

Public Document Pack



Corporate Policy and Performance Board

Tuesday, 5 January 2016 6.30 p.m.
Civic Suite, Town Hall, Runcorn

A handwritten signature in black ink that reads 'David WR'.

Chief Executive

BOARD MEMBERSHIP

Councillor Robert Gilligan (Chairman)	Labour
Councillor Alan Lowe (Vice-Chairman)	Labour
Councillor Mark Dennett	Labour
Councillor Charlotte Gerrard	Labour
Councillor Chris Loftus	Labour
Councillor Angela McInerney	Labour
Councillor Shaun Osborne	Labour
Councillor Norman Plumpton Walsh	Labour
Councillor Joe Roberts	Labour
Councillor Christopher Rowe	Liberal Democrat
Councillor Kevan Wainwright	Labour

*Please contact Christine Lawley on 0151 511 8328 or christine.lawley@halton.gov.uk for further information.
The next meeting of the Board is on Tuesday, 23 February 2016*

**ITEMS TO BE DEALT WITH
IN THE PRESENCE OF THE PRESS AND PUBLIC**

Part I

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1. MINUTES	
2. DECLARATION OF INTEREST (INCLUDING PARTY WHIP DECLARATIONS)	
Members are reminded of their responsibility to declare any Disclosable Pecuniary Interest or Other Disclosable Interest which they have in any item of business on the agenda, no later than when that item is reached or as soon as the interest becomes apparent and, with Disclosable Pecuniary Interests, to leave the meeting during any discussion and voting on the item.	
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In accordance with the Health and Safety at Work Act the Council is required to notify those attending meetings of the fire evacuation procedures. A copy has previously been circulated to Members and instructions are located in all rooms within the Civic block.

REPORT TO: Corporate Services Policy & Performance Board

DATE: 5 January 2016

REPORTING OFFICER: Strategic Director, Community and Resources

SUBJECT: Public Question Time

WARD(s): Borough-wide

1.0 PURPOSE OF REPORT

- 1.1 To consider any questions submitted by the Public in accordance with Standing Order 34(9).
- 1.2 Details of any questions received will be circulated at the meeting.

2.0 RECOMMENDED: That any questions received be dealt with.

3.0 SUPPORTING INFORMATION

3.1 Standing Order 34(9) states that Public Questions shall be dealt with as follows:-

- (i) A total of 30 minutes will be allocated for dealing with questions from members of the public who are residents of the Borough, to ask questions at meetings of the Policy and Performance Boards.
- (ii) Members of the public can ask questions on any matter relating to the agenda.
- (iii) Members of the public can ask questions. Written notice of questions must be given by 4.00 pm on the working day prior to the date of the meeting to the Committee Services Manager. At any one meeting no person/organisation may submit more than one question.
- (iv) One supplementary question (relating to the original question) may be asked by the questioner, which may or may not be answered at the meeting.
- (v) The Chair or proper officer may reject a question if it:-
 - Is not about a matter for which the local authority has a responsibility or which affects the Borough;
 - Is defamatory, frivolous, offensive, abusive or racist;
 - Is substantially the same as a question which has been put at a meeting of the Council in the past six months; or
 - Requires the disclosure of confidential or exempt information.

- (vi) In the interests of natural justice, public questions cannot relate to a planning or licensing application or to any matter which is not dealt with in the public part of a meeting.
- (vii) The Chairperson will ask for people to indicate that they wish to ask a question.
- (viii) **PLEASE NOTE** that the maximum amount of time each questioner will be allowed is 3 minutes.
- (ix) If you do not receive a response at the meeting, a Council Officer will ask for your name and address and make sure that you receive a written response.

Please bear in mind that public question time lasts for a maximum of 30 minutes. To help in making the most of this opportunity to speak:-

- Please keep your questions as concise as possible.
- Please do not repeat or make statements on earlier questions as this reduces the time available for other issues to be raised.
- Please note public question time is not intended for debate – issues raised will be responded to either at the meeting or in writing at a later date.

4.0 POLICY IMPLICATIONS

None.

5.0 OTHER IMPLICATIONS

None.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 **Children and Young People in Halton** - none.

6.2 **Employment, Learning and Skills in Halton** - none.

6.3 **A Healthy Halton** – none.

6.4 **A Safer Halton** – none.

6.5 **Halton's Urban Renewal** – none.

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 None.

8.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

8.1 There are no background papers under the meaning of the Act.

REPORT TO: Corporate Services Policy and Performance Board
DATE: 5th January 2016
REPORTING OFFICER: Chief Executive
SUBJECT: Executive Board Minutes
WARD(s): Boroughwide

1.0 PURPOSE OF REPORT

- 1.1 The Minutes relating to the Corporate Services Portfolio which have been considered by the Executive Board are attached at Appendix 1 for information.
- 1.2 The Minutes are submitted to inform the Policy and Performance Board of decisions taken in their area.

2.0 RECOMMENDATION: That the Minutes be noted.

3.0 POLICY IMPLICATIONS

- 3.1 None.

4.0 OTHER IMPLICATIONS

- 4.1 None.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

5.1 Children and Young People in Halton

None

5.2 Employment, Learning and Skills in Halton

None

5.3 A Healthy Halton

None

5.4 A Safer Halton

None

5.5 Halton's Urban Renewal

None

6.0 RISK ANALYSIS

6.1 None.

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 None.

8.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

8.1 There are no background papers under the meaning of the Act.

Extract of Executive Board Minutes relevant to the Corporate Policy and Policy and Performance Board

15th October 2015

RESOURCES PORTFOLIO

EXB57 EXPRESSWAY INDUSTRIAL ESTATE DISPOSAL

The Board considered a report of the Strategic Director, People and Economy, regarding the disposal of the Expressway Industrial Estate.

The Board was provided with information on offers that had been received for the sale and disposal of the estate.

RESOLVED: That

- 1) the disposal of Expressway Industrial Estate to the company and for the price referred to in the report be approved, with the proceeds shared on a 50/50 basis with the joint owners, following the deduction of legal and marketing costs; and
- 2) the Operational Director, Economy, Enterprise and Property, be authorised to arrange for all required documentation to be completed to the satisfaction of the Operational Director, Legal and Democratic Services.

Strategic Director
- People and
Economy

5th November 2015

RESOURCES PORTFOLIO

EXB59 ANNUAL AUDIT LETTER 2014/15

The Board considered a report of the Strategic Director, Community and Resources, which presented the Annual Audit Letter for 2014/15.

The Board was advised that the Annual Audit Letter (the Letter) summarised the findings from the 2014/15 audit completed by Grant Thornton, the Council's external auditors. The Letter included messages arising from the audit of the financial statements and the results of the work

undertaken in assessing the Council's arrangements to secure value for money in the use of its resources.

Liz Temple Murray, Audit Manager for the external auditor, Grant Thornton UK LLP, attended the meeting and reported that an unqualified opinion had been issued on the Council's financial statements. The Letter also provided an unqualified conclusion that the Council had adequate arrangements to secure economy, efficiency and effectiveness in its use of resources.

The Board wished to place on record their thanks to all Officers that had assisted in the preparation of the audit.

RESOLVED: That the Annual Audit Letter for 2014/15 be approved.

Strategic Director
-Community &
Resources

EXB60 RETENDERING OF INSURANCE CONTRACTS

The Board considered a report of the Strategic Director, Community and Resources, which advised on the commencement of a procurement process for the re-tendering of a range of insurance contracts.

The Board was advised that in April 2011, the Council entered into five year contracts for a range of insurance services cover which included property/business interruption, contract works, ICT infrastructure, fidelity guarantee, motor vehicles and uninsured loss recovery. It was reported that these contracts were due to end on 31 March 2016, and the Council's insurance broker, Aon, had been asked to manage a procurement process to re-tender these services.

Members noted that the new contracts would run from 1 April 2016 for a three year duration, with the option to extend for a further two years. The procurement process was subject to European procurement rules and would be tendered accordingly.

RESOLVED: That the procurement process, to be entered into via The Chest, be noted, with the purpose of securing the following insurance services:

Strategic Director
-Community &
Resources

- Property/Business Interruption cover;
- Contract Works cover;
- ICT Infrastructure cover;
- Fidelity Guarantee cover;
- Motor vehicle cover; and

- Uninsured Loss Recovery cover.

EXB64 SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972 AND THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

The Board considered:

- (1) whether Members of the press and public should be excluded from the meeting of the Board during consideration of the following items of business in accordance with Sub-Section 4 of Section 100A of the Local Government Act 1972 because it was likely that, in view of the nature of the business to be considered, exempt information would be disclosed, being information defined in Section 100 (1) and paragraph 3 of Schedule 12A of the Local Government Act 1972; and
- (2) whether the disclosure of information was in the public interest, whether any relevant exemptions were applicable and whether, when applying the public interest test and exemptions, the public interest in maintaining the exemption outweighed that in disclosing the information.

RESOLVED: That as, in all the circumstances of the case, the public interest in maintaining the exemption outweighed the public interest in disclosing the information, members of the press and public be excluded from the meeting during consideration of the following items of business in accordance with Sub-Section 4 of Section 100A of the Local Government Act 1972 because it was likely that, in view of the nature of the business, exempt information would be disclosed, being information defined in Section 100 (1) and paragraph 3 of Schedule 12A of the Local Government Act 1972.

PHYSICAL ENVIRONMENT PORTFOLIO AND RESOURCES PORTFOLIO

EXB66 LAND DISPOSAL FOR EMPLOYMENT LAND AT JOHNSON'S LANE

The Board considered a report of the Strategic Director, People and Economy, on proposals for the disposal of Plots A and B on Johnson's Lane, Widnes Waterfront.

The Board was advised that the Council owned approximately 20 acres of land at Johnson's Lane, Widnes. The whole site was placed on the market through property agents in November 2010.

It was reported that offers for Plots A and B had been received, as detailed in the report.

RESOLVED: That

- 1) the sale of two areas of land (Plot A and Plot B) of approximately 1.8 acres each, to the end users named in the report, for the values named in the report, both subject to planning permission and subject to contract, be approved; and
- 2) the Operational Director, Economy, Enterprise and Property be authorised to arrange for all required documentation to be completed to the satisfaction of the Operational Director, Legal and Democratic Services.

Strategic Director
- People and
Economy

19th November 2015

RESOURCES PORTFOLIO

EXB73 DETERMINATION OF COUNCIL TAX BASE 2016-17

The Board considered a report of the Operational Director, Finance, on the requirement for the Council to determine the 'Tax Base' for its area and the Tax Base for each of the Parishes.

The Council was required to notify the figure for the Cheshire Fire Authority, the Cheshire Police and Crime Commissioner and the Environment Agency by 31 January 2016. In addition, the Council was required to calculate and advise the Parish Councils of their relevant Tax Bases.

The Board was advised that the Tax Base was the measure used for calculating the council tax and was used by both the billing authority (the Council) and the major precepting authorities (the Cheshire Fire Authority and the Cheshire Police and Crime Commissioner), in the calculation of their council tax requirements. It was arrived at in accordance with a prescribed formula representing the estimated full year number of chargeable dwellings in the Borough expressed in terms of the equivalent of Band "D" dwellings. Taking account of all the relevant information and

applying a 97.0% collection rate, the calculation for 2016/17 gave a tax base figure of 32,948 for the Borough as a whole.

It was noted that since 2013/14 onwards, the tax base calculation included an element for the Council Tax Reduction Scheme (the replacement for Council Tax Benefit).

RESOLVED: That Council be recommended to approve

- 1) the Council Tax Base for 2016/17 be set at 32,948 for the Borough, and that the Cheshire Fire Authority, the Cheshire Police and Crime Commissioner and the Environment Agency be so notified; and
- 2) the Council Tax Base for each of the Parishes be as follows:

Operational
Director - Finance

Parish	Tax Base
Hale	659
Halebank	499
Daresbury	159
Moore	326
Preston Brook	336
Sandymoor	966

EXB74 2015-16 QUARTER 2 SPENDING

The Board considered a report of the Operational Director, Finance, which reported on the 2015/16 Quarter 2 Spending as at 30 September 2015.

A summary of spending against the revenue budget up to 30 September 2015 was attached to the report at Appendix 1. This provided individual statements for each department. The Board was advised that, in overall terms, the revenue expenditure was below the budget profile, although this was only a guide to eventual spending.

The report contained details on a number of significant areas of the budget including:-

- The employee budget and the staff turnover savings target;
- Expenditure on general supplies and services;
- High demand for services within the Children's and Families Department;

- Spending on employees and the use of agency staff;
- The proposed allocation of £0.5m of the contingency budget to help mitigate budget and service pressures in the Children and Families Department;
- Net expenditure within the Economy, Enterprise and Property Department;
- The Complex Care Pool budget;
- The collection rate for Council Tax and the retained element of Business Rates; and
- The Council's net overall spending.

The report also outlined details of a revision to the capital spending programme at Appendix 3 and monitoring of the Council's balance sheet. The schemes that had been revised within the programme were listed within the report.

RESOLVED: That

- 1) all spending continues to be limited to the absolute minimum;
- 2) Strategic Directors ensure overall spending at year-end is within their total operational budget;
- 3) the transfer of £0.5m from the 2015/16 contingency budget to the Children and Families Department, as outlined in paragraph 3.7, be approved; and
- 4) Council be recommended to approve the revised Capital Programme, as set out in Appendix 3, attached to the report.

Operational
Director - Finance

EXB75 TREASURY MANAGEMENT QUARTER 2 2015/16

The Board considered a report of the Operational Director, Finance, which updated Members on the activities undertaken on the money market, as required by the Treasury Management Policy.

The report provided supporting information on the economic background, interest rate forecast, short term borrowing rates, longer term borrowing rates, borrowing/investments, budget monitoring, new long term borrowing, policy guidelines and treasury management indicators. It was noted that no debt rescheduling had been undertaken during the quarter.

RESOLVED: That the report be noted.

EXB76 BUDGET PROPOSALS 2016/17 - SECOND SET - KEY DECISION

The Board considered a report of the Operational Director, Finance, which presented further revenue budget proposals for 2016/17.

The Board was advised that the Medium Term Financial Strategy (MTFS) forecast revenue budget funding gaps would be approximately £16m in 2016/17 and £9m in 2017/18. A first set of savings proposals totalling £7.8m was approved by Council on 14th October 2015.

Appendix 1 presented a second set of proposals. It was proposed to implement these immediately in order to also achieve a part-year saving in 2015/16, which would assist in keeping the Council's overall spending in line with budget. In addition, a number of the proposals would take time to implement and therefore commencing the process as soon as possible would assist with ensuring they were fully implemented by 1 April 2016. Appendix 1 also presented the impact in 2017/18 of certain of the savings proposals.

RESOLVED: That Council be recommended to approve the budget proposals for 2016/17 as set out in in Appendix 1, attached to the report.

Operational
Director - Finance

10th December 2015

RESOURCES PORTFOLIO

EXB82 MEDIUM TERM FINANCIAL STRATEGY 2016-19

The Board considered a report of the Operational Director, Finance, on the Medium Term Financial Strategy for 2016/19.

The Board was advised that the Medium Term Financial Strategy (MTFS) set out a three-year projection of resources and spending based on information currently available.

The projections in the forecast showed there was a need to make a significant level of savings over the next three years, as a result of the effect of the Government policy to reduce the national deficit through reductions in public sector funding. The Strategy took into account the following:

- Autumn Statement 2014;
- Business Rates Review 2015;
- Summer Budget 2015;
- Technical Consultation – Local Authority Public Health Allocations 2015/16 : In-Year Savings; and
- Comprehensive Spending Review 2015.

The forecast provided initial guidance to the Council on its financial position into the medium term. Revenue savings of approximately £18m, £16m and £7m would be required over the next three years. It was noted that as a result, £41m would need to be removed from the Council's budget, which represented 17% of the gross expenditure budget.

The Board was advised that the MTFS had a number of objectives, as listed in the report. The Council would need to consider these objectives when balancing its budget over the next three years. The report also set out the Council's budget strategy, with budget savings proposals for 2016/17 being presented in three sets. The first of these was considered by Council at its meeting on 14 October 2015. In addition, the report set out details of the Council's Capital Strategy, for the management of assets such as land and buildings in Council ownership.

Operational
Director - Finance

RESOLVED: That

- 1) the Medium Term Financial Strategy be approved;
- 2) the base budget be prepared on the basis of the underlying assumptions set out in the Strategy;
- 3) the Budget Strategy and Capital Strategy be approved;
- 4) the Reserves and Balances Strategy be approved;
- 5) the award of Council Tax Support for 2016/17 remains at the 2015/16 level of 21.55%; and
- 6) the Council's 2016/17 Council Tax Support grant is not shared with the Parish Councils.

EXB83 DIRECTORATE PERFORMANCE OVERVIEW REPORT
QUARTER 2 2015/16

The Board considered a report of the Strategic Director, Community and Resources, on progress against key objectives/milestones and performance targets for the second quarter to 30 September 2015.

The Board was advised that the Directorate Performance Overview Report provided a strategic summary of key issues arising from performance in the relevant quarter for each Directorate. The Board noted that such information was key to the Council's performance management arrangements and the Executive Board had a key role in monitoring performance and strengthening accountability. Performance Management would continue to be important in the demonstration of value for money and outward accountability.

RESOLVED: That the report and progress and performance information be noted.

REPORT TO: Corporate Services Policy and Performance Board

DATE: 5th January 2016

REPORTING OFFICER: Chief Executive

SUBJECT: Halton Strategic Partnership Board minutes

WARD(s): Boroughwide

1.0 PURPOSE OF REPORT

1.1 The Minutes relating to the Corporate Services Portfolio which have been considered by the Halton Strategic Partnership Board are attached at Appendix 1 for information.

2.0 RECOMMENDATION: That the Minutes be noted.

3.0 POLICY IMPLICATIONS

3.1 None.

4.0 OTHER IMPLICATIONS

4.1 None.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

5.1 Children and Young People in Halton

None

5.2 Employment, Learning and Skills in Halton

None

5.3 A Healthy Halton

None

5.4 A Safer Halton

None

5.5 Halton's Urban Renewal

None

6.0 RISK ANALYSIS

6.1 None.

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 None.

8.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

8.1 There are no background papers under the meaning of the Act.

HALTON STRATEGIC PARTNERSHIP BOARD

Minutes of a meeting held on Wednesday, 9 September 2015 at the The Halton Suite - Select Security Stadium, Widnes

In Attendance::	Councillor Rob Polhill	
	Terry Parle	Halton Sports Partnership
	Nick Atkin	Halton Housing Trust
	David Parr	
	Shelah Semoff	
	Councillor Dave Cargill	Police Authority
	Hitesh Patel	Citizens Advice Bureau
	Cleo Alonso	Parent and Carer
	Simon Banks	
	L Driscoll	
	Jeremy Duff	Faith Representative
	Nicola Goodwin	
	Ann McIntyre	Children and Enterprise
	Mick Noone	
	Eileen O'Meara	Public Health
	Wesley Rourke	
	Sally Yeoman	Halton & St Helens VCA
	Phil Deegan	DWP
	Sean Henshaw	Cheshire Fire and Rescue Service
	Christine Samosa	Halton & St Helens PCT
	Gareth Woods	Cheshire Police
	Mary Murphy	Riverside College

Apologies for Absence: M. Fry

7 Minutes of the Last Meeting and Matters Arising

The Minutes of the meeting held on 10 June 2015, having been printed and circulated were agreed as a correct record. The Board noted that Colin Scales - Bridgewater NHS Trust was present (not Christine.)

8 SSP Key Messages/Issues

The key partners each gave a verbal update on their areas in respect of: the Health and Wellbeing Board; Environment, Skills and Learning; Children and Young People (Children's Trust); Environment, Regeneration and Transport; Safer Halton Partnership; the Housing Partnership and Equalities, Engagement and Community Cohesion.

In relation to the Health and Wellbeing Board, the following was reported:-

- The Health and Wellbeing Board (HWBB) had approved new Healthy Living Pharmacies, that would provide a range of services. The Board noted that publicity would be given to the initiative;
- There had been a number of Health Needs Assessments made in order to plan ahead and gain profiles for certain groups in the Borough;
- There had been a reduction in Public Health Funding, with an in-year budget reduction made of £650k or 6.4% for Halton.

In conclusion, the Board noted the excellent progress that had been made on the Health Agenda in Halton and the good news items that had been reported.

In relation to ELS, the following was reported:-

- The Mersey Gateway had received positive publicity; the Volunteer Programme was progressing well, with another open day being held on 15 September at Kingsway Learning Centre. Forty volunteers had been recruited to support the Visitor Centres. A second visitor centre was being opened in Halton Lea in the new two months. Partners were continuing to deliver pre-employability programmes – two had been held with two more being held during the financial year;
- Work experience sessions totalling 16 weeks had been provided to date;
- The Timebank had provided 49 days of professional support during the year – 16 apprentices had been recruited to the scheme;
- A business breakfast would be held on 23 September, with the focus on a procurement workshop;
- Funding had been received to deliver a Youth Employment Gateway Programme - £143k in year 1 and £296k in year 2. This would provide support to 18 to 24 year olds who had been unemployed for 8 weeks or more. It would offer bespoke support, with Phase 1 already underway. Halton was the best performer in terms of job outcomes, with 37% of customers gaining employment with 47 jobs to date;
- The Liverpool City Region Apprenticeship Hub had allocated £150k to Halton to allow 2 full time co-ordinators to be employed until March 2016;
- A bid had been made for a business support initiative to provide funding to businesses that had gone beyond start up, but needed

ongoing support during the critical first phases. The focus was on systems, people planning, productivity and business planning;

- Access to employment and ways to work offered bespoke support to help people into work. In Halton this would become a more tailored approach for individuals linked to employer needs, offering high quality advice, guidance and skills development;
- With DWP partners, there had been a recruitment drive at Halton Lea for around 80 jobs. Work was ongoing with the leisure and hotel sectors to develop a Hospitality Recruitment Programme;
- DWP reported that recruitment open days had been arranged with the Mersey Gateway Project and for HGV goods drivers. Open days would be held in Runcorn and Widnes Job Centres on 23 and 30 September, with several partners attending the days to help identify skills gaps and training;
- Digital Inclusion was a challenge for the 50 plus age category. The opening of digital hubs was one example of the challenge being met locally;
- The Board discussed the reduction in Adult Learning Funding in relation to the 40 plus age group. A flexible support fund was available in Halton, offering a 20 week programme for lone parents/carers who needed support to fit around childcare, followed by an 8 week work placement;
- MIND offered a 10 week placement with 35 places taken from Halton residents;
- The Board noted that Adult Learning and Support was important and all partners aimed to cross subsidise to enable this to happen.

In respect of Children and Young People (Children's Trust,) the following was reported:-

- There had been a 25% total cut in budget, with Adult Learning Funding being affected. The change in provision would require closer partnership working to ensure that provision was not duplicated;
- Multi-Agency early intervention was discussed to support vulnerable children and adults in Halton, with £550k being allocated to support Widnes and Runcorn cases;
- Special Education Needs - Young People with SEN's could request a personal budget. A policy and procedure would be implemented for this;

- Performance information was reported for all Key Stages in Halton. The unofficial initial news was very positive from Early Years provision to Key Stage 4;
- For Key Stage 5, Riverside College A 'Level scores were 3.1% ahead of the national average, with BTEC courses providing outstanding results. An OFSTED Inspection of the College was expected in 2015/16;
- The "Four Beginnings" report had mentioned Halton's progress made in areas such as child development/ tooth decay/ school age obesity. Whilst some areas had improved, there was room for continued improvement.

In respect of Environment, Regeneration and Transport, the following was reported:-

- Waste Management – questionnaires had been issued to key partners requesting feedback with a limited response. The Board agreed to broaden the questions asked to encourage feedback;
- Street Lighting - 20,000 columns in Halton would require replacement to LED, bringing a 70% reduction in costs. There was also a community safety benefit, with more grant being available if certain targets for replacement were met;
- Halton LCR Combined Authority – The "My Ticket" initiative provided reduced travel for 16-19 year olds for all-day Merseyside combined travel. This initiative would be publicised by Merseytravel publicity team, to be rolled out to schools and colleges in the Borough. The success of the initiative would be monitored with a view to roll-out if it proved popular;

In respect of the Safer Halton Partnership, the following was reported:-

- Policing in Halton had been re-organised to 2 local policing units in Widnes and Runcorn. The 2 units would be strategically managed, by Chief Inspectors Richard Reece in Widnes and Debbie Hooper in Runcorn. The needs based policing model would benefit Halton by a number of centralisations and partnerships making the units more effective. Widnes station had moved into new premises (previously John Briggs House) and Runcorn station had been refurbished;
- Recent incidents regarding use of firearms and also increasing road traffic incidents on the M56 had resulted in reassurance being given to local residents regarding safety in these areas;
- Creamfields Festival had attracted 60 – 100,000 people with few incidents reported;

- Pub Watch - Pubs/Clubs had few incidents reported;
- A North West Courts consultation was ongoing with proposals for closures to Warrington and Runcorn which would affect family court services, which would be resisted;
- The Board discussed enhanced policing, support to the public and partnership working around mental health issues such as dementia.

In respect of the Housing Partnership, the following was reported:-

- The Board noted the current strategic and budget issues, and the impact that rent deduction had on housing providers. Further changes would be expected in line with Government policy and Right to Buy, which the Government had said would change to a 1 to 1 replacement, rather than the current 1 to 5 (sale of 5 RTB's for 1 new build);
- HHT now operated two teams of Tenancy Support and Tenancy Enforcement.

In respect of Equalities, Engagement and Community Cohesion, it was reported:-

- Addaction would offer a Human Rights Act event at the CRMZ Widnes on 4 October;
- The issues surrounding those seeking asylum in the UK was discussed, and the necessary Multi Agency response. This was a complex and emotive issue, with Manchester City Council currently taking a North West lead to discuss the provision of a structured approach to areas such as funding, health, faith, dietary and educational requirements to those seeking asylum. There was a role for all involved in the partnership to raise understanding and enable integration into new communities;
- Devolution was discussed, and the proposal to give the Liverpool City Region (LCR) devolved power. This proposal would enable a number of key priority areas to be controlled locally, that were currently controlled by the Centre. This would not mean increased spend, but would mean greater control. A number of key decisions would be made by the six authorities involved, with all partners being consulted on future proposals.

RESOLVED: That the verbal update reports be noted.

The Board considered a report that sought endorsement of the Halton Social Value Charter (Appendix to the report.) The Board was advised that in June 2015, HSPB received a presentation on how legislation under the Public Services (Social Value) Act was being used to generate social value in Halton. The Halton Social Value Charter built on this work, and asked partners to sign up and continue to actively embed and promote social value principles within their own organisations.

The Public Services (Social Value) Act introduced a statutory requirement for public authorities to have regard to economic, social and environmental well-being in connection with “public services contracts” at the pre-procurement stage of the procurement cycle. The legislation required this for certain contracts above the £172,514 threshold. Halton would apply the approach to contracts above the value of £1000 where it was assessed as relevant to do so.

RESOLVED: That

- (1) The Halton Social Value Charter attached as an Appendix to the report be endorsed;
- (2) The Board encourage their own organisations, and others they engage with to sign up to the Charter; and
- (3) The proposals for further development of the Social Value approach in Halton, as set out in paragraph 4.3 of the report, be approved.

10 Information and Advice Centre Partnership Review

The Board considered a report that provided an update of the review of local partnership arrangements to ensure that in the current climate of reduced resources, they were fit for purpose, had clear objectives and provided a productive utilisation of local resources.

Halton had a number of frontline partnership meetings for the information and advice sector that were well represented by public services and voluntary sector agencies, for example:-

- Halton Community Practitioners Forum (HCPF)
- Halton Information and Advice Partnership (HIAP)
- Housing Providers Partnership

The meetings provided a platform for information exchange and sharing of best practice, but sometimes were attended by the same officers or representatives, given the size and geography of Halton.

The CAB were currently progressing the lottery Funded Advice Services Transitional Fund (ASTF) project which had gathered data on the local information and advice sector. This project provided a mechanism to support the review and a working group was established. The results were attached to

the report in an appendix. It was suggested that the HCF, HIAP and Housing Providers Partnership Groups be disbanded and instead have one meeting each quarter with a key theme. Each meeting would have a Lead Officer to take responsibility for agenda setting, and the process would be reviewed after 12 months.

RESOLVED: That

- (1) The content of the report be noted; and
- (2) The Board confirm its support towards consolidating and streamlining partnership meeting arrangements where appropriate.

11 Waste and Recycling Presentation

The Board were given a presentation which gave them an overview on waste and recycling in Halton. The benefits to waste reduction and increased recycling were reported. Halton had three less collection crews, and the Board discussed how it could work to tackle those who disregarded waste management. The Board noted the difference between those who couldn't recycle and those who chose not to, and discussed ways in which both groups could be targeted. The Board noted that those with complex needs were provided with a flexible service. Communication was key to promoting the benefits of the service and recycling to the wider community through cost savings to enable resources to be used elsewhere.

RESOLVED: That the presentation be noted.

Meeting ended at 11.50 a.m.

REPORT TO:	Corporate Policy & Performance Board
DATE:	5 January 2016
REPORTING OFFICER:	Strategic Director People and Economy
PORTFOLIO:	Environmental Services
SUBJECT:	Energy Update
WARDS:	Borough-wide

1.0 PURPOSE OF THE REPORT

- 1.1 To provide an update on related activities aimed at reducing CO2 emissions within the Council and related external activities.

2.0 RECOMMENDATION: That the report be noted.

3.0 SUPPORTING INFORMATION

- 3.1 Since the Council's participation in the Local Authority Carbon Management Programme the Council has implemented a number of short to medium/long term actions to ensure that carbon emissions and costs were reduced. Overall the Council's CO2 emissions have significantly reduced from a baseline in 2006/7 of 26,338 tonnes of CO2, to 21,124 tonnes of CO2 in 2014/15. This represents a reduction of 5,214 tonnes of CO2 over the period, approximately 20%.
- 3.2 Activities completed or ongoing in the past 12 months that have contributed to the above reduction include:
- 3.3 Proposals to switch high sodium pressure street lighting used in residential areas and the main through routes in the Borough to LEDs. This year the Council has switched 2,500 lights. The total consumption for these was approximately 950,000 kilowatt hours and the total consumption for the new LEDs is approximately 220,000 kilowatt hours, a reduction of 77% in energy usage.
- 3.4 This equates to an annual cost saving to the Council in the region of £90,000 per annum. The programme of works has previously been agreed by the Executive Board and the replacement programme will continue over the next 2 years. The total capital cost of the programme is in the region of £4.6m which over a 20 year period, after repayment of capital and interest, savings in the region of £7m to £10.5m will be achieved subject to increases in electricity prices. T

- 3.5 To date the Solar PV on Council buildings has generated approximately 450,000 kilowatts of energy which equates to 220 tonnes of CO₂. The total income to date generated feeding tariff payments is £144,000 with savings in energy bills approximately £30,000.
- 3.6 The Biomass boiler at Brookvale Leisure Centre has been commissioned and in its first year of operation the boiler used approximately 1.6m kilowatts replacing the oil boilers. This equates to a CO₂ reduction of 295 tonnes. In addition it has generated £65,000 of income from the Renewable Heat Incentive in the first year. When the leisure contract reverts to the Council from April 2016 the Council will be in a better position to calculate subsequent fuel savings.
- 3.7 As part of the refurbishment of Norton Priory Museum the Council has agreed to fund the installation of a Biomass boiler at the Museum. This will be installed in the early part of 2016. This will help reduce CO₂ emissions at the site and also attract generate an income for the Council from the Renewable Heat Incentive.
- 3.8 The European Regional Development Fund Programme 2014 – 2021 is currently being developed. In the programme there is a Low Carbon strand which will provide ERDF funding of approximately £25m over the programme periods. Bids submitted and supported to date are from the University of Liverpool, Liverpool John Moores University, to collaborate for a low carbon eco hub which will support businesses across the City Region in developing and testing new low carbon products and ideas.
- 3.9 Further potential bids been developed relate to heat networks across the City Region including a potential scheme in East Runcorn and exploring renewable energy options on contaminated land and the retrofitting of public buildings.
- 3.10 In October 2015 the Council, working in partnership with Warm Zones CIC, established a Warm Zones area in Halton. The Warm Zones programme seeks to install various energy efficient measures in homes such as new boilers, central heating, cavity wall insulation, loft insulation, at no cost to residents. Warm Zones CIC have contributed £100,000 to the initiative and some match funding has been provided by the CCG and Public Health.

4.0 POLICY IMPLICATIONS

- 4.1 The objectives set out in the Carbon Reduction Plan and the Liverpool City Region SEAP are consistent with overall objective in the Corporate Plan and Sustainable Communities Strategy

5.0 OTHER IMPLICATIONS

- 5.1 Investment in energy efficient measures has the potential to reduce the Council's energy costs, reduce carbon emission and generate future income streams for the Council

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

None

6.2 Employment, Learning and Skills in Halton

Encouraging investment in energy-efficiency will benefit from lower carbon emissions, job creation, supply chain development and increased competitiveness and security of energy supply.

6.3 A Healthy Halton

Households suffering from fuel poverty have an increased chance of ill health. Illnesses such as influenza, heart disease and strokes are exacerbated by the cold and living in a cold home can make it more difficult to recover from illness. Nationally, fuel poverty is a factor in thousands of excess winter deaths each year, particularly amongst pensioners and can also contribute to social exclusion, which has an adverse impact on mental health and wellbeing. There are huge potential benefits of increased joint working between health and housing professionals.

6.4 A Safer Halton

None

6.5 Halton's Urban Renewal

The transition to a low carbon economy can support the development of the local economy and ensure that future economic growth is decoupled from the consumption of fossil fuels and the inevitable carbon emissions.

7.0 RISK ANALYSIS

None

8.0 EQUALITY AND DIVERSITY ISSUES

None

**9.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE
LOCAL GOVERNMENT ACT 1972**

9.1 None under the meaning of the Act.

REPORT TO: Corporate Policy and Performance Board

DATE: 5 January 2016

REPORTING OFFICER: Strategic Director, Community and Resources

PORTFOLIO: Resources

SUBJECT: Fees & Charges Review Topic Group

WARDS: All

1.0 PURPOSE OF REPORT

1.1 To present the work of the Fees and Charges Topic Group and make recommendations to Executive Board.

2.0 RECOMMENDATION: That

- 1) The work of the Fees and Charges Topic Group as set out in the report and appendices, be noted;**
- 2) The Executive Board be asked consider the work of the Fees and Charges Topic Group as set out in the report and appendices; and**
- 3) The Executive Board be asked to note the outcomes of the review as set out in Appendix 2, which will, where appropriate, be incorporated within the Council's proposed fees and charges for 2016/17, to be considered by Executive Board in March 2016, to support delivery of the Council's 2016/17 budget.**

3.0 SUPPORTING INFORMATION

Background

- 3.1 The Council continues to face significant challenges in delivering a balanced budget, given the continuing reduction in Government grant funding. A piece of research work was considered by the Budget Working Group during 2014/15, which benchmarked Halton with comparator Councils, in relation to the income it was currently generating from fees and charges.
- 3.2 That research revealed that in comparison with fifteen similar councils, Halton was second from the bottom in relation to the amount of money it was generating in relation to the size of its overall budget. There could be many explanations for the position and this is a particularly complicated area given the number of individual fees and charges involved.
- 3.3 Whilst the potential impact upon the Borough's residents of levying fees and charges is of particular concern for the Council, the financial position in which

the Council finds itself as a result of Government grant reductions, provides the Council with little choice except to seek additional income in order to support the continued delivery of essential public services.

- 3.4 It was therefore agreed to establish a Topic Group under the auspices of this Board, with cross-policy and performance board (PPB) representation given that each PPB has a clear interest in this topic.
- 3.5 Terms of reference were established for the Topic Group which are presented in Appendix 1.
- 3.6 The Council delivers approximately seventy different service areas for which it charges. Within each service area there are a number of individual charges set for particular services. Overall therefore, the Council has hundreds of individual charges for services.
- 3.7 Given the resources and timescales available, it was agreed that a targeted approach would be required to the review of fees and charges. This approach would focus where possible upon those fees and charges which may potentially generate income in excess of approximately £100,000 per annum for the Council.
- 3.8 Analysis was undertaken of all fees and charges income generated during 2014/15 by each Department. Those areas generating income above the £100,000 threshold were then identified, to provide the focus for the Topic Group's work.
- 3.9 The basis for each of the fees and charges, as approved by Executive Board for 2015/16, was also considered by the Topic Group.
- 3.10 In reviewing each Department's fees and charges the Topic Group considered a number of aspects, including the following;
 - (a) The bases and rationale for existing charges;
 - (b) The level of cost recovery involved with delivery of services;
 - (c) How Halton's charges compare with those of neighbouring or comparator councils;
 - (d) The scope for increasing charges and the potential impact of doing so upon service users;
 - (e) Any statutory or other restrictions upon the levels of charges which may be levied;
 - (f) The scope to charge for services where no charge is currently made, the current rationale behind not charging and the potential impact of doing so upon service users;
 - (g) The total additional income which might be generated from increasing charges or charging for the first time.

- 3.11 A series of meetings of the Topic Group have been held during the past year, with each meeting considering one or more Departments' fees and charges, as listed below. The Topic Group was supported by the relevant Operational Director, Divisional Managers and other officers in each case, to assist Members with reviewing each Department's fees and charges.

Community and Environment Department
Policy, Planning and Transportation Department
Prevention and Assessment Department
Economy, Enterprise and Property Department
Public Protection Department
Legal and Democratic Services Department

- 3.12 The background to each Department's fees and charges was explored by the Topic Group and the opportunities for increasing existing charges or levying new charges were considered in depth. Particular reference was made to comparative data relating to neighbouring and other comparator councils, the costs of delivering services and the potential impact upon the Borough's residents.
- 3.13 A number of proposed changes to fees and charges were considered by the Topic Group for implementation from 1st April 2016, in order to support development of the Council's 2016/17 budget. These included both increasing existing charges and implementing new charges, which it was agreed should be incorporated within the fees and charges to be recommended to Executive Board for 2016/17.
- 3.14 In addition, the Topic Group highlighted a number of areas of fees and charges to be explored further by officers. This will be undertaken by reference to amongst other things; neighbouring councils' charges, private sector competition, the cost of delivering services, other market factors and the potential impact upon residents.
- 3.15 Appendix 2 details the outcomes of the Topic Group's work to review fees and charges across the Council. The changes suggested by the Topic Group will where appropriate be incorporated within the Council's proposed fees and charges for 2016/17 to be considered by Executive Board in March 2016, to support delivery of the Council's 2016/17 budget.

4.0 POLICY IMPLICATIONS

- 4.1 Existing charging policies of the Council may well be challenged by this piece of work. However, any changes in policy would require the formal approval of the Executive Board.

5.0 FINANCIAL IMPLICATIONS

- 5.1 Opportunities to increase the Council's income will assist the Council in delivering a balanced budget for 2016/17 whilst protecting essential services.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Increased income will assist the Council in delivering all of its priorities.

7.0 RISK ANALYSIS

7.1 There are risks associated with either increasing or introducing new fees and charges. The Topic Group considered issues such as the ability to pay and the costs of collection, throughout their review of fees and charges.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 An equality impact assessment will be undertaken where considered necessary for any particular change in charging policy.

9.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

9.1 There are none under the meaning of the Act.

Fees and Charges Topic Group - Terms of Reference

1.0 Membership

- 1.1 Membership of the Topic Group will be drawn from each Policy and Performance Board and the Development Control and Regulatory Committees.
- 1.2 Each Board or Committee will nominate a Member to sit on the Topic Group. All Members of the Corporate Policy & Performance Board will be invited to attend the Topic Group.
- 1.3 The Topic Group will be chaired by the Chair of the Corporate Policy & Performance Board, given that the final report and recommendations will come back to this Board.

2.0 Scope

- 2.1 The Topic Group will review fees and charges levied across all Council Services. Fees and charges in this context essentially cover all services for which the Council charges, over and above those which are funded by Government grant and Council Tax.
- 2.2 Existing fees and charges will be reviewed. In addition, those areas where fees and charges are not currently levied (but could be), will also be considered.
- 2.3 The Review will not include charges for the provision of services to other councils or organisations, which are delivered jointly, in partnership, or as part of a shared service arrangement.

3.0 Methodology

- 3.1 The Council currently charges for a large number of the services which it provides. The Topic Group will therefore agree a methodology for approaching this task, which will enable it manage the scale of information involved and to focus upon a number of key areas including the following;
- 3.2
 - Halton's position with regard to comparator benchmarking analysis
 - Prioritising which fees and charges to investigate further
 - Considering the scope to levy new charges
 - Reviewing the scope to increase existing charges
 - Considering the impact upon individuals and businesses of any recommendations

4.0 Timescale and Reporting

- 4.1 The Topic Group's recommendations will support development of the Council's 2016/17 budget.
- 4.2 Recommendations will be reported to the Corporate Policy and Performance Board for consideration.

Outcomes of the Review Undertaken by the Fees and Charges Topic Group

Community Centres

1. Further scope to be investigated to expand hiring of Community Centres.
2. The potential competition from Schools was noted.
3. Current charges are considered competitive and there has been a 37% increase in income generated by Community Centres in recent years.
4. Income does not yet fully recover costs, however, the net cost has reduced significantly in the past 4 years. For 2016/17 the scope to increase charges above inflation where possible will again be considered.
5. Consideration is being given to direct café provision.
6. Charging differential rates for residents and non-residents of the Borough, where feasible, was considered.

Waste Management

7. The successful introduction of charging for Green Waste was noted.
8. Consideration is being given to how the Green Waste Service might be extended to the remaining 25% of the Borough (where there are no wheeled bins) for next year.
9. Noted that Halton's Trade Waste charges are significantly higher than the private sector competitors, but despite this some businesses appear to like having the association with the Council.
10. The approach to dealing with shopping trolleys will be re-invigorated.
11. Opportunities will be explored for a pilot scheme to recycle food waste. This would be an invest to save proposal, as it would require initial investment but would deliver reduced landfill costs.
12. The approach to waste enforcement will be strengthened.

Allotments, Cemeteries, Crematorium and Parks

13. Noted that income from Allotment charges now covers the cost of delivering this service.
14. Charges for the Cemeteries continue to be raised in order to ensure costs are fully recovered.
15. Competition from Walton Lea is a significant risk for our Crematorium, therefore the decision has been taken not to have higher charges for non-residents in order to maximise our business.
16. It is considered that the hiring of Parks for events is at full capacity.

Sports Pitches

17. There is scope to increase charges further, but there may be an impact upon health and the finances of sports teams. However, all pitches are currently filled so there is high demand.
18. Consideration will be given to the transfer where feasible of management of pitches to clubs/associations via a lease, as has been done previously.

19. Noted that the cost per player for use of pitches is still relatively low.
20. It was agreed that further increases in charges to adult teams should be given further consideration.

The Brindley

21. A booking fee for tickets at the Brindley has now been introduced to cover administrative costs.
22. Noted that the net cost of the Brindley has reduced significantly in the past 4 years, through driving down costs while looking to generate additional income.
23. A better balance has been achieved in terms of the usage of the Brindley in order to provide a more commercial approach.
24. Consideration will be given to extending the successful Café into the Art Space.
25. Consideration will be given to providing conference facilities.

Registration Services

26. These services are delivered by the Council on behalf of the General Registration Office (GRO), so as a result most charges are set by the GRO.
27. Some councils are however charging for appointments to register marriages, therefore consideration will be given to this in Halton.
28. Consideration will be given to charging a fee for searches relating to replacement birth certificates, in addition to the statutory charge for the certificate.

Leisure Management Contract and Libraries Service

29. Noted that work is underway to review the basis for the Leisure Management Contract which is currently delivered by an external provider.
30. A new Libraries Service structure has recently been implemented following the efficiency review.

School Meals, Civic Catering and Community Meals

31. Noted that the School Meals Service has delivered a net surplus for 2014/15.
32. A 20p increase in School Meal charges was approved for 2015/16. Whilst now at the high end of councils.
33. Noted that the Café in Kingsway Learning Centre has been closed as it wasn't covering its costs.
34. Consideration will be given to extending the Café at the Brindley which is very popular and has potential to generate increased income if more customer seating were available.
35. The Community Meals Service has been taken back in-house as this has proved a more cost effective solution.
36. If the Community Meals Service ceased there would be resulting cost implications for Adult Social Care. Instead therefore, consideration is being given to more efficient methods of service delivery in order to reduce costs and the potential to provide meals for care homes in order to generate additional income.

Select Security Stadium

37. Noted the very competitive market which the Stadium operates within for social functions etc.
38. A long term arrangement is currently being finalised with Widnes Vikings regarding their use of the Stadium, which will generate a significant increase in rental income.
39. Community use of the ipitch is very buoyant and generating significant income along with the arrangements for use of the Stadium by both Liverpool Ladies FC and Everton Ladies FC.
40. The potential for holding music concerts in the Stadium is being considered, liaising with Conway Council who already hold such event and a Concert Promoter.
41. Smaller scale concerts are being arranged using the marquee within the West Stand.
42. Consideration is being given to charging for car parking at the Stadium and on Leigh Recreation during major events.

Traffic Management

43. The scope to increase charges for road closure notices will be considered.
44. Charges for licences alfresco dining will be re-iterated to businesses as a requirement.
45. A scheme will be developed for permitting of Utility companies, as operated by neighbouring councils, which could generate significant income.

Logistics

46. Noted that Halton Hopper tickets are very price sensitive. Any further increase might affect take-up.
47. External fuel sales are made from the Depot to partners and contractors, but these need to be kept in line with competitors and so there is little scope to increase.
48. Vehicle repairs similarly need to be competitive and therefore there is little scope to increase charges.
49. The possibility of advertising on Council vehicles will be re-considered.

Highway Maintenance

50. The cost of vehicle crossings are currently recovered. The scope to increase charges will be considered although it is sensitive as if residents decide to merely cross the kerb it will result in damage.
51. Consideration will be given to increase Highway Act charges above inflation wherever considered possible.

Planning

52. Noted that planning fees are regulated and set by Government.
53. Consideration will be given to increase pre-planning fees above inflation.

54. Building control services are subject to private sector competition and therefore price sensitive as we may lose market share. It was agreed not to increase these further.
55. Noted that a joint arrangement is being piloted with Knowsley to provide on-call cover.

Prevention and Assessment Department

56. The scope to move towards full cost recovery from the Lifeline Service will be investigated further. Reference was made to comparative charges from neighbouring councils. Noted that each council provides different elements of service and Halton provides a very comprehensive Warden Service rather than merely referring calls to family members. Members thought it important to retain this element of the service.
57. The benefit of the Lifeline Service in terms of savings for the Health sector was highlighted. Discussions will be undertaken with Halton CCG regarding a contribution towards costs, given the financial benefits its use and extension would provide for the CCG.
58. A proposal is already being considered by the Budget Working Group in respect of Community Care, Direct Payments, Nursing and /residential fees. The assessment of these fees involves individuals' disposable income and utilises a percentage taper which is currently 70%. Consideration is being given to introducing a 100% taper.
59. Consideration will be given to charging service users for installation of key safes.
60. Consideration will be given to opportunities to rent out space at Oakmeadow.
61. Transport per journey charges are generally low. Most Service Users in this situation also receive mobility allowance. Members consider that in such instances Service Users should pay full cost. Comparators with other local authorities showed that Halton's charges were low.

Economy, Enterprise & Property Department

62. The commercial expertise and knowledge within the Department is utilised to judge where rents etc. can be increased, without risking loss of business.
63. Noted that there is often also a community or social benefit to providing facilities such as the market, therefore a balance must be struck when levying charges to recover the Council's costs.
64. The cost benefit of continuing to operate or selling assets such as industrial estates was discussed.
65. Members emphasised that charges to Academies should be maximised wherever possible and the scope for selling services to Academies should be explored. The Government's approach is now clear to move all schools to Academy status within the life of this Parliament.
66. It was concluded that there is little scope to generate any additional income within the Department, over and above that which is already being achieved.

Legal and Democratic Services Department

67. Charges for licences are largely set by statute and therefore there is little scope to generate additional income from increasing charges.
68. A recent court case suggests there may be scope to increase charges for land charges. We are working jointly with other councils and once the outcome is known will look to levy the maximum charge we are able.
69. Noted that in respect of taxi licences we can legally only recover our costs.
70. The need for certain street trading licences was considered.
71. It was concluded that there is little scope to generate any additional income over and above that which is already being achieved.

Public Protection Department

72. The Department's fees and charges relate to Trading Standards, Environmental Health and the Health Improvement Team.
73. The Department has a good understanding of the commercial position and comparative councils' charges. Certain charges are also set by statute.
74. It was noted that charges should at least cover our costs. Pest control rates for schools were queried but it was clarified that these are hourly.
75. It was also noted that the only charges relating to Public Health are in relation to the Health Improvement Team.
76. It was concluded that there is little scope to generate any additional income over and above that which is already being achieved.

REPORT TO: Corporate Policy and Performance Board

DATE: 5 January 2016

REPORTING OFFICER: Strategic Director Community & Resources

SUBJECT: Performance Management Reports for Quarter 2 of 2015/16

WARDS: Boroughwide

1.0 PURPOSE OF REPORT

- 1.1 To consider, and to raise any questions or points of clarification, in respect of performance management for the first quarter period to 30th September 2015.
- 1.2 Key priorities for development or improvement in 2015-16 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to the Board as detailed below:
- Finance
 - Human Resources & Organisational Development
 - ICT and Administrative Support
 - Legal and Democracy
 - Policy & Performance
 - Property Services
 - Catering, Stadium and Registration Services

The report details progress made against objectives and milestones and performance targets and provides information relating to key developments and emerging issues that have arisen during the period.

In addition Appendix 1 of the report contains a progress update concerning the implementation of all Directorate high-risk mitigation measures that are relevant to the remit of this Board.

2.0 RECOMMENDED: That the Policy and Performance Board

- 1) Receive the second quarter performance management report;**
- 2) Consider the progress and performance information and raise any questions or points for clarification; and**
- 3) Highlight any areas of interest and/or concern where further information is to be reported at a future meeting of the Board.**

3.0 SUPPORTING INFORMATION

3.1 Departmental objectives provide a clear statement on what services are planning to achieve and to show how they contribute to the Council's strategic priorities. Such information is central to the Council's performance management arrangements and the Policy and Performance Board has a key role in monitoring performance and strengthening accountability.

4.0 POLICY IMPLICATIONS

4.1 There are no policy implications associated with this report.

5.0 OTHER IMPLICATIONS

5.1 There are no other implications associated with this report.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Departmental service objectives and performance measures, both local and national are linked to the delivery of the Council's priorities. The introduction of a Thematic Priority Based Report and the identification of business critical objectives/ milestones and performance indicators will further support organisational improvement.

6.2 Although some objectives link specifically to one priority area, the nature of the cross - cutting activities being reported, means that to a greater or lesser extent a contribution is made to one or more of the Council priorities.

7.0 RISK ANALYSIS

7.1 Not applicable.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 Not applicable.

9.0 LIST OF BACKGROUND PAPERS UNDER SECTIONS 100D OF THE LOCAL GOVERNMENT ACT 1972

Not applicable

Corporate Policy and Performance Board– Priority Based Monitoring Report

Reporting Period: **Quarter 2 – Period 01st July 2015 to 30th September 2015**

1.0 Introduction

- 1.1. This report provides an overview of issues and progress against key service objectives/milestones and performance targets, during the second quarter of 2015/16 for service areas within the remit of the Corporate Policy and Performance Board.
- 1.2. Key priorities for development or improvement in 2015-18 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to the Board in relation to the Council's priority of Corporate Effectiveness and Business Efficiency i.e.:
 - Financial Services
 - People, Policy, Performance and Efficiency
 - ICT Infrastructure
 - Legal and Democracy
 - Catering, Stadium and Registration Services
 - Property Services
- 1.3 The way in which traffic light symbols have been used to reflect progress to date is explained within Section 8 of this report.

2.0 Key Developments

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

Finance

- The audit of the 2014-15 year-end accounts has now been completed and the Council's appointed Auditor Grant Thornton provided an unqualified audit opinion and Value for Money conclusion. Their findings, which included no significant issues and highlighted the Council's high standard of working papers and excellent co-operation from the Finance Team, were presented to the Business Efficiency Board on 23rd September 2015. At the meeting the Board also approved the Council's Statement of Accounts (2014-15) for publication.
- The Council net spend position for the first quarter of the year was reported to Executive Board on 3rd September 2015. Net expenditure was £0.131m under the profiled budget to date figure of £21.494m. Capital spending as at 30th June 2015 totalled £4.575m, which is 96% of planned spending of £4.780m for the first quarter.
- The Annual Governance Statement for 2014/15 was approved by the Business Efficiency Board on 23rd September. The statement provides a summary of the Council's governance arrangements, the governance issues facing the Council, and the action being taken to address those issues. The document is signed by the Leader and Chief Executive and published alongside the Council's financial statements.

- In April 2013 the Council took on the claims handling of its casualty insurance claims. As part of this arrangement the Council's claims handling processes and performance are audited each year by its insurers and the annual audit has recently been completed. The Council achieved a score of 96%, which places it in the 'excellent' category. In addition the Council has now extended its insurance service to schools to provide a single point of contact for all insurance related matters as well as offering invoice processing and BACS payments to St Augustine's Academy on a commercial basis.
- On 1st September 2015 the Council's Fraud Section transferred to the Department for Works and Pensions (DWP) Single Fraud Investigation Service (SFIS), and they will now be responsible for investigating all DWP benefits and housing benefits. The Council will continue to investigate corporate fraud and this will include council tax discounts, business rates fraud, and social care fraud. Two Investigation Officers have been appointed and their role will involve carrying out pro-active investigations into these particular areas.
- The rollout of Universal Credit continues and statistics supplied by the DWP at 31st August 2015 show that there are 1,463 UC claimants in the Borough. The Council has a Delivery Partnership Agreement with the DWP that involves providing UC claimants with on-line help when claiming UC, and additionally offering personal budgeting support to those UC claimants who want it.
- The new Contact Centre telephone system went live at the end of August 2015 and early signs are that this has had a positive impact upon queue waiting times. Additionally work will now begin with ICT services to develop a 'web-chat' facility during the coming financial year in order to maximise the potential of electronic communications.
- In relation to Welfare Rights Advice demand for assistance with Mandatory Reconsiderations and appeals remains high. This is expected to remain the case as welfare reforms impact. As existing Disability Living Allowance claimants have changes in circumstance or become due for review, they fall to be assessed for a Personal Independence Payment. This benefit has quite different rules and particularly those with severe mobility impediments can lose out. The demand for assistance and help with form completion remains high.

People, Policy, Performance and Efficiency

- The ongoing review of existing business processes has led to the further deployment of electronic approaches to maximise capabilities, improve data security and accuracy, and make better use of existing resources. This includes the process of Amending Establishment, requests to advertise and reporting leavers.
- In addition the requirement process has been reviewed to enable a transition toward electronic portals via the SharePoint system. This will reduce costs and staff time and will improve accessibility and the security of the system.
- The Learning and Development Team continue to deliver a wide range of interventions across a number of service areas to support the effectiveness and resilience of the organisation. Promotion and expansion of e-learning modules is helping the team to maximise the use of limited resources and provide a broader reach of delivery.
- The team provide an extensive range of generic and bespoke management and specialist courses such as the ILM 5 and Stress Management sessions to the Administration of Medication in schools, Team Building for Children's Social Work Teams and Development and Improvement in Safeguarding Adults.

- Having passed through the consultation the Efficiency Review of Halton Supported Housing Network has moved to implementation with the final agreed structure being in place in January 2016. Additionally a proposed structure for Highways and Traffic Management will enter a period of staff and Union consultation during October.
- The review of Agency Staffing has resulted in the formulation of a new corporate approach founded upon an electronic approvals process and this has now been passed to colleagues in ICT services for development. This will provide a more robust process in terms of authorisation and accountability.
- Work has been undertaken to establish to position relating to the anticipated introduction of the National Living Wage which will be used to inform forecasting for the Medium-Term Financial Statement and work continues on the development of a replacement for the Council's People Plan which will be intended for publication in April 2016.
- The annual Business Plan development process has now commenced and Member engagement at the draft stage has been undertaken in consultation with relevant Policy and Performance Boards. Following the move to 2 Directorates a single Council Business Plan will be produced for 2016 – 17 that will articulate the Council's key areas of work for the coming financial year that will provide the basis for the continue provision of in-year Monitoring Reports.

ICT and Administration Support Services

- Recent technology investments in the authority's Data Centre capabilities have delivered what is a leading edge facility that will support both the ongoing efficiency programme and provide a foundation from which the Council can expand and realise additional commercial opportunities through the provision of services to schools and other local authorities.
- The Halton Records Management unit continues to develop additional services to reduce operating costs including the digitisation of existing paper records. Through developing additional capacity the unit continues to attract revenue from its commercial contracts.
- Following considerable recruitment issues experienced within the ICT service, approval has been sought to create a specialist apprenticeship scheme for the development of IT engineers. This is a scheme that will be supported by a number of the available Government financial incentives, but it also one that will be tailored specifically for the development of engineers within the Halton Technology environment

Legal and Democratic Services

- During the period extensive work has been carried out in relation to the Statement of Licensing and Statement of Gambling Policies both of which have been subject to consultation and subsequently approved by the Regulatory Committee. The review of the policies is a statutory requirement and both will be sent to Council for adoption during Quarter 3.
- Work on marketing the Fostering Service has been undertaken and support will be provided to evaluate the strategy through for example the provision of monthly web analytics and the annual survey of Foster Carers.

- The annual canvass of the Register of Electors is underway with a 50% rate of return by the end of Quarter 2.

Catering, Stadium and Registration Services

The Stadium

- The Widnes Vikings have now played their final games and have secured their place in Super League for next year which is likely to positively influence match attendance figures.
- Both Liverpool and Everton Ladies football seasons are drawing to a close with both teams having a relatively disappointing season. Liverpool Ladies will be competing in the semi-final of the Continental Cup and will start their European campaign in a few weeks.
- The Stadium has been chosen to host a “three-headed” game this year that will see six teams from across the Country compete for different trophies, cups and promotion. Teams will be coming from Cumbria, Yorkshire and Leigh and this event will serve to further promote the Stadium at a regional level.
- During September a promotional campaign was delivered advertising Stadium Fitness and Legends Bar with 20,000 flyers being delivered to properties within the Borough. Given that the promotional period offered by a competitor has now ended, and combined with normal seasonal variations, this may lead to an increase in gym membership over the coming months. To the 30th September 2015 there has been a notable increase in Casual Junior Gym Membership to 1,031 from the 814 in April 2015
- Stadium Catering has on the whole been positive during the period with the Marquee being used in the evenings for themed music and sports and presentation events and during the day for weddings and large conferences. In addition catering on match days has proved successful particularly following the introduction of a carvery with its continuation beyond the season now being considered.

Civic Catering

- The Municipal Building coffee shop continues to prove popular and in response to customer feedback slimming world recipes, more salads and Jacket potatoes’ and vegetarian and gluten free sandwiches have been introduced.
- The Brindley coffee shop is currently extremely busy and during the evening we have introduced pre show meals for the cast of productions that are being staged and consideration is now being given to extending this to limited audience numbers. During quarter 2 planning has begun for catering for Bonfire Night, Christmas lunches and the Pantomime season.
- Halton Lea Café Bar remains popular with repeat customers from both library visitors and nearby offices such as the Police Station and Magistrates Courts. Whilst Runcorn Town Hall remains busy in catering for meetings consideration is being given to increasing the use of catering facilities at an individual level.
- As would be expected during the summer months catering within Victoria Park has proved popular venue given that activities that occur such as use of the Bandstand most Sundays and a weekly Saturday Run. The Mini Fun Fair was a great success in the summer holidays and at the end of September the Vintage Rally was held which meant the café bar was extremely busy all weekend.

- Naughton Fields is a new venture that the Council has entered into after being approached by Halton Housing Trust. This is an assisted Living initiative and the Council manages the Bistro which provides a number of catering options such as Afternoon Teas and Sunday Lunch. The viability of additional options to extend the offering is now being considered based upon customer feedback.

School Meals

- This is now the second year in which free school meals for infants and it is positive that many children in year 3 continue to opt for schools meals when free provision ends. The Prime Minister has recently announced, despite some speculation to the contrary, that free school meals for infants will continue.
- In order to positively contribute to reducing levels of obesity within Halton all primary schools offer a daily salad bar and in secondary schools salad and vegetables are free as part of the main course. Due to normal seasonal variation it is not yet possible to determine if the increase in meal prices to £2.40 which was introduced in April 2015 has had any impact upon take-up.
- The active marketing of school continues and all kitchens have been given a themed calendar for the academic year so they are able to arrange various menus to celebrate specific occasions and events and to link to curriculum topics.

Property Services

- The 2015/16 Education maintenance programme consisted of 19 individual projects. In the main all the projects have been completed with only a few minor snagging items to be undertaken. The programme of work for the financial year 2016/17 is currently being collated, the intention being to obtain Executive Board approval, subject to funding, prior to Christmas.
- In addition the 2015/16 corporate maintenance programme consists of 24 separate projects with a number of these projects having already been completed with the remainder on-going.

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:-

Financial Management

- a) The Council has contributed towards a submission presented to HM Treasury covering the 2015 Spending Review. The submission seeks a new approach to determine funding allocations and the ability of some authorities to sustain further cuts to funding. It is expected the 2015 Spending Review will be published on 25 November 2015. Details of the review will be fed into the Medium term Financial Strategy.
- b) Following publication of the spending review the Local Government Finance Settlement will be announced in mid-December with final details published in February 2016. The impact of all announcements will be considered in finalising the 2016/17 budget.

- c) Work is currently underway with Liverpool City Region colleagues to consider potential areas for delivery of shared services. This work is being led for Halton by the Divisional Manager, Procurement and a key aspect being considered is the scope for shared procurement across the City Region

People, Policy, Performance and Efficiency

- d) The Division continues to work through the detail when announced and understand the potential financial implications, of recent announcements including; the delay in the implementation of the cap on care costs; the implementation of the National Living Wage from April 2016; in-year reductions to 2015/16 public health allocations; proposed changes to the retention of business rates for local authorities.
- e) Throughout quarter 3 the 2016-17 training calendar will be developed. This will take account of known demand within the organisation, but also seek to accommodate any new learning and development needs resulting from the changes that the organisation faces due to the external pressures upon it.
- f) Consideration will be given to the next wave of Efficiency Programme work (Wave 7), to be effective from the beginning of April 2016. It is expected that whilst there remain some services where reviews have not taken place, there are a number of cross-cutting organisational issues that require intervention.
- g) The Policy Team staffing complement will reduce by one third with effective from April 2016. Before then, the service will ensure that all Equality & Diversity related plans, policies and procedures are revised and refreshed (where appropriate), so that the Council is well placed to continue to meet its statutory and ethical obligations into the short and medium-term.

ICT and Administration Support Services

- h) The Corporate ICT Infrastructure is currently undergoing a major redesign to enhance data accessibility and security and involves for example the replacement of some infrastructure that is 7 – 10 years old. In addition to improving the user experience this work will allow the authority to make the most of the developments that have occurred within the technology field and ensure that the infrastructure retains the capacity to meet existing and future demands.
- i) This work will inevitably mean that there will be some disruption in service but work has been programmed as far as possible outside of normal working hours to minimise any negative impact upon operations.

Legal and Democratic Services

- j) The devolution issues around the Liverpool City Region Combined Authority are expected to enter a critical phase and will be discussed at forthcoming Council meetings in Quarter 3 2015/16. Significant legal & committee services support is expected to be required.
- k) A number of major projects will also continue to place demands on the legal team.
- l) In Quarter 1 it was reported that Legal Services assisted in the promotion of the Mersey Gateway modification order, and the Inspector's decision was expected, following the resolution of Council, in July 2015. At this stage the Inspectors decision is still to be received.

Property Services

- a. The Construction Design and Management (CDM) regulations 2015 came into force on 01 April 2015. The 6 month transitional period is coming to an end and as of 06 October 2015 all previously appointed CDM-C's must have been re-appointed as Principle Designers where appropriate. The revised regulations have had a significant impact on our projects as they place additional Health and Safety responsibilities on clients and create a new role of Principal Designer which will be required on the vast majority of projects. Briefings were held for staff in late April 2015 outlining the main changes with regards the new regulations and how they will affect project delivery. Further briefings have also been given to Head Teachers, and the regulations will provide the main focus of the forthcoming annual Health & Safety briefing for schools in October.
- b. Rationalisation of our corporate accommodation has continued over the period. The Police have now completed the refurbishment of John Briggs House and this has now been opened as the new Police Station; as previously mentioned the old Police Station and Magistrates Court is not being listed and as a consequence are progressing with the procurement process in respect of its proposed demolition.

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 2014 – 15 Directorate Business Plans.

Progress concerning the implementation of all high-risk mitigation measures which are relevant to the Board is included as appendix 1.

5.0 High Priority Equality Actions

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

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




[http://www3.halton.gov.uk/Pages/councildemocracy/pdfs/EandD/Equality - objectives progress report - April 2013.pdf](http://www3.halton.gov.uk/Pages/councildemocracy/pdfs/EandD/Equality_-_objectives_progress_report_-_April_2013.pdf)

6.0 Performance Overview

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

Financial Management

Key Objectives / milestones







Ref	Milestones	Q2 Progress
FS 01	Report Medium Term Financial Strategy to Executive Board, November 2015 .	
FS 03	Complete the Draft Statement of Accounts for certification by Chief Financial Officer by 30th June 2015 .	
FS 03	Publish the Statement of Accounts by 30th September 2015 .	

Supporting Commentary

The Medium term Financial Strategy (MTFS) will be reported to Executive Board on 10 December 2015. This is later than usual due to Comprehensive Spending Review not being published 25 November 2015 which will have significant impact upon the MTFS. The financial forecast is being regularly updated.

The 2014/15 Statement of Accounts certified by Chief Finance Officer on Tuesday 30th June 2015 and shared with External Auditor, Grant Thornton LLP, on the same day. The Statement of Accounts was published on the Council's web-site on 30th September 2015, following approval by the Business Efficiency Board and receipt of an unqualified audit opinion.

Key Performance Indicators

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q2 Actual	Q2 Progress	Direction of travel
FS LI 04	Proportion of Council Tax that was due that was collected.	95.47%	94.75%+	56.10%		
FS LI 05	The percentage of Business Rates which should have been received during the year that were received.	97.04%	95.00%+	54.76%		
FS LI 07	Average time for processing new claims (Housing & Council Tax Benefit).	14.42	20	18.22		

Supporting Commentary



Council Tax collection is slightly down by 0.06% compared with same point last year, primarily due to an additional 6,000 households now required to pay a proportion of their council tax liability under the council tax reduction scheme.

The collection of Business Rates is slightly down by 1.18% compared with same point last year although this is considered to be within normal variation.

Processing times are down by 3.66 days compared with same point last year as a result of a high volume of work experienced within the quarter but remain within target.

Human Resources & Organisational Development

Key Objectives / milestones













Ref	Milestones	Q2 Progress
HRLD 01	On-going enhancements to i-Trent system capabilities March 2016	
HRLD 02	Promote and take forward the delivery of actions identified within Corporate People Plan March 2016 .	



Supporting Commentary

Enhancements to the i-Trent system are ongoing. There are a number of areas identified for enhancement, some linking to existing service improvements, others are new initiatives.

On-going learning and development continues to be provided for employees with new courses, post entry training courses and E-Learning modules being offered.

Key Performance Indicators

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q2 Actual	Q2 Progress	Direction of travel
HRLD LI 01	The number of working days / shifts lost due to sickness (Corporate).	10.44	10	4.23		
HRLD LI 04	% of training delegates attending as proportion of places reserved.	99	90	87		
HRLD LI 05	The percentage of top 5% of earners that are:					
	a) Women	55.62	50	52.8		
	b) From BME communities.	1.85	1.5	2.0		
	c) With a disability.	0.71	8.0	0.78		
HRLD LI 06	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	1.44	10.0	1.24		

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q2 Actual	Q2 Progress	Direction of travel
HRLD LI 07	Minority of Ethnic Community staff as a percentage of the total workforce.	1.22	1.0	1.14		

Supporting Commentary











Days lost to sickness absence is a cumulative measure which is subject to seasonal change and at this stage annual target remains on-track to be achieved with performance at Q2 showing improvement when compared to the same time last year (5.45 days).

There are Some variations in performance against top 5% of earners and these remain subject to change as structures across the organisation change. It is unlikely that the ambitious target for the disability indicator will be met despite a slight upward movement

In relation to BME / disability profiles these indicators are difficult to predict and are influenced based on demographics and changes to the workforce.

ICT Infrastructure

Key Objectives / milestones

Ref	Milestones	Q2 Progress
ICT 01a	Continued Enhancement of the virtualization platform to enhanced or new technologies, March 2016 .	
ICT 01b	Further development of Cloud Services Platform, March 2016 .	
ICT 01c	SharePoint and Records Management enhancements March 2016 .	
ICT 01d	Continued Social Care Systems Service Support Programme March 2016 .	
ICT 01e	OC and Desktop OS Replacement Programme March 2016 .	
ICT 01f	Continued Lync Enhancement Programme March 2016 .	
ICT 01g	Interactive Web Services Enhancement and further SharePoint Integration March 2016 .	
ICT 01h	Further development of commercial ICT opportunity within desktop, hosting and DR provision March 2016 .	
ICT 02d	Continued development of document management and distribution services - March 2015 .	
ICT 04a	Conduct & Evaluate point of contact Satisfaction survey for ICT & Support Services - March 2015 .	

Supporting Commentary







All objectives and milestones are presently progressing as planned.

Most notably in relation to the continued enhancement of the virtualisation platform this project is now underway with the key elements of this major development now in place and currently being configured. The project itself is expected to last approximately 4 months, but will realise considerable benefit to the authority over the coming years.

Further enhancements to the Cloud Services Platform have been developed and deployed, including further development to the Records Management Interfaces and with SharePoint which will realise considerable benefits within the desktop environment.

Lync 2013 will become part of the new desktop environment; negotiations with Microsoft are currently in place to license its deployment and the deployment of the new Agresso Income Manager project will develop and deploy enhancements to both internal and external users of web based self service facilities.

Key Performance Indicators


Ref	Measure	14 / 15 Actual	15 / 16 Target	Q2 Actual	Q2 Progress	Direction of travel
ICT LI 1	Average availability of the Council's operational servers (%).	99	99	98		
ICT LI 4	% Of all responsive repairs completed within 2 working days.	86	80	98		
ICT LI 8	Average working days from order to completion of a new PC.	5	10	10		

Supporting Commentary

Availability of the Council's servers remains and completion of responsive repairs remains almost at ceiling. There were some outages of some individual servers during required office times, however these were rectified within 2 hours, and were isolated incidents.

The Council is not urgently replacing equipment, due to an emerging change in strategic direction however all new starters are being provided with equipment within 10 days of the user being requested.





Legal & Democracy**Key Objectives / milestones**

Ref	Milestones	Q2 Progress
LD 02a	To ensure that all members have been given the opportunity of a having a MAP meeting.	

Supporting Commentary

MAP meetings are continually taking place throughout the calendar year.



Key Performance Indicators

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q2 Actual	Q2 Progress	Direction of travel
LD LI 03	Average Time taken to issue prosecutions from receipt of full instructions (working days).	10	10	10		
LD LI 05	Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days).	1	3	1		

Supporting Commentary

Both measures remain on target.

Catering, Stadium & Registration Services**Key Objectives / milestones**















Ref	Milestones	Q2 Progress
CE 2	Identify areas for improvement in line with the Business Plan and Marketing Plan (this will drive the development of milestones for 2016/17). January 2016	
CE 3	Deliver a promotion and educational campaign (AOF 1) September 2015 and January 2016	

Supporting Commentary

Having reviewed the financial performance of each of the trading areas a restructure is planned that will strengthen areas of the Stadium that should result in increased income streams.

A full promotional campaign, including parent leaflets, school visits and a full media campaign was organised and implemented in September.

Key Performance Indicators

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q2 Actual	Q2 Progress	Direction of travel
CE LI 1	No. of meals served versus hourly input of labour (Previously SH1).	10.80	10.00	10.85		
The percentage (%) take up of free school meals to those who are eligible:						
CE LI 6	Primary Schools	91.7%	85%	82.2%		
CE LI 7	Secondary Schools	77.1%	75%	74.6%		
Take up of school lunches (Previously NI 52 a & b):						
CE LI 8	Primary Schools	60.8%	65%	61		
CE LI 9	Secondary Schools	54.95%	57%	56.6		
Food cost per school meal (pence):						
CE LI 14	Primary Schools	71p	78p	72p		
CE LI 15	Secondary Schools	£1.01	95p	97p		





Supporting Commentary

The cost of meal provision continues to be closely monitored and controlled.

Although the take up of FSM is slightly below target the winter months are likely to see seasonal increases in the take-up and of school meals generally.

Food costs have reduced still further and work being carried out by the Council's Procurement team is having a positive impact on the cost of food.

Property Services**Key Performance Indicators**

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q2 Actual	Q2 Progress	Direction of travel
CED060	Occupancy of HBC industrial Units	89%	90%	90%		
CED061	Occupancy of Widnes Market Hall	85%	95%	82%		

Supporting Commentary

With regards to Industrial Units there are 2 potential vacancies at Dewar Court in the next few months, however interest for the smaller units at the estate is still good.

Market occupancy rates are slightly lower than the same period last year. The trend appears to be more traders in the market taking less space which may reflect a tough retail environment and the need for many traders to reduce costs by reducing the space they use.

7.0 Financial Summaries

FINANCE DEPARTMENT

Revenue Budget as at 30th September 2015

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend) £'000
	£'000	£'000	£'000	£'000
<u>Expenditure</u>				
Employees	7,421	3,590	3,308	282
Supplies & Services	553	328	351	(23)
Other Premises	86	57	47	10
Insurances	1,614	991	992	(1)
Concessionary Travel	2,127	997	997	0
Rent Allowances	56,000	24,274	24,274	0
Non HRA Rebates	66	32	32	0
Discretionary Housing Payments	387	169	169	0
Local Welfare Payments	150	45	45	0
Total Expenditure	68,404	30,483	30,215	268
<u>Income</u>				
Fees & Charges	-308	-153	-69	(84)
SLA to Schools	-798	-798	-747	(51)
NNDR Administration Grant	-166	0	0	0
Hsg Ben Administration Grant	-782	-391	-391	0
Council Tax Admin Grant	-208	-208	-208	0
Rent Allowances	-55,600	-27,729	-27,729	0
Clerical Error Recoveries	-398	-284	-284	0
Non HRA Rent Rebates	-66	-36	-36	0
Discretionary Housing Payments Grant	-387	-115	-115	0
Reimbursements & Other Grants	-149	-57	-264	207
Liability Orders	-421	-368	-368	0
Transfer from Reserves	-791	0	0	0
Total Income	-60,074	-30,139	-30,211	72
Net Controllable Expenditure	8,330	344	4	340
<u>Recharges</u>				
Premises	399	199	199	0
Transport	24	12	12	0
Asset Charges	19	0	0	0
Central Support Services	3,546	1,773	1,773	0
Support Services Income	-7,540	-3,770	-3,770	0
Net Total Recharges	-3,552	-1,786	-1,786	0
Net Department Total	4,778	-1,442	-1,782	340

Comments on the above figures:

In overall terms spending is below the budget profile at the end of quarter two.

With regards to expenditure, employee costs are below the budget profile due to vacant posts that exist primarily within the Revenues and Benefits Division and the Procurement Division. Revenues and Benefits has recently undergone a restructure and a number of posts are currently being recruited to, in order to support the ongoing Benefits Reform programme. Other vacant posts within the Finance Department are being utilised as savings for 2016/17.

With regards to income, SLA to Schools income is lower than the budget estimate which is due to a lower than expected take-up of the Procurement SLA. Reimbursements & Other Grant Income is in excess of the budget profile due to the receipt of a number of one-off Revenues and Benefits new burdens grants.

At this stage it is anticipated that overall spending will be below budget at the end of the financial year.

POLICY, PEOPLE, PERFORMANCE AND EFFICIENCY DEPARTMENT

Revenue Budget as at 30th September 2015

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
Expenditure				
Employees	1,847	949	932	17
Employee Training	133	31	31	0
Supplies & Services	125	101	94	7
Total Expenditure	2,105	1,081	1,057	24
Income				
Fees & Charges	-106	-106	-106	0
Reimbursements & Other Grants	-6	-6	-6	0
School SLA's	-381	-381	-381	0
Total Income	-493	-493	-493	0
Net Operational Expenditure	1,612	588	564	24
Recharges				
Premises Support	100	50	50	0
Transport Recharges	5	3	3	0
Central Support Recharges	855	427	427	0
Support Recharges Income	-2,942	-1,471	-1,471	0
Net Total Recharges	-1,982	-991	-991	0
Net Departmental Total	-370	-403	-427	24

Comments on the above figures:

In overall terms, spending is slightly below the budget profile at the end of the second quarter.

With regards to expenditure, employee related expenditure is lower than the budget profile due to vacancies that exist within the Department. Some posts will be put forward as saving proposals in balancing the Council wide budget for 2016/17.

At this stage it is anticipated that overall net expenditure will be within budget by the end of the year.

ICT AND SUPPORT SERVICES DEPARTMENT

Revenue Budget as at 30th September 2015

	Annual Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date (Overspend) £'000
Employees	5,546	2,649	2,645	4
Supplies & Services	682	331	228	103
Computer Repairs & Software	641	439	437	2
Communications Costs	332	291	291	0
Other Premises	23	18	19	(1)
Capital Financing	372	205	205	0
Transfers to Reserves	75	0	0	0
Total Expenditure	7,671	3,933	3,825	108
<u>Income</u>				
Fees & Charges	-551	-194	-194	0
Reimbursements & Other Grants	-176	-176	-176	0
Internal Billing	-12	-12	-12	0
Transfers from Reserves	-150	0	0	0
SLA to Schools	-556	-510	-509	(1)
Total Income	-1,445	-892	-891	(1)
Net Controllable Expenditure	6,226	3,041	2,934	107
<u>Recharges</u>				
Premises	397	199	199	0
Transport	27	13	13	0
Asset Charges	1,161	0	0	0
Central Support Services	1,121	560	560	0
Support Service Income	-8,932	-4,466	-4,466	0
Net Total Recharges	-6,226	-3,694	-3,694	0
Net Department Total	0	-653	-760	107

Comments on the above figures

In overall terms spending is below the budget profile at the end of the second quarter.

With regards to expenditure, employee related expenditure is lower than the budget profile due to staff turnover and vacancies that exist within the Admin Division. Some posts are in the process of being filled and some will be put forward as saving proposals in balancing the Council wide budget for 2016/17. The in-year underspend is temporarily being used to alleviate pressures on the fees & charges income target.

Expenditure on supplies and services is also lower than the budget profile which is a result of tighter controls now being in operation in respect of the purchasing of stationery, office equipment and external printing. Again, some of the budget will be put forward as a savings proposal in balancing the Council wide budget for 2016/17.

At this stage it is anticipated that the overall net Department spending will be within budget at the year end.

Capital Projects as at 30th September 2015

Capital Expenditure	2015/16 Capital Allocation £'000	Allocation to Date £'000	Actual Spend to Date £'000	Total Allocation Remaining £'000
IT Rolling Programme	1,718	1,358	1,358	360
Net Expenditure	1,718	1,358	1,358	360

Comments on the above figures

It is expected that the full capital allocation will be spent by the financial year end.

LEGAL & DEMOCRATIC SERVICES DEPARTMENT

Revenue Budget as at 30th September 2015

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
<i>Expenditure</i>				
Employees	1,919	964	942	22
Supplies & Services	337	193	137	56
Civic Catering & Functions	27	1	2	(1)
Mayoral Allowances	22	22	18	4
Legal Expenses	215	66	67	(1)
Total Expenditure	2,520	1,246	1,166	80
<i>Income</i>				
Land Charges	-101	-46	-46	0
License Income	-251	-101	-102	1
Schools SLA's	-55	-55	-70	15
Government Grants	-34	-34	-34	0
Other Income	-73	-65	-76	11
Transfers from Reserves	-10	0	0	0
Total Income	-524	-301	-328	27
Net Operational Expenditure	1,996	945	838	107
<u>Recharges</u>				
Premises Support	132	66	66	0
Transport Recharges	26	13	13	0
Central Support Recharges	425	213	213	0
Support Recharges Income	-2,054	-1,027	-1,027	0
Net Departmental Total	525	210	103	107

Comments on the above figures

In overall terms spending is below the budget profile at the end of quarter two.

With regards to expenditure supplies & services expenditure is lower than the budget profile due to reduced spend on legal books and publications as a result of a move to using on-line resources. Also, the external contract for website design has not been renewed as this work will now be undertaken in-house. The resulting savings will be put forward as saving proposals in balancing the Council wide budget for 2016/17.

With regards to income, buy-back of the Legal Services SLA has exceeded the original forecast.

At this stage it is anticipated that overall net expenditure will be within budget by the end of the year.

COMMUNITY & ENVIRONMENT DEPARTMENT

Revenue Budget as at 30 September 2015

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000
<u>Expenditure</u>				
Employees	12,045	6,141	6,179	(38)
Other Premises	1,182	712	690	22
Supplies & Services	1,570	643	583	60
Book Fund	142	71	74	(3)
Hired & Contracted Services	1,151	437	446	(9)
Food Provisions	652	299	292	7
School Meals Food	2,077	771	755	16
Transport	54	22	13	9
Other Agency Costs	674	249	196	53
Waste Disposal Contracts	5,160	1,545	1,585	(40)
Leisure Management Contract	1,496	547	592	(45)
Grants To Voluntary Organisations	322	161	155	6
Grant To Norton Priory	222	111	117	(6)
Rolling Projects	32	32	32	0
Transfers To Reserves	0	0	0	0
Capital Financing	9	5	0	5
Total Spending	26,788	11,746	11,709	37
<u>Income</u>				
Sales Income	-2,229	-1,152	-1,062	(90)
School Meals Sales	-2,180	-717	-725	8
Fees & Charges Income	-3,265	-1,782	-1,727	(55)
Rents Income	-235	-209	-238	29
Government Grant Income	-1,186	-1,170	-1,159	(11)
Reimbursements & Other Grant Income	-548	-402	-425	23
Schools SLA Income	-79	-79	-83	4
Internal Fees Income	-120	-66	-81	15
School Meals Other Income	-2,270	-1,694	-1,700	6
Meals On Wheels	-196	-98	-72	(26)
Catering Fees	-225	-88	-35	(53)
Capital Salaries	-53	-24	-14	(10)
Transfers From Reserves	-44	-23	-23	0
Total Income	-12,630	-7,504	-7,344	(160)
Net Controllable Expenditure	14,157	4,242	4,365	(123)

Recharges				
Premises Support	1,947	997	997	0
Transport Recharges	2,390	707	706	1
Departmental Support Services	9		0	0
Central Support Services	3,146	1,612	1,612	0
Asset Charges	3,005		0	0
HBC Support Costs Income	-382	-382	-382	0
Net Total Recharges	10,115	2,934	2,933	1
Net Departmental Total	24,273	7,176	7,298	(122)

Comments on the above figures:

The net budget is currently £122,000 over budget profile at the end of the second quarter of the financial year.

Expenditure on employee costs is currently £38,000 over budget profile however this budget does include a staff savings target of £372,250 of which £52,380 relates to premium pay. Although savings were identified last year, delays in the reduction of staff have led to a small overspend to date, however it is anticipated that the savings will be met by year-end. Agency staff expenditure has continued to stay at a significantly lower level than last year with the introduction of the apprenticeship schemes and vacant posts being filled.

Supplies and services are currently under budget profile across all divisions on areas such as advertising, equipment, clothing and training. Expenditure is being restricted in these areas to offset other budget pressures within the department.

Although expenditure on the leisure management contract continues to be over budget profile, the contract is now in its final year and will end in January 2016, after which the service will be brought back in house.

Other agency costs are £53,000 under budget profile, due in the main, to expenditure on Area Forums where some projects have not yet been identified.

Income continues to struggle across the department with sales income, fees & charges and internal catering fees the most significant under-achievers. Last year income for these specific areas underachieved by over £322,000, although this was partially offset by an over achievement on other income streams. Although sales have increased slightly this year, at the midpoint of financial year 2015/16, income is expected to under achieve against budget by a similar figure to 2014/15. Income relating to the collection of green waste has overachieved budget by £40,000 to date. This is not expected to increase further for the rest of the financial year.

Capital Projects as at 30th September 2015

	2015-16 Capital Allocation £'000	Allocation To Date £'000	Actual Spend To Date £'000	Total Allocation Remaining £'000
Stadium Minor Works	30	30	31	(1)
Stadium 3G Equipment	12	0	0	12
Widnes Recreation Site	741	544	544	197
Norton Priory	2,843	200	193	2,650
Norton Priory Biomass Boiler	107	0	0	107
Children's Playground Equipment	138	55	55	83
Upton Improvements	13	1	1	12
Crow Wood Play Area	4	0	0	4
Runcorn Hill Park	250	250	560	(310)
Runcorn Cemetery Extension	9	0	0	9
Cremators Widnes Crematorium	109	109	173	(64)
Open Spaces Schemes	18	14	14	4
Playground Third Party Funding	340	0	0	340
Litter Bins	20	0	0	20
Total	4,634	1,203	1,571	3,063

Comments on the above figures

The Widnes Recreation project has now completed although there are still a number of payments due in respect of retention and project completion. Total spend will be within the allocation.

The Norton Priory "Monastery To Museum" project commenced on-site in August 2015, and has an anticipated completion date of July 2015. Total Heritage Lottery funding amounts to £3.9M over the course of the project.

Funding for the Runcorn Hill Park project remains a concern. The initial contractor tasked with phase one of the building works went into liquidation once work had commenced.

The decision was taken to continue with the project with the expectation that extra funding may be secured to meet the resulting increased costs. The additional costs of the re-tendered contract, together with remedial works required to the original constructions, and additional security costs, are in the region of £370,000.

Requests to external bodies for additional funding have so far proved unsuccessful. Heritage Lottery Fund, the principal contributor to the scheme, has recently advised (October 2015) that they are unwilling to contribute further to phase one of the works. Total project funding from the Heritage Lottery Fund amounts to £2.2M until 2018 for a number of phases of the programme, and consideration is currently being given as to whether the costs of subsequent phases of the work can be reduced, whilst still attracting the full level of grant funding originally offered.

The allocation for Playground Third Party Funding represents funding carried forward from previous years to provide match funding for external grants. Any residual funding will be carried forward at year-end.

ECONOMY, ENTERPRISE & PROPERTY DEPARTMENT

Revenue Budget as at 30 September 2015

	Annual Budget £'000	Budget to Date £'000	Expenditure to Date £'000	Variance to Date (overspend) £'000
<u>Expenditure</u>				
Employees	4,359	2,074	2,098	(24)
Repairs & Maintenance	2,731	1,201	1,202	(1)
Premises	40	37	37	0
Energy & Water Costs	625	258	247	11
NNDR	542	518	516	2
Rents	456	307	304	3
Marketing Programme	22	3	3	0
Promotions	8	3	3	0
Supplies & Services	1,634	654	647	7
Agency Related Expenditure	42	6	3	3
Grants to Non Voluntary Organisations	323	311	311	0
Surplus Property Assets	-685	-342	0	(342)
Revenue Contrib'n to / from Reserves	35	35	35	0
Total Expenditure	10,132	5,065	5,406	(341)
<u>Income</u>				
Fees & Charges	-574	-413	-422	9
Rent - Markets	-766	-375	-383	8
Rent - Industrial Estates	-639	-333	-342	9
Rent – Investment Properties	-656	-307	-310	3
Transfer to / from Reserves	-591	-591	-591	0
Government Grant - Income	-1,876	-924	-924	0
Reimbursements & Other Income	-257	-39	-42	3
Recharges to Capital	-227	-26	-26	0
Schools SLA Income	-486	-475	-480	5
Total Income	-6,072	-3,483	-3,520	37
NET OPERATIONAL BUDGET	4,060	1,582	1,886	(304)
Premises Support Costs	1,924	980	980	0
Transport Support Costs	32	13	13	0
Central Support Service Costs	1,824	932	932	0
Asset Rental Support Costs	2,543	0	0	0
Repairs & Maint. Rech. Income	-2,558	-1,279	-1,279	0
Accommodation Rech. Income	-2,763	-1,382	-1,382	0
Central Supp. Service Rech. Income	-1,836	-918	-918	0
Total Recharges	-834	-1,654	-1,654	0
Net Expenditure	3,226	-72	232	(304)

Comments on the above figures

Spend against the employee budget is higher than the profiled budget due to the staff turnover target not being achieved as a result of low staff turnover in the earlier part of the year.

Premises costs have remained stable during quarter 2. Property Services will continue to utilise council accommodation wherever possible and outsource accommodation space to external agencies to generate additional income.

Energy & Water costs at quarter 2 are below budget to date, due a utility provider undertaking a reconciliation exercise of bills paid to date resulting in reimbursements of previous years charges.

It is anticipated that the Surplus Property Assets savings target will not be fully achieved by year-end. Whilst an action plan has been developed the time required developing and implementing the measures to realise savings means they will not be in place in the current year and total savings of £1m against this heading will not be found in full until 2016/17 at the earliest.

In order to ease budget pressures spending will be restricted in-year on Supplies & Services; Promotions and Marketing has also been kept to a minimum in an effort to achieve savings for the Department.

It is projected Investment Properties and Industrial Estates rental income will remain constant during the year and envisaging minimal change in the occupancy rates. Market rental income is above budget at the end of Quarter 2. Both market hall and open market income has remained stable during the first half of the year.

Work will continue with managers to deal with any in-year budget pressures. In overall terms it is anticipated that net expenditure will be overspent against the overall Departmental budget by year-end. In the main this is due to the savings target against surplus property assets. However work is being undertaken to minimise this where possible. It is estimated the value of the overall variance will be in the region of £500k-£600k.

ECONOMY, ENTERPRISE & PROPERTY DEPARTMENT**Capital Projects as at 30th September 2015**

	2015/16 Capital Allocation £'000	Allocation To Date £000's	Expenditure to Date £'000	Variance to Date (overspend) £'000
Economy, Enterprise & Property Dep't				
Castlefields Regeneration	635	56	56	0
3MG	3,493	52	52	0
Widnes Waterfront	200	0	0	0
Johnsons Lane Infrastructure	450	119	119	0
Decontamination of Land	6	0	0	0
Sci Tech Daresbury	10,965	5	5	0
Former Crossville Depot	518	82	82	0
Peel House Lane – Enabling Costs	65	19	19	0
Peel House Lane Cemetery	1,019	12	12	0
Peel House Lane Roundabout & Cemetery Access	51	5	5	0
John Briggs House – Police Station	342	22	22	0
Travellers Site - Warrington Road	1,162	1,209	1,209	(47)
Widnes Town Centre Initiative	21	0	0	0
Lower House Lane Depot – Upgrade	24	4	4	0
Equality Act Improvement Works	250	18	18	0
Signage at The Hive	100	0	0	0
Advertising Screen – The Hive	100	0	0	0
Grand Total	19,401	1,603	1,603	(47)

Comments

The timing of spend for Castlefields Regeneration scheme is unknown as the main expenditure item relates to a compulsory purchase order claim (which is likely to be referred to Lands Tribunal).

The bulk of the capital allocation for 3MG will be used to fund the construction of rail sidings which will commence in quarter 3.

Widnes Waterfront and Bayer project will only commence once the developer has an end-user in place so timing of spend is hard to predict at this moment in time.

Decontamination of Land allocation will fund final contract retention payment.

Sci Tech Daresbury spend will relate to purchase of Tech Space building which is expected to commence towards the end of the financial year.

POLICY, PLANNING & TRANSPORTATION DEPARTMENT

Revenue Budget as at 30th September 2015

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
<u>Expenditure</u>				
Employees	4,555	2,223	2,209	14
Other Premises	222	78	67	11
Hired & Contracted Services	243	45	46	(1)
Supplies & Services	287	122	123	(1)
Street Lighting	2,082	617	617	0
Highways Maintenance	2,290	1,469	1,469	0
Bridges	98	4	4	0
Fleet Transport	1,397	477	477	0
Lease Car Contracts	516	222	222	0
Bus Support – Hopper Tickets	180	80	80	0
Bus Support	525	300	299	1
Out of Borough Transport	51	13	13	0
Finance Charges	406	166	166	0
Grants to Voluntary Organisations	68	34	34	0
Direct Revenue Financing	14	14	14	0
NRA Levy	60	30	30	0
Total Expenditure	12,994	5,894	5,870	24
<u>Income</u>				
Sales	-372	-138	-141	3
Planning Fees	-531	-285	-297	12
Building Control Fees	-201	-123	-134	11
Other Fees & Charges	-449	-280	-290	10
Rents	-8	0	0	0
Grants & Reimbursements	-539	-135	-134	(1)
Efficiency Savings	-60	0	0	0
School SLAs	-40	-40	-40	0
Recharge to Capital	-312	0	0	0
Transfer from Reserves	-217	0	0	0
Total Income	2,729	-1,001	-1,036	35
Net Controllable Expenditure	10,265	4,893	4,834	59

Recharges				
Premises Support	642	388	388	0
Transport Recharges	629	301	304	(3)
Asset Charges	7,791	0	0	0
Central Support Recharges	1,935	968	968	0
Departmental Support Recharges	393	196	196	0
Departmental Support Recharges Income	-491	-246	-246	0
Support Recharges Income – Transport	-3,734	-1,700	-1,700	0
Support Recharges Income	-1,022	-396	-396	0
Net Total Recharges	6,143	-489	-486	(3)
Net Departmental Total	16,408	4,404	4,348	56

Comments on the above figures

In overall terms revenue spending at the end of quarter 2 is below budget profile. This is due to small variances in a number of expenditure and income budget areas

The 'Other Premises' item is below budget to date mainly due to lower than expected utility and NNDR bills for Lower House Lane Depot within the Logistics Division.

Planning fee income is over the profiled budget to date due to a one-off, high value planning amount received during the last quarter, this is not expected to continue throughout the rest of the year. It is expected that income will be in line with the budget at year end.

Building Control income is exceeding the budget profile to date, the increased income reflects the increase in the number of control inspections provided by the department to members of the public, this is despite strong competition from outside competitors who can provide the same service except for the issuing of the certificate.

The above budget increase in 'Other Fees and Charges' is mainly due to income generated within the Traffic Division for overrun charges on statutory undertakers, the issuing of permits etc. This is expected to be just above budget throughout the year.

At this stage of the year it is anticipated that overall-spend will be within the Departmental budget at the financial year-end.

POLICY, PLANNING & TRANSPORTATION DEPARTMENT

Capital Projects as at 30TH September 2015

	2015/16 Capital Allocation £'000	Allocation To Date £'000	Actual Spend To Date £'000	Allocation Remaining £'000
Local Transport Plan				
Bridges & Highway Maintenance				
Bridge Assessment, Strengthening & Maintenance	967	65	64	903
Road Maintenance	1,261	430	427	834
Total Bridge & Highway Maintenance	2,228	495	491	1,737
Integrated Transport	908	190	191	717
Total Local Transport Plan	3,136	685	682	2,454
Halton Borough Council				
Street lighting – Structural Maintenance	200	55	53	147
Street lighting – replacement programme	1,700	180	181	1,519
Risk Management	120	45	45	75
Fleet Replacement	2,174	600	598	1,576
Total Halton Borough Council	4,194	880	877	3,317
Grant Funded				
Local Pinch Point – Daresbury E'way	943	10	9	934
Surface Water Management Grant	122	5	7	115
S106 schemes	384	0	0	384
STEPS programme	664	0	0	664
Total Grant Funded	2,113	15	16	2,097
Total Capital Programme	9,443	1,580	1,575	7,868

Comments on the above figures




The programme of spend regarding surface water management is dependent on uptake by members of the public. This in turn is affected by local weather conditions.

The STEP (Sustainable Transport Enhancement Package) programme is scheduled to start from quarter 3, this spend will then be reflected from this period onwards.




8.0 Explanation of Symbols

Symbols are used in the following manner:

Progress Symbols

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

Direction of Travel Indicator

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

Implementation of High Risk Mitigation Measures – Quarter 2 to 30th September 2015

The purpose of this report is to provide an update concerning the implementation of mitigation measures for those areas of risk which have been assessed as high and that are relevant to the Corporate Policy and Performance Board.

Business Area – Financial Management

Assessment of current risk			Impact (Severity)	Likelihood (Probability)	Score (I x L)		
PR R2	Failure to set a balanced budget, capital programme and council tax in accordance with statutory requirements <i>(Strategic Priority: Corporate effectiveness and business efficiency)</i>		4	3	12		
Risk control measure(s)		Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score	
R2 a	<i>Medium Term Financial Strategy is updated regularly and informs the budget preparation process which is driven by Management Team and the Members' Budget Working Group.</i>		Ed Dawson Operational Director (Finance)	Annually	4	1	4
R2 b	<i>Given the current scale of Government grant reductions, a strategy for development of budget proposals has been adopted by Management Team and the process for identifying proposals commenced as early as possible.</i>						
R2 c	<i>The budget timetable is structured to ensure the budget preparation process results in approval by Council and in advance of statutory deadline. Regular monitoring ensures the process is kept on track.</i>						
R2 d	<i>Initial budget proposals are presented to Council in December, with further proposals presented to Council in March, to ensure delivery of a balanced budget, capital programme and council tax.</i>						
R2 e	<i>Detailed guidance is provided to all budget managers regarding the process and the timetable to be followed.</i>						
R2 f	<i>The budget is prepared in accordance with statutory requirements and the S151 Officer ensures a balanced budget and council tax is presented for approval by Council.</i>						

Implementation of High Risk Mitigation Measures – Quarter 2 to 30th September 2015

Assessment of current risk		Impact (Severity)	Likelihood (Probability)	Score (I x L)		
PR R2	Failure to set a balanced budget, capital programme and council tax in accordance with statutory requirements <i>(Strategic Priority: Corporate effectiveness and business efficiency)</i>	4	3	12		
Risk control measure(s)		Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score
R2g	<i>Collection Fund (Business Rates and Council Tax) balances are monitored on a monthly basis, so that early consideration can be given to the impact of actual collection rates on future budget setting.</i>					

Progress update

R2a The Medium Term Financial Strategy (MTFS) was updated in light of the Chancellor’s Summer Budget announcement and discussed with Management Team and the Budget Working Group. The MTFS has been further updated following the Comprehensive Spending Review announcement on 25th November 2015 and will be reported to the Executive Board on 10th December 2015.

R2b The Budget Working Group has been meeting regularly since May 2015 to consider budget proposals to bridge the forecast budget gap for 2016/17.

R2c A detailed budget preparation timetable has been prepared and is monitored weekly by the Financial Management Division. In addition, a timetable for consideration of budget proposals by Members is being maintained.

R2d A first set of budget saving proposals was approved by Council on 14th October 2015. Given the scale of the challenge facing the Council, a second set of saving proposals will be considered by Council on 9th December 2015. A third set of proposals to deliver a balanced budget will then be considered by Council on 2nd March 2016, along with the capital programme and council tax.

R2e In accordance with the budget timetable, detailed budget preparation guidance was issued and the Council’s base budget has been updated and inflated to 2016/17 prices, following discussions with every Budget Manager.

R2f The estimated Council Tax Base for 2016/17 has been calculated and was recommended by Executive Board on 19th November 2015 for approval by Council on 9th December 2015. All budget saving proposals have been scrutinised by the Finance Department to ensure their robustness, prior to them being presented for consideration by the Budget Working Group.

R2g The Collection Fund has been monitored closely and as a result the current surplus will be used as a one-off saving to assist with balancing the 2016/17 budget. Police and Fire have also been notified as to their respective shares of the Collection Fund surplus

Implementation of High Risk Mitigation Measures – Quarter 2 to 30th September 2015

Assessment of current risk - (Financial Management cont'd)			Impact (Severity)	Likelihood (Probability)	Score (I x L)	
PR R5	Failure to contain overall spending for the financial year within the Council's annual net budget. <i>(Strategic Priority: Corporate effectiveness and business efficiency)</i>		4	3	12	
Risk control measure(s)		Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score
R5 a	Budget monitoring reports are prepared on a quarterly basis and reported to Management Team, Executive Board and Policy & Performance Boards.	Ed Dawson Operational Director (Finance)	Annually	4	1	4
R5 b	A budget risk register is maintained with quarterly updates to Management Team.					
R5 c	Budget monitoring is undertaken on a day to day basis between Finance Officers and Budget Holders. Budget monitoring reports are sent monthly to all Budget Holders to assist them to check spend, highlight budget variances and review outstanding commitments.					
R5 d	Action plans put in place and monitored for services identified as potentially overspending significantly against budget, which includes regular monitoring of trends and forecasts for demand led services.					
R5 e	Reasonable levels of general and earmarked reserves are maintained in order to minimise the impact of budget overspends.					

Progress update

R5a Budget monitoring reports were reported on schedule to Executive Board and Policy & Performance Boards at the end of quarter 1 and quarter 2.

R5b The budget risk register was reported to Management Team at the end of quarter 1 and quarter 2.

R5c Budget monitoring has been undertaken day to day by Finance Officers and budget monitoring reports for each Department have been sent to the relevant Operational Director and Divisional Managers each month-end, during the year to date.

R5d An action plan has been established and is being implemented, with regard to Children in Care costs which are significantly above budget. This is being monitored regularly by the People & Economy Directorate Senior Management Team and also Management Team.

R5e The Council's reserves and balances have been reviewed at the end of quarter 1 and quarter 2, in accordance with the Reserves and Balances Strategy.

Implementation of High Risk Mitigation Measures – Quarter 2 to 30th September 2015

Business Area – ICT Services

Assessment of current risk			Impact (Severity)	Likelihood (Probability)	Score (I x L)	
PR R5	Network problems or failure prevents the delivery of Council Services. <i>(Strategic Priority: Corporate effectiveness and business efficiency)</i>		4	3	12	
Risk control measure(s)		Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score
<i>R5 a</i>	<i>Business Continuity Plans / Disaster Recovery Plans in Place</i>		Annually	3	2	6
<i>R5 b</i>	<i>Key Services identified so that when network problems occur those areas are given priority</i>					

Progress update

Work is underway following the purchase of software and hardware solutions that will enable both of the authorities data centres to work as one, enabling either data centre location and the associated services and applications to remain active at all times supporting the wider authorities Disaster Recovery and Business Continuity Plans.

Considerable changes have also been undertaken to upgrade and create resilience within the network's that support key services and the applications that support these services in order that they can be prioritised.

Implementation of High Risk Mitigation Measures – Quarter 2 to 30th September 2015

Business Area – Legal & Democratic Services

Assessment of current risk			Impact (Severity)	Likelihood (Probability)	Score (I x L)	
PR R8	Failure to implement effective Corporate Governance Arrangements results in decision making which lacks transparency, accountability, and efficiency. <i>(Strategic Priority: Corporate effectiveness and business efficiency)</i>		4	3	12	
Risk control measure(s)		Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score
R8 a	Standard Report formats	Mark Reaney Operational Director (Legal & Democratic Services)	Annually	4	1	4
R8 b	Adoption of a written Constitution reviewed annually					
R8 c	Implementation of statutory access to information requirements					
R8 d	Implementation of Overview and Scrutiny arrangements					

Progress update

The Constitution was reviewed on an annual basis as usual and the revised version was approved by Council in April 2015. Preparations will soon commence for the 2016 review. All staff are urged to follow standard report templates, which have recently been reissued for information.

The Information Governance Group continues to meet, to ensure compliance with access to information and data protection requirements and the FOI allocation and tracking system is well established.

Scrutiny committees meet frequently and operate effectively, and the Scrutiny Chairs Group meets regularly to ensure consistency of approach.

Implementation of High Risk Mitigation Measures – Quarter 2 to 30th September 2015

Business Area – Community and Environment Services

Business Objective / Project

Ref	Description
CE 2	Increase the community usage of the Select Security Stadium and to maintain and improve the health of Halton residents.

Assessment of current risk(s)

Item	Identified Risk	Impact (Severity)	Likelihood (Probability)	Score (I x L)
1	Cost of using the stadium to disadvantaged/community groups.	4	3	12
2	Lack of knowledge of the benefits of the Halton Leisure card.	4	3	12
3	Lack of understanding of what is on offer for all age/gender groups within the stadium.	4	3	12

Risk control measure(s)	Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score	
1	Chris Patino	Annually	Ensure all community user groups are made aware of discounts available.	2	2	4
2			Work closely with Sports Development team to actively promote the HLC to all low income/community user groups.	2	2	4
3			Advertise market and promote all stadium facilities, liaise closely with Sports Development team and Corporate Communications to source any additional funding for specific targeted groups.	2	2	4

Progress update

A vigorous marketing campaign has taken place including web advertising; the offer to community users is that popular that “word of mouth” is proving the best advertising medium.

The Sports Development team actively promote the HLC, once the Leisure Centre come “back in house” it will be easier to offer a Council wide promotion, Widnes Vikings have offered us the use of their data base to promote the healthy lifestyle message to over 3,000 season ticket holders.

Implementation of High Risk Mitigation Measures – Quarter 2 to 30th September 2015

A number of initiatives linked to both the School Meals team and Sports Development Team have been introduced in an attempt to get the residents of Halton more active

Business Area – Community and Environment Services

Business Objective / Project

Ref	Description
CE 3	Increase the number of pupils having a school lunch, to raise awareness and increase levels of healthy eating.

Assessment of current risk(s)

Item	Identified Risk	Impact (Severity)	Likelihood (Probability)	Score (I x L)
1	Financial pressures on the service to increase rate of return.	4	3	12
3	The cost of a school lunch to low income families.	4	3	12

Risk control measure(s)		Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score
1	Look to source additional funding. Produce a healthy eating policy and have it formally adopted by the Council.	Chris Patino / Ella Coackley	Monthly / ongoing	2	2	4
2	Regular monitoring of completed menus. Regular site visits and inspections.	Ella Coackley	Daily	2	2	4
3	Look to seek external/internal funding to help reduce the burden of cost.	Chris Patino / Ella Coackley	Quarterly	2	2	4

Progress update

Parent leaflets have again been distributed at the start of the Winter Term, users numbers are very good for this time of year with the uptake figure for the Universal Infant Free Meals being over 85% which is higher than the National average. Further leaflets and promotion at parent evenings are planned for the beginning of 2016.

REPORT TO: Corporate Policy & Performance Board

DATE: 5th January 2016

REPORTING OFFICER: Strategic Director, Community & Resources

PORTFOLIO: Resources

SUBJECT: Staff sickness absence

WARD(S) Borough-wide

1.0 PURPOSE OF THE REPORT

- 1.1 To provide information to the Board on the number of working days lost due to sickness absence in the first half of 2015/16.
- 1.2 To report on comparative data from previous financial years, and to outline the overall out-turn figure for sickness absence for the last financial year – 2014/15.
- 1.3 It should be noted that the previous directorate structure is in use for reporting throughout 2015/16. All data excludes schools.

2.0 RECOMMENDATION: That:

- i) The content of the report be noted**
- ii) Managers be reminded of the need to proactively apply the Council's sickness policies and seek the support and guidance of the HR service where necessary.**

3.0 SUPPORTING INFORMATION

3.1 Sickness absence data: Cumulative for Q1 and Q2 2015/16.

Directorate	Total headcount	Total FTE	Total days lost to sickness absence
Policy & Resources	767	670.77	3931
Communities	1161	807.82	6855
Children & Enterprise	600	468.48	3229
TOTALS	2528	1947	14015

3.2 At the end of quarter 2, 2015/16, the average number of days per employee lost to sickness absence stands at 4.23 days. This represents a 22% reduction on the same period in 2014/15, which is a positive trend.

3.3 **Sickness absence data: Financial Year comparators (Average number of days per employee).**

	Q1	Q2	Q3	Q4 Cumulative total
2013/14	2.63	5.14	7.99	11.24
2014/15	2.78	5.45	7.67	10.44
2015/16	2.33	4.23	-	-

3.4 The table at 3.3 above provides comparative figures for the previous two financial years, demonstrating that a downward trend is currently evident. The final outturn figure for 2015/16 was 7% lower than the previous financial year at 10.44 days.

3.5 **Sickness absence data: Length of absence periods.**

Directorate	1 day	2-7 days	8-14 days	15+ days	Total absence periods	Total days lost
Policy & Resources	223	108	27	79	437	3931
Communities	235	187	61	135	618	6855
Children & Enterprise	55	107	21	54	237	3229

3.6 The table at 3.5 above sets out the number of absences falling within each timescale range. Long-term absence is included in calculations and managers continue to address issues related to long-term sickness absence within the scope of the Council's absence management policies.

3.7 **Sickness absence data: Absence reasons.**

3.8 The table at 3.9 below provides detail on the predominant reasons for absence due to illness. The Council has taken measures to aim to reduce certain types of absence in the current year, one being the offer of a flu vaccination for staff, and the second a comprehensive programme of stress risk assessments. It is too early to see the impact of these measures yet, however comparisons will be included in future reports.

3.9

Absence Reason	Total number of days lost: Q1 & Q2 2015/16
Other musculo-skeletal problems	1980
Personal Stress	1660
Depression	1290
Stomach, liver, kidney & digestion; to include gastroenteritis	1133
Back and neck problems	907
Infections, to include colds and flu	876
Neurological: to include headaches and migraine	776

3.10 **Management of absence in the workplace**

3.11 Absence is managed in the workplace by managers, with support from the HR service. During the summer of 2015, the HR service became part of a new Policy, People, Performance and Efficiency Division. In bringing these functions together, there is an intention that the impact of absence on the performance of the Council will be better understood, and the policies and frameworks required to manage issues created by staff being absent will be developed more effectively. Progress will be featured in future reports to this board.

3.12 In addition to internal resources, the Council uses external resource at certain stages in the absence management process, namely an Occupational Health (OH) Provider. The Council is currently reviewing this provision and is exploring the market place in conjunction with the Procurement Division to ensure that OH provision is as effective as it can be, and offers value for money into the short to medium term.

4.0 **POLICY IMPLICATIONS**

4.1 As monitoring of sickness absence continues, it is anticipated that associated policies will continue to be reviewed, in consultation with trade unions, to ensure that absence is managed effectively and fairly.

5.0 **FINANCIAL IMPLICATIONS**

5.1 Any staff absence carries a cost to the Council. In the current financial climate, it is imperative that absence, and the resulting cost is minimised as far as possible. As policies are reviewed, this must

be a major consideration.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Staff absence has an effect on productivity and service delivery. It is therefore important that it is managed effectively in order that all corporate priorities can be met.

7.0 RISK ANALYSIS

7.1 Failure to effectively manage absence at an individual, or higher level, can have negative impacts on the wellbeing of individual members of staff, wider teams, and the organisation as a whole.

7.2 There is also a risk that if trends in absence are not identified and managed properly, the Council is placed under unnecessary pressure at a time when resources are severely limited.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 All current policies used in the absence management process have been subject to Equality Impact Assessment. Any new policies will be assessed as they are developed.