the going concern basis was appropriate for the 2017/18 financial statements.

The collection of Council Tax has marginally reduced by 0.08% when compared with the same point last year and at quarter 3 there has been an increase of 0.11% in the collection of Business rates. Both measures are expected to achieve target by year-end.

Policy, People, Performance & Efficiency

Key Objectives / milestones

Ref	Milestones	Q3 Progress
PPPE 01a	Promote and take forward the delivery of actions identified within the Organisational Development Strategy May 2018	
PPPE 01d	Development of Management Development Programme September 2018	

Ref	Milestones	Q3 Progress
PPPE 02a	Establish 10 new apprentice placements within the Council consistent with the requirements of legislation March 2019	
PPPE 02b	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	
PPPE 03a	Monitor the impact of the new Absence Management policy quarterly – support with financial and data analysis – June, September, December 18 and March 2019	
PPPE 04c	Ongoing monitoring of agency usage and spend April, September, December 2018, and March 2019.	

Supporting Commentary

The Organisational Development Service is now enabling a focus on Organisational Development Need. Actions within the strategy are in scope of current activity, with additional initiatives now being brought forward for inclusion in the portfolio made available below to the organisation. The basis of a revised strategy is being constructed as the scope of the service grows and this will be brought forward in the coming financial year.

Dialogue continues through a ‘business partner’ model to understand and address the training and development needs of individual service areas. Refer narrative within the Key developments section of this report for further information.

Basis of a programme for senior leadership development is constructed and now endorsed by the Executive Board with the procurement process currently underway.

Steady progress is being made concerning apprenticeships and further information is included within the Key Developments section of this report and PPPE LI 09 below.

The implementation of the revised Attendance Policy has been positive and a report will be prepared for Management Team in quarter 4.

Regular dialogue with agency contract provider is ongoing. Quarterly business intelligence is analysed to keep track of deployment and financial performance in this area. 2018/19 spend reported to Management team and Efficiency Programme Board in December 2018.

Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
PPPE LI01	The number of working days / shifts lost due to sickness absence (Corporate)	10.28 (Days)	10	8.26		
PPPE LI02c	Total Agency Worker usage (number of placements – year to date)	685 Placements	650	361		

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
PPPE LI02d	Total Agency Worker usage (cumulative cost – year to date)	£1,718,283 (Gross Cost)	£1.5m (Gross Cost)	£1.54M (Gross Cost)		
PPPE LI04	The percentage of top 5% of earners that are a) women b) from BME communities. c) with a disability	56.86% 2.53% 0.86%	50.00% 1.50% 8.00%	59.09% 2.47% 0.92%	 	
PPPE LI05	No of staff declaring that they meet the definition of disability within the Equality Act 2010 as a % of the total workforce.	1.45%	10.00%	1.36%		
PPPE LI06	Minority Ethnic community staff as % of total workforce.	0.99%	1.00%	0.99%		
PPPE LI07	Average time to recruit (Management Team approval to employee start date)	69 (Days) (Q3 2017/18)	Baseline to be determined 18/19	86.29 (Days)	N/A	N/A
PPPE LI08	Staff turnover rate (Permanent & temporary staff. Excludes casual)	4.70%	TBC	2.29%	N/A	N/A
PPPE LI09	Number of apprenticeship placements established in the Council (cumulative – year to date)	10	20 (Government target is 55)	14		N/A

Supporting Commentary

The implementation of the new Absence Management policy and procedures may result in more robust management reporting of sickness may result in a recorded increase over previous figures.

In numerical terms placement numbers are moving in the right direction but this should be also be considered in light of costs which at the end of quarter have failed to meet annual targeted levels.

Training continues to be well attended and will continue to be monitored.

Positive movement on all three staff profile component indicators, however recruitment in to 5% of earners is very limited, and as such scope for significant change is low.

Target for employees with a disability is based on wider community profile. Very unlikely to be met, however nominal movement in this indicator remains positive and in line with 2017/18 outturn.

The indicator for BME staff remains static. Fluctuation may occur in year due to staff turnover, however forecasting this is difficult and recruitment practice remains focused on being open to all.

The introduction of a new Applicant Tracking System (ATS) means that information concerning time to recruit will be more accurate than previously reported but means that comparison with previously reported data to be difficult.

ICT and Support Services

Key Objectives / milestones

Ref	Milestones	Q3 Progress
ICT 01a	Continued Enhancement of the virtualization platform to enhanced or new technologies - March 2019 .	
ICT 01b	Further development of Cloud Services Platform - March 2019 .	
ICT 02a	Continuing improvements, enhancements and potential commercial use of Cloud system - March 2019 .	
ICT 02c	Improvement and enhancement of all web based customer interfaces - March 2019 .	
ICT 02d	Continued development of document management and distribution services - March 2019 .	
ICT 03b	Develop and enhance operational Records Management Unit Services - March 2019 .	

Supporting Commentary

All objectives are presently on track and notable initiatives are detailed within the Key Development and Emerging Issues sections of this report.

In addition the roll out of technical upgrades to the underlying server infrastructure has been planned in line with vendor software releases and software and hardware upgrades to the underlying SharePoint and Records Management infrastructure have also been delivered within both Date Centres.

Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
ICT LI01	Average availability of Council servers	99.07%	99.00%	99.45%		
ICT LI02	Average availability of the Council's WAN Infrastructure	99.03%	99.00%	100%		

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
ICT LI04	Average working days from delivery to completion of a new PC.	10 (Days)	10 (Days)	10 (Days)		

Supporting Commentary

All indicators remain positive as we have moved through the third quarter with replacement PC's for those with complex technical/application requirements being planned toward the end of the replacement programme.

Legal & Democracy

Key Objectives / milestones

Ref	Milestones	Q3 Progress
LD 01	Review constitution - May 2018 .	
LD 02a	To ensure that all members have been given the opportunity of a having a MAP meeting where desired.	
LD 02b	To induct all new members by October 2018 .	

Supporting Commentary

The revised Constitution was approved at Annual Council in May and all Members are given the opportunity to have a MAP meeting but this remains a matter of personal choice.

All new Members went through the induction programme in Quarter 1 with the induction of further new members is planned through the year.

Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
LD LI01	No. Of Members with Personal Development Plans (56 Total).	55 (98.21%)	56 (100.00%)	56 (100%)		
LD LI02	Percentage of Members attending at least one organised Training Event.	86.00%	100%	87.00%		
LD LI03	Average Time taken to issue prosecutions from receipt of full instructions (working days).	7 (Days)	10 (Days)	7 (Days)		

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
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 (Days)	3 (Days)	3 (Days)		
LD LI05	% of Executive Board minutes published within 5 working days after the meeting.	100%	100%	100%		

Supporting Commentary

All indicators are performing as well as at the same period in the previous year, with a slight increase in Members attending at least one training event, and are expected to meet their respective targets for the current financial year.

Policy, Planning & Transportation

Key Objectives / milestones

Ref	Milestones	Q3 Progress
PPT 01	Review progress against LCR SJB maintenance strategy and deliver 2018/19 major bridge maintenance works programme.	
PPT 02	To deliver the 2018/19 LTP Capital Programme March 2019 .	
PPT 03	Ensure continued unrestricted availability of the Highway network and to allow future maintenance to be delivered on a steady state, lifecycle planned basis.	
PPT 04	Continue to maintain the Highway Authorities statutory duties in accordance with Section 41 and 58 of the Highways Act.	
PPT 06	Ensure that at least one exercise is carried out each financial to test the COMAH plans March 2019	

Supporting Commentary

Due to circumstances beyond the Councils control, for example as referenced within the key developments section of this report' there has been some delays to tasks within the Silver Jubilee Bridge major maintenance works programme for Year 3 and a change request will be submitted to Merseytravel in January 2019.

The LTP Capital Programme continues to be delivered and some examples of works include;

The parapet upgrade to the Runcorn Approach Viaduct being completed in December 2018 and the provision of the footway / and cycleway of the Widnes Approach Viaduct.

Improvements to Runcorn East Station Car Park to provide additional car parking programmed for 7 January 19 to April 19.

Walking and cycling improvements to Runcorn Canal Towpath, Astmoor Busway, and West Bank Street to Lugsdale Rd, Widnes have also been scheduled throughout 2019.

Works scheduled in relation to the maintenance of the highway network include Footway Reconstruction Works programmed for Birkdale road, Ryder Road, Hough Green Road, Hale road, Blackburn Avenue to Lovell Terrace, and Fieldway.

Carriageway Resurfacing Programme works for 19/20 include Fairfield Road, remaining southern half, Prescott Road, railway bridge to Heath Road, Runcorn road Moore, Liverpool road haunch repair, Hale road haunch repair, Clifton Islands link roads (under M56 Junction 11). Further works are currently being prepared including additional Liverpool City Region Carriageway Funded Schemes.

A review of the Highway Safety Inspection Policy and guidance is underway and proposed for implementation by the end of February 2019.

A successful exercise was carried out for ICoNiChem on 17th October 2018 with regards to COMAH sites and all relevant parties were subject to a debrief.

Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
PPT LI 02	Net additional homes provided	369 (2017/18)	552	369 (2017/18)	N/A	N/A
PPT LI 03	Number of affordable homes delivered (gross)	92 (2017/18)	138	92 (2017/18)	N/A	N/A
PPT LI 04	Processing of planning applications (%) as measured against targets for,					
	a) 'major' applications	83	60%	100%		
	b) 'minor' applications	95	80%	89%		
	c) 'other' applications	96	80%	100%		
PPT LI 12	Damage to roads and pavements (% above intervention levels) repaired within 24 hours.	100%	100%	100%		
PPT LI 15	% of network where structural maintenance should be considered:					
	a) Principal Roads	0.3%	2.00%	N/A	N/A	N/A
	b) Non-Principal Roads	1.00%	4.00%	N/A	N/A	N/A
	c) Unclassified Roads	3.46%	9.00%	N/A	N/A	N/A

Supporting Commentary

Housing completion figures are reported annually at year end.

All planning application processing measures remain above target and continue to meet or exceed their respective annual targets

In line with the Highways Asset Management Plan, consideration needs to be given to further overall long term investment and highway condition. Note that this figure doesn't measure those highways which are starting to deteriorate, where works may be required to prevent failure and more costly repairs.

Community & Environment

Key Objectives / milestones

Ref	Milestones	Q3 Progress
CE 0 1a	Deliver a School Meals promotion and educational campaign - September 2018 and January 2019 .	
CE 02a	Deliver a programme of extended informal learning opportunities meeting identified local targets - March 2018- March 2019	
CE 04a	Continue to deliver communications and awareness raising initiatives to ensure that participation with the Council's recycling services is maximised and that residents comply with the requirements of the Council's Household Waste Collection Policy - March 2019 .	
CE 04b	Undertake a review of the Council's Waste Management Strategy and associated Policies and update as necessary - March 2019 .	

Supporting Commentary

An educational School Meals Campaign took place in September for the new pupils starting secondary school. Further visits are planned for the new term.

The Summer Reading Challenge again improved on last year with more children enrolling in the programme, and an increased number completing the challenge. A full programme of activity has been delivered in Q3 including IT Clinics, school class visits, STEM activities (science, technology, engineering, maths) such as coding, digital circuits.

In this last quarter, a campaign was undertaken over the Christmas period to encourage waste prevention and increased recycling which resulted in direct face-to-face community engagement with over 300 residents.

A new 'Guide to Waste Collection Services and Procedures' information booklet was developed and will be used to help ensure that residents in 'new build' properties are aware of the waste and recycling services provided by the Council and their requirements under the Council's waste collections Policies.

Along with other district Council's across the LCR, Halton has signed up to partnership agreement with the Merseyside Recycling and Waste Authority for the delivery of a RECYCLE RIGHT campaign, which has been

developed to support the delivery of a wide scale and on-going communications and awareness raising programme that aims to deliver a targeted set of communications activities to raise awareness and improve the quality of kerbside recycling collections and reduce 'contamination'.

The campaign commenced in December with generic social media messaging and future communication activities will include, but not be limited to, radio advertising, outdoor media advertising, press and PR opportunities and 'paid for' social media messaging.

Officers have been negotiating changes to a number of practices and procedures at the Council's Household Waste Recycling Centres that were approved following a review of the Council's Policies. The changes will come into effect in the new financial year.

As referred to in the 'Emerging Issues' section of this report, a new waste Strategy for England was published in December. Any review and updating of the Council's own Waste Management Strategy and associated Policies will need to be informed by that Strategy and the outcome of planned consultation exercises.

Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
CE LI 01	% Take up of free school meals to those who are eligible - Primary Schools.	78.20%	80%	78.98%		
CE LI 02	% Take up of free school meals to those who are eligible - Secondary Schools.	71.88%	75%	81.48%		
CE LI 03	Take up of school lunches (%) – primary schools.	551kgs	65%	59.01%		
CE LI 04	Take up of school lunches (%) – secondary schools.	43.80%	55%	60%		
CE LI 05	Residual household waste per household.	551kgs	590kg	452kg		
CE LI 06	Household waste recycled and composted.	43.80%	44%	42%		
CE LI 07	Number of active users (physical & digital resources) of the library service during the last 12 months.	574,045	400,000	448,517		
CE LI 08	Number of physical and virtual visits to libraries (annual total)	614,045	600,000	480,120		

Supporting Commentary

The take up of free school meals and lunches has remained positive during quarter 3, although the percentage take of lunches in primary and secondary schools is slightly lower than at the same point in the previous financial year.

The household waste recycling figure is an estimated figure and indications are at this stage that this target will not be met. Recycling performance is projected to be lower than last year's 43% figure.

A fall in recycling rates is not unique to Halton but appears to be consistent with many other local authorities. In Halton, a reduction in the amount of garden waste collected due to the hot weather and an increase in blue bin contamination levels are two of the contributory factors towards the projected reduction in recycling performance.

The Library service has seen increases in membership, book issues and visits to the libraries this year, despite national trends around library use declining. This is an extremely positive and encouraging trend and reflects the positive reaction to, and the benefits of, the work that has been undertaken by the Council in promoting engagement within the community and aligning service delivery approaches with expectations and demand.

Economy, Enterprise and Property

Key Objectives / milestones

Ref	Milestones	Q3 Progress
EEP 01a	Completion of Halton Tomorrow Document - July 2018	
EEP 01b	Produce a Local Economic Assessment – September 2018	
EEP 03e	Develop Business Rates Investment Plan - September 2018	
EEP 05a	Develop Disposal Plan - December 2018	
EEP 05b	Develop Corporate Strategic Asset Management Plan December 2018	
EEP 06c	To complete the refurbishment of the Halton Suite and relocation of staff – March 2019	

Supporting Commentary

Halton Tomorrow (renamed Halton 2030) is now complete and was presented to Executive Board, Employment, Learning, Skills and Community (ELSC) Policy & Performance Board and Management Team. An additional piece of work is now being undertaken to develop an Action Plan.

Interim findings were reported to ELSC PPB in February 2018 and to the Board of Halton Chamber of Commerce and Enterprise in June 2018. The LEA now forms the basis of the Halton Tomorrow and the economic development priorities for Halton Council

Business rates policy developed and approved by Executive Board ready for a roll out in April 2019 starting in the Astmoor Regeneration Area.

A Disposal methodology and framework has been delayed due to competing work priorities.

The Strategic Asset Management Plan has been completed and shared with Council's Asset Management Group.

Work to the Halton Suite is now likely to start in March and be completed late spring so the Milestone will not be achieved. This is as a result of the works to refurbish the Karalius Suite taking longer than envisaged, the anticipated date for completion of the Karalius Suite being early March 2019.

Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
EEP LI 01	Greenhouse gas (GHG) emissions indicator (Tonnes CO ₂ e).	16,043 tonnes CO ₂ e (actual 16/17)	15,882 tonnes CO ₂ e (target 17/18)	14,811 tonnes CO ₂ e (Actual 17/18)		
EEP LI 04	Occupancy rates of commercial and investment portfolio.	New KPI	N / A	N / A	N / A	N / A
EEP LI 07	Number of companies benefitting from the Council's intensive Key Account Management (KAM) Service.	New Indicator for 2018/19	50	53		
EEP LI 08	Number of Enrolments (Adult Learning).	1,960	2,950	886		
EEP LI 09	Number of People supported into work.	319	400	99		
EEP LI 10	Percentage of learners achieving accreditation.	56%	42%	21%		

Supporting Commentary

The reporting requirements for emissions have been amended whereby the figures for academies are no longer included. The actual figure for 2016/17 has therefore been amended to reflect the change to ensure the comparison to the 2017/18 figure is meaningful.

The overall emissions for 2016/17 amounted to 16,043 tonnes. The emissions for 2017/18 are 14,811 tonnes which equates to a 7.6% reduction.

Energy consumption has risen slightly however as the kw/h-CO₂ conversion factor has been reduced due to the greater mix of renewable energy being generated the overall CO₂ emissions have reduced.

- The breakdown is as follows:
- School Buildings 4894t
- Corporate buildings 5252t
- Unmetered supply 3045t
- Fleet Transport 1277t
- Business Mileage 343t

Street Lighting had the largest annual reduction in the amount of 22%. The target for 2018/19 has been set at 14,663 tonnes CO₂e, a 1% reduction over 2017/18. The annual figure for this indicator is a year behind and therefore only reported in the following year.

The BIG Team are currently working with industry partners to create a local 'Chemical\Energy & Environmental Sector Group' thereby increasing KAM penetration within an otherwise neglected sector.

More than 99 people were supported into work in Q3 but the required ESF evidence hasn't been received from employers and therefore, the additional job starts have not yet been claimed and counted. Cumulative job starts claimed to date for 17/18 is 218.

136 learners have achieved accreditation in the autumn term of the 17/18 academic year; this figure will increase throughout the year. Some courses have been extended and are longer than the one term, this will be reflected in the lower figures from last year.

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 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.