

Public Document Pack



Corporate Policy and Performance Board

Tuesday, 23 February 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 Gill Ferguson on 0151 511 8059 or gill.ferguson@halton.gov.uk for further information.

**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: 23 February 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: 23rd February 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 December 2015 at the The Halton Suite - Select Security Stadium, Widnes

Present:

Board Members:	Terry Parle	Halton Sports Partnership
	Mike Fry	Voluntary Sector
	Councillor Dave Cargill	Police Authority

Advisors to the Boards

David Parr	HBC
Shelah Semoff	HBC
Cleo Alonso	Parent and Carer
Thalia Bell	16-19 Provision
Jeremy Duff	Faith Representative
Ann McIntyre	Education, Inclusion & Provision
Eileen O'Meara	Public Health
Wesley Rourke	EEP
Sally Yeoman	Halton & St Helens VCA
Michele Bacon	Wade Deacon High School
Mike Barker	Bridgewater Trust
Mark Bushell	Cheshire Fire Service
John Gallagher	Policy & Strategy

In Attendance::

Apologies for Absence: Polhill

12 Apologies

In Attendance:	John Gallagher	HBC
	Shelah Semoff	HBC
	Kathryn Mackenzie	HBC

Apologies for Absence: Colin Scales – Bridgewater NHS Trust, Mary Murphy - Riverside College, Phil Deegan – DWP, Alex Waller (Cheshire Fire Service), Simon Banks - Halton CCG, Nick Atkin - HHT, Mick Noone – HBC, Councillor Rob Polhill - Chairman, Paula Cain – Halton Chamber of Commerce, Luke McDonnell - Cheshire Police.

13 Minutes of the Last Meeting and Matters Arising

The Minutes of the meeting held on 9 September 2015, having been printed and circulated were agreed as a correct record.

In the absence of the Chairman of the Board, Councillor Rob Polhill, the Board agreed that David Parr Chair the meeting.

14 Partnership Asset Management Group

The Board considered a report that updated Members on the progress to date of the Halton Borough Partnership Asset Management Group. Members noted that a revised Terms of Reference for the Group had been agreed in January 2015. The Group also noted the membership of the group, its progress and achievements, successful projects undertaken, current projects, and future opportunities. This included links to the wider Liverpool City Region and the One Public Programme. This was a joint Local Government Association (LGA) and Government Programme to encourage better economic use of Public land and property held by Local Authorities. The estates approach was synergised within the one Halton approach, bringing wider opportunities in estate management. The Board noted that the approach would consider the business case for the multi-use of assets. The latest Comprehensive Spending Review had also encouraged local authorities and public bodies to review their assets to manage them efficiently.

For further information contact john.gallagher@halton.gov.uk

RESOLVED: That

- (1) The successes and progress to date be noted;
- (2) The principles behind the project continue to be supported, in particular the ethos of closer and more integrated working in respect of shared assets; and
- (3) That work continues to maximise the most cost effective use of public assets.

15 Strategic Partnership Governance Review

The Board considered a report that sought to review the options for future arrangements for the Halton Strategic Partnership (HSP.) Members were asked to give consideration to how partnership governance could be developed to address the current operating environment in Halton.

The HSP had been in existence since 2001. Over the years the Partnership and its governance arrangements had been reviewed and

refreshed to ensure they were fit for purpose. Since 2010 there had been several legislative and policy changes that had impacted on the HSP and how it should operate. The various acts of legislation had removed statutory responsibility to have an LSP, and for partners to agree an SCS. The impact of financial cuts and fewer resources, together with the changing environment provided an opportunity to review partnership governance, structures and membership. The report outlined a couple of options. The Board recognised that there was a crossover of themes and membership with the Health and Wellbeing Board (HWB) in Halton, and one suggestion was to combine the HSP and the HWB.

It was suggested that any comments regarding the options available should be passed to the HBC Partnership Officer Shelah Semoff at shelah.semoff@halton.gov.uk by 14 February 2016.

Should the Board consider that this was a possible option for the future, a half day workshop would be arranged in March 2016 where a group discussion would take place to consider governance, membership, terms of reference and the wider remit of the HWB.

RESOLVED: That members of the Halton Strategic Partnership and Health and Wellbeing Board be invited to attend a combined workshop on 2 March 2016 to consider the option to incorporate both groups.

16 SSP Key Messages/ Issues

The key partners each gave a verbal update on their areas in respect of: the Health and Wellbeing Board; Environment, Learning and Skills; 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 Board had considered a number of different issues at its last meeting, including food poverty, a "Food Active Strategy" from the Food Active organisation, and a presentation from Bridgewater on their prevention strategy, which was available electronically.

In relation to ELS, the following was reported:-

- The Board was provided with updates on economic regeneration and collaborative working with the UK Trade and Industry with regard to City Region schemes; an ESF application for the Halton Employment Partnership; and the Mersey Gateway with 45 active volunteers and a Halton Lea Visitor Centre due to open in January 2016.

In relation to Children and Young People (Children's Trust) the following was reported:-

- The Youth Offending Service for Warrington, Cheshire West and Chester, and Halton had produced their reoffending rates. Halton showed a slight increase in their figures, however they were below that of England and Wales;

The Board considered the general position of primary and secondary schools in the Borough, and noted that the percentage of good/outstanding rated schools had decreased slightly from 2014. Since the last Board meeting, Riverside College had been inspected. The Board noted that the inspection has resulted in Riverside being one of the most improved colleges in the UK. The Board asked that their congratulations be passed to Mary Murphy – Principal.

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

- The agreement of the six local authorities to support the Liverpool City Region devolution deal had supported an elected Mayor model of governance. This would result in an elected mayor who would act on behalf of the city region. An integrated transport infrastructure would be considered in details with roads, public transport and rail discussed as the movement of people increased for both business and leisure purposes;
- Skills and employment would be easier to control locally under the LCR, to meet local business need;
- Colleges would also be reviewed as part of a LCR review to ensure that they were meeting the local needs of the region;
- Health would also be considered, but was a complex area as part of the LCR was served by areas outside of the region in Cheshire.

In relation to the Safer Halton Partnership, the following was reported:-

- There had been a recent focus on legal highs, and the inhalation of canisters such as those used in catering and laughing gas. Legal highs were unsafe and were banned from all council buildings;
- The areas of child sexual exploitation, sex trafficking and slavery; terrorist attacks and radicalisation; alcohol concern and domestic violence/abuse were areas on the agenda for the partnership. In relation to alcohol concern, “Dry January” had been launched in the Borough, as well as nationally.

In relation to the Housing Partnership, the Board noted that apologies had been submitted from Nick Atkin, HHT.

In relation to Equalities, Engagement and Community Cohesion, it was reported:-

- *LGBT – Anthony Griffin meeting – Shelah – please add detail on the Chartermark application;*
- *Disabled ?? National Charity looking at access to buildings – Bright Sparks Kite Mark?*
- *Prevent training??*

RESOLVED: That the verbal update reports be noted.

As it was the last meeting of the Board prior to Christmas, David Parr wished all present a Merry Christmas and best wishes for the New Year.

The Board also noted that it was the last meeting to be attended by Reverend Jeremy Duff – Faith Representative. Jeremy was thanked for his contribution to the Board, and was wished well in his new role.

Meeting ended at 11.20 a.m.

REPORT TO: Corporate Policy and Performance Board

DATE: 23 February 2016

REPORTING OFFICER: Strategic Director, Community and Resources

PORTFOLIO: Resources

SUBJECT: Member Development Group Notes

WARDS: N/a

1.0 PURPOSE OF THE REPORT

1.1 To consider the notes of the Member Development Group held on 24 September 2015.

2.0 RECOMMENDED: That the report be noted.

3.0 SUPPORTING INFORMATION

The notes of the last meeting of the Member Development Group are before CSPPB as stated in the Constitution.

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 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

None.

Member Development Group

*At a meeting of the Member Development Group held on 24th September 2015
at the Municipal Building, Kingsway, Widnes*

Present: Councillors C. Rowe, P. Wallace and G. Zygadlo.

Officers: K. Mackenzie, J. Greenough and Alison Scott.

Apologies for absence: Councillors J. Bradshaw, Gilligan, C. Plumpton Walsh, N. Plumpton Walsh, J. Stockton (Chairman), Wainwright, Wharton and Wright.

In the absence of the Chairman, the Group agreed that Councillor Zygadlo chair the meeting.

MDG7	NOTES OF THE LAST MEETING	
	The notes of the last meeting held on 26 March 2015 were approved as a correct record.	
MDG8	REVIEW OF CURRENT PERFORMANCE AGAINST TARGETS	
	LOD2 – Number of Members with a Member Action Plan (MAP.) The Number of Members with a MAP to date since April 2015 remained unchanged at 54 of 56. MAPs had been arranged with some Members following the local election in May who had responded to an invitation to attend.	KM
	LOD3 – Percentage of Members attending at least one organised training event in the current financial year. Since April 2015, 54% of Members had attended at least one organised training event (30 of 56 Members.) The target was 100% for the year 2015-16.	KM
MDG9	LEARNING AND DEVELOPMENT UPDATE	
	Members were encouraged to complete the various on-line courses that were on offer to them, accessible via the Intranet Home Page through Learning Pool. Some Members had already completed several of the courses on offer and their feedback had been very positive. A member of the group asked if the on-line courses on offer were open to external use, for example school governors who may need additional support. The courses were available and the training section would offer advice regarding this should Members require it. Members present discussed training that was available for use of IT, including on-line courses available. Alison Scott, Training Officer suggested that pre-registering Members to Learning Pool could make the process of using the on-line system quicker. Members present agreed this would be useful. Alison also informed Members present that Learning Pool courses would be updated to be available for use on their I-pad.	AS

	<p>A member of the Group asked if a small pilot group of Members could have a training session using the on-line courses. The Group agreed that Alison could facilitate this and inform Members of the outcome of the workshop at the next meeting.</p> <p>Personal Safety Workshop for Members: Tony Dean would facilitate the refresher training on Thursday 22 October 2015 at 5.30pm in the Boardroom.</p>	
MDG10	MEMBERS' IT UPDATE	
	<p>Members' I-phone update: Feedback from Members had been very positive, especially with the finger print access without use of a passcode.</p> <p>The VDI (Virtual Desktop Infrastructure) in the Members' Rooms in Runcorn and Widnes had been updated (except one Widnes terminal.)</p> <p>Members asked if the font resolution of all terminals could be made bigger for ease of use.</p> <p>Members asked if the printer could be defaulted to the 7th Floor printer rather than "One Note" as was currently the case.</p> <p>Members noted that Modern.Gov was currently accessible through Windows 2003, which had finished supply in July 2015. The scheduled replacement for this was October 2015.</p>	<p>JG</p> <p>JG</p> <p>JG</p> <p>JG</p>
MDG 11	ANY OTHER BUSINESS/MEMBER SUPPORT ISSUES	
	No other issues to report.	
MDG 12	DATE OF THE NEXT MEETING	
	RESOLVED: The next meeting will be held at 4.30pm in the Willow Room, 1st Floor, Municipal Building Widnes on Thursday 21 January, and 31 March 2016.	
	The meeting closed at 5.30pm	

REPORT TO:	Corporate Policy & Performance Board
DATE:	23 rd February 2016
REPORTING OFFICER:	Strategic Director, Community and Resources
PORTFOLIO:	Resources
SUBJECT:	'Unlocking our Potential – an Organisational Development Strategy for Halton BC 2016-20'
WARD(S)	Borough-wide

1.0 PURPOSE OF THE REPORT

1.1 To provide an overview of 'Unlocking our Potential – an Organisational Development Strategy for Halton BC 2016-20'. This strategy document is the successor to the 'People Plan '

2.0 **RECOMMENDATION: That the Board notes the contents and intentions of the strategy, and approves its submission to Executive Board.**

3.0 SUPPORTING INFORMATION

3.1 Background

This Strategy further develops and builds upon the achievements of the Council's previous organisational development strategy: 'People Plan, a vision for our workforce 2012-2015', which was endorsed by this Board prior to its launch.

In line with the public sector generally, despite significant constraints in funding, the Council needs to maintain an effective, professional and motivated workforce, whilst at the same time creating opportunities for the workforce to maximise their potential.

In formulating this Strategy we have taken into consideration the future needs of the community, our values and ways of working, workforce composition (Workforce Profile 2015) and feedback from the Staff Survey 2014.

3.2 This Strategy is built around 5 Key Strategic Aims:

- Workforce Skills & Development
- Recruitment & Retention
- Engagement & Recognition
- Health & Wellbeing
- Innovation & Flexibility

Each Strategic Aim contains a number of objectives and of actions, with linked outcomes and timescales. This will enable the monitoring of progress during the life of the strategy.

3.3 The benefits of this strategy will be:

- Help to create a flexible and sustainable business by helping to ensure the delivery of quality services.
- Protect the present strengths of the organisation and build for its future.
- Promote the investment in and continued development of our workforce.
- Aid the organisation when undertaking restructures by identifying redeployment opportunities or skills transfers.

4.0 **POLICY IMPLICATIONS**

4.1 This Strategy underpins key documents such as Halton`s Corporate Plan (2015-18), Halton`s Sustainable Community Strategy (2011-2026) and the Directorate Business Plans, as it is designed to ensure that the Council workforce has appropriate and relevant skills to deliver the priorities identified in these documents. It will also help to ensure that Halton is a fair borough with equality of opportunity for all.

4.2 There are specific links to national, regional and local drivers, such as the Local Government Workforce Strategy – Delivering through People (last updated 2013), The 21st Century Public Servant, University of Birmingham (2014), The Equality Act (2010), National Minimum Data Set (NMDS) in Adults and Children`s Social Care, The National Minimum Wage Regulations 2015, The future of Apprenticeships in England (2014), The Apprenticeship Agreement 2012, the Staff Survey (2014), and Halton BC Workforce Profiles (2012/13 and 2015).

5.0 **FINANCIAL IMPLICATIONS**

5.1 There are no direct financial implications as a result of the implementation of this Strategy.

5.2 It is designed to help facilitate the development of Halton`s workforce to become professional, productive and efficient, but in places will be a blueprint to attract external funding, for example apprenticeships.

6.0 **IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

The strategy supports the development of the Council workforce across all service areas, thus contributing to all corporate priorities to some extent.

7.0 **RISK ANALYSIS**

- 7.1 Capacity & Resources – to ensure that project leaders, managers and key personnel are given the resources (human, physical and financial) to achieve the strategic outcomes and measures within required timescales.
- 7.2 Communication and Commitment – ensuring from the outset that the whole workforce is aware of this strategy and understands its importance and relevance. It will also require Senior Management support in ensuring that all staff engage with it.
- 7.3 External Environment – in light of continued financial constraints, higher customer expectations and demands, there exists a continued desire maintain a professional and competent workforce.
- 7.4 Failure to deliver Strategy – this strategy will be building on the previous People Plan and comprises of outcomes and measures which are challenging, but achievable. It is crucial that this strategy is successful as the workforce is the organisation's most important asset.

8.0 **EQUALITY AND DIVERSITY ISSUES**

- 8.1 The successful implementation of this Strategy will aid the Council in meeting the requirements of the Equality Act 2010 and Public Sector Equality Duty 2011.

Appendix 1:
Unlocking our Potential – an Organisational Development Strategy
for Halton BC 2016-20



**Unlocking our Potential –
An Organisational Development Strategy
for Halton Borough Council (2016 – 2020)**

Version Control Record

Version	Date	Status	Circulation / publication / nature of revision	
v1.0	December 2015	Draft 1	Organisational Development Group	
v1.1	January 2016	Draft 2	Management Team	
v1.2	February 2016	Draft 3	Management Team	
V1.3	February 2016	Draft 4	Corporate Services PPB	

Halton Borough Council`s Organisational Development Charter

What you can expect from Halton BC as an Employer	What Halton BC expect from you in return as an Employee
Opportunities provided to influence and contribute ideas about how things could be changed for the better at individual, team and organisational levels.	To actively contribute, participate and suggest creative and innovative ideas.
Ensure that you have an awareness and understanding of the organisation`s vision, priorities and key objectives.	To adhere and support the organisation`s vision, priorities and key objectives and understand how your work contributes to the achievement of these.
To be treated with respect, fairness, dignity and honesty.	To treat colleagues and customers with respect and honesty and to be friendly, helpful and attentive at all times.
Give praise and recognise a job `well done`. Celebrate success appropriately.	Work diligently, be self-motivated, productive and effective.
A safe work environment which will provide you with the means to work effectively and efficiently.	To treat your working environment with respect and be aware of Health & Safety policies and procedures.
Friendly, flexible policies are in place which helps ensure that every employee achieves a healthy work/life balance.	To achieve and maintain a healthy work/life balance and at the same time ensure that the needs of the service are paramount at all times.
Opportunities provided to take part in making decisions that affect how you do your job.	A commitment to actively participate and take ownership in this process.
Provide a thorough and professional induction on joining the organisation, transferring position or on promotion.	To fully participate and engage in this process.
Opportunities provided to take part in regular team meetings, 1 to 1`s with line manager and be updated and informed through many different wide ranging mediums.	To actively participate in this process.
Have an annual Employee Development Review (EDR) / annual appraisal during which your objectives for the coming year will be agreed, as well as Learning & Development needs.	To recognise that an EDR is a 2 way process and to take full responsibility in preparing, completing and implementing the agreed actions.
A strong commitment to personal development ensuring that everyone, where appropriate, has access to learning opportunities which support personal development and growth.	To take full advantage of learning & development opportunities and to transfer the learning readily back into the workplace.

Foreword by David Parr, Chief Executive & Cllr Mike Wharton

How we provide, and what we provide, for the communities of Halton will look very different as we move towards 2020. Local government is being challenged by Government to find new ways to do business and fund services differently. The challenge has never been greater.

Faced with ongoing reductions in public sector funding and higher customer expectations and demands, Halton will need to embrace increased partnership working within Halton and within new geographies, take advantage of advances in technology and explore new ways of working that deliver quality and value for money for the public of Halton

Investment in Organisational Development is essential to ensure Halton is “fit for purpose” to deliver this “new” local government and to meet the requirements of the people of Halton.

Our commitment, as defined by our Organisational Development Charter, will remain the same, underpinning everything we do is an ethos that our workforce will be part of the solution to providing excellent services.

As an organisation we will continue to invest in our workforce by providing a range of learning and development opportunities and qualifications, which will ensure that Halton’s reputation for being a forward thinking organisation, that values its staff and goes from strength to strength.

We have achieved a lot in recent times and this refreshed Strategy and its priorities will help ensure that the organisation continues to move in the right direction and will help us in facing the key challenges that lie ahead over the next 4 years.

Background

This Strategy builds on the significant achievements of the previous organisation's People Plan.

As with all public sector organisations Halton Borough Council needs to respond to significant constraints in funding, whilst remaining effective, professional and motivated and at the same time creating opportunities for the workforce to maximise its potential.

It is crucial that we develop and harness the skills, knowledge and experience of our existing workforce, in order to continue to meet the needs of our customers and provide high quality services to the people of Halton.

In formulating this Strategy we have taken into consideration the future needs of the community, our values and ways of working as defined by "The Halton Way", along with current workforce composition and Staff Survey Feedback.

There will be changes to what we do and how we do it. This is inevitable given the challenges the Council faces. That said, the key to this Organisational Development Strategy will be to provide opportunities for people to flourish within a different environment.

Vision and Strategy

Our vision for Halton is to have a workforce that understands the local context and is ready and equipped to respond to changes in the work we do and how we do it.

To this end we want everyone to feel involved in how we operate and how we deliver our services and to work together effectively to deliver what our customers need.

In short, this Strategy will benefit the organisation by:

- Helping to create a flexible and sustainable business to ensure the delivery of quality services.
- Protecting the present strengths of the organisation and building for its future.
- Promoting the investment in and continued development of our workforce.
- Aiding the organisation when undertaking restructures by identifying redeployment opportunities or skills transfers.

The focus for this strategy will be to ensure that those who work for the Council possess a new and wide skill set ranging from entrepreneurship and commercial skills through to innovation and creativity, which together with a new partnership emphasis will manage

customer demand in different ways in light of increased responsibilities and diminishing resources.

The new Policy, People, Performance & Efficiency Division will play a key role in the achievement of this Strategy.

Our Strategy

To achieve our vision we will focus on the following 5 Strategic Objectives:

Workforce Skills & Development:

To ensure that we have a workforce which realises its potential, is creative, innovative and self-motivated. We also want to have visionary and ambitious managers and leaders who can develop and lead our teams successfully.

By achieving this we will ensure that our Organisation will continue to deliver its services in new and different ways both effectively and efficiently.

Recruitment & Retention:

To recruit, attract and retain a workforce with the expertise, skills and values we need both now and in the future.

We will also build on our existing career and professional frameworks, along with identifying, developing and motivating talent.

Engagement & Recognition:

To promote and manage effective and active employee engagement at all times in order that all can contribute to and shape the direction of the organisation.

To ensure that managers recognise and value the commitment of all staff.

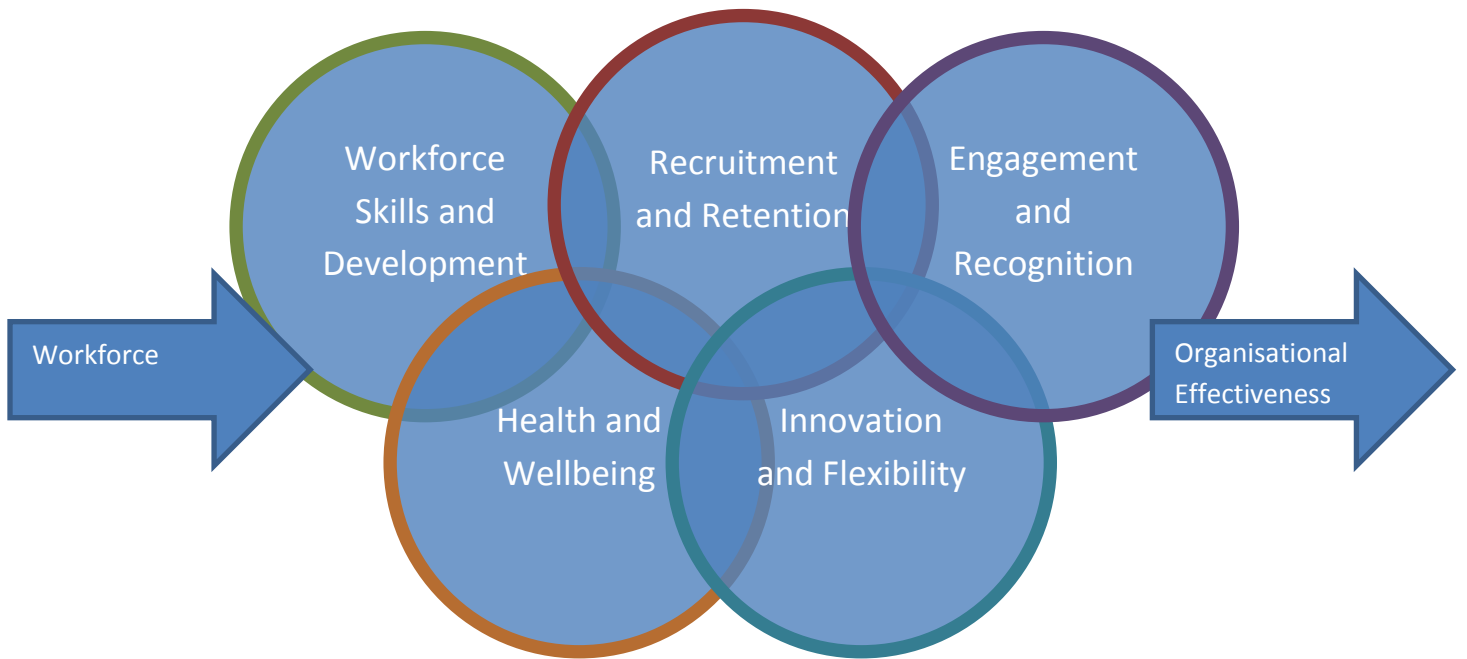
Health & Wellbeing:

To maximise the health and wellbeing of the workforce and in turn benefit the health and wellbeing of their families and the wider community of Halton.

To this end we will continue to provide and promote numerous staff benefits, schemes and policies, such as the flexible and agile working arrangements, whilst at the same time advocating a strong work/life balance.

Innovation & Flexibility:

To become a different organisation operating within a new and challenging environment we will need to build a workforce which is “fit for purpose”, one that is highly productive, commercial driven, is focused on innovation and creativity, and which maximises the performance of the workforce in all job roles.



Finally, this should not be seen as a 'standalone' strategy, it is an 'enabling' strategy, one which will assist Halton Borough Council to move forward in meeting the difficult challenges that lie ahead.

Evaluation

Progress against this Organisational Development Strategy will be reviewed annually with a formal written report presented to both Management Team and Corporate Policy & Performance Board.

Link to HBC Workforce Profile 2015: [Please click here.](#)

Link to HBC Staff Survey 2014: [Please click here.](#)

Priorities, Actions and Outcomes/Measures

Strategic Priority	Actions	Outcomes/Measures
<p>Workforce Skills and Development To ensure we have a workforce which realises its potential, is creative, innovative, and self-motivated with visionary and ambitious managers and leaders.</p>	<ul style="list-style-type: none"> - Develop the workforce (at all levels) in relation to the new skills and knowledge (such as Commercial skills / Demand Management, etc) required to successfully meet the new local Government challenges. - Establish and develop a Coaching and Mentoring Network. - Assess the effectiveness of all Learning & Development opportunities through evaluation. - Continue to provide financial and developmental support to employees to access Further and Higher Educational qualifications. 	<ul style="list-style-type: none"> - The development of revised service delivery models which generate sustainable revenue budget savings, through the Efficiency Programme and service redesign, (ongoing). - Enhanced organisations efficiency and effectiveness through the council's corporate Learning & Development Programme, (ongoing). - Evaluation and improved delivery of key services through the use of business re-engineering, eg. Administration Services, (ongoing) - The organisation ensuring that the concept of 'social value' is consistently applied in the commissioning, delivery and provision of public services, (ongoing).
<p>Recruitment and Retention To recruit, attract and retain a workforce with the expertise, skills and values we need both now and in the future.</p>	<ul style="list-style-type: none"> - Regular review of workforce data establishing trends, patterns and concerns. - Devise and implement a Resilience /Succession Strategy. - Create opportunities for younger people by developing a programme of apprenticeships. - Cross referenced to the annual Social Care Organisational Health Check. 	<ul style="list-style-type: none"> - Reduction in agency costs year on year by 2020. - Recruit 5 Apprentices per year by 2018. - HBC Resilience/Succession Strategy approved and implemented by 2017. - Recruit and retain a social care workforce to deliver the necessary level of scrutiny and management oversight to ensure effective care planning resulting in reduced turnover year on year 2016-2020.

<p>Engagement and Recognition To promote and manage effective and active employee engagement.</p>	<ul style="list-style-type: none"> - Explore new ways of working via new and emerging partnerships, such as the Combined Authority, Liverpool City Region. - Consult and engage with Halton service users to evaluate service delivery, highlight any areas for improvement and contribute towards the effective re-design of services where required. - Develop ways of improving engagement and morale with the HBC Workforce. - Promote the Organisational Development Charter. - Celebrate successes via the Awards Qualification Ceremony. - Share HBC success stories and publicise compliments within the organisation. 	<ul style="list-style-type: none"> - A comprehensive development and investment service in place across many HBC work streams, (by the end of 2016). - Increase staff satisfaction levels from 62% (2014 Staff Survey) to 70% (2017 Staff Survey) - Achievement recognised through internal bi-annual Employee Qualification/Employee Recognition & Awards Ceremonies, in place by 2016 and externally re: national awards, 2016 onwards. - Corporate HBC system in place that recognises compliments and success stories by end of 2016. - Council mechanisms in place which encourage efficient and effective staff engagement by the end of 2016.
<p>Health and Wellbeing To maximise the health and wellbeing of the workforce and in turn benefit the health and wellbeing of their families and the wider community of Halton.</p>	<ul style="list-style-type: none"> - Ensure that programmes are developed to improve Health and wellbeing of staff which reflect the key priorities within the Halton Health and Wellbeing Strategy. - Promote access to, and increase staff participation in lifestyle and health related benefits offered by the council. 	<ul style="list-style-type: none"> - Sickness absence to decrease annually from 10.44 days in 2014/15 to 9 days in 2017/18. - Increased proportion of staff who believe that staff Health and Wellbeing is an important consideration in this council from 63.5% (Staff Survey 2014) to 70% (Staff Survey 2017). - Increased proportion of staff who feel informed about all HBC staff benefits from 59% (Staff Survey 2014) to 70% (Staff Survey 2017).

<p>Innovation and Flexibility</p> <p>To be an organisation that can transform quickly and effectively and that is highly productive.</p>	<ul style="list-style-type: none"> - Facilitate and encourage HBC staff to become more creative and innovative through training and culture shift. - Enhance productivity throughout the Council and re-prioritise work in line with the resources available. - Continue to review services to ensure that they run as effectively and efficiently as possible. - Develop new and effective partnership working both within Halton and emerging geographies. - Develop effective Change and Demand Management processes. - Promote and publicise the Council's working practices to encourage family friendly and agile working. - Revisit the HBC Talent Pool concept to determine relevance, potential and suitability in providing a flexible and multi-skilled workforce. 	<ul style="list-style-type: none"> - New and effective business processes and services are in place which enable HBC to manage, procure and deliver high quality value for money services which meets service user's needs, (2016 to 2020). - The Council continues to meet savings targets in accordance with its annual budget requirements, (2016/17 to 2019/20 budgets). - Successful implementation of improved service delivery models which generate revenue benefit, savings and income, (2016 to 2020). - Increased proportion of staff who feel informed about the Council's family friendly and agile working to 80% (Staff Survey 2017).
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REPORT TO:	Corporate Policy & Performance Board
DATE:	23 February 2016
REPORTING OFFICER:	Operational Director - Finance
PORTFOLIO:	Resources
SUBJECT:	Insurance and Risk Financing
WARD(S):	Borough-wide

1.0 PURPOSE OF REPORT

This report describes the Council's insurance and risk financing arrangements. The purpose of the report is to provide assurance to the Board over the adequacy of those arrangements.

2.0 RECOMMENDATION: That the report be noted

3.0 SUPPORTING INFORMATION

Background

- 3.1 The Council is a large and complex organisation and is involved in a wide range of activities that present risks. Whilst it would not be cost effective to insure against all the risks faced by the Council, a well-structured insurance programme provides financial protection for the Council against large losses.
- 3.2 Local authorities present a range of unique risks for insurers. The most significant risk relates to the responsibility for maintaining the highways network. Public liability claims for vehicle damage and personal injuries arising from highways defects make up the vast majority of claims received by the Council.
- 3.3 There are also other specific risks faced by local authorities. These include potential claims arising from issues such as child sexual exploitation, historic child abuse and deprivation of liberties.
- 3.4 As a large organisation the Council also faces a range of more generic risks:
 - As a major employer there is a risk of potential employer's liability claims from current and former employees. This is a growth area, particularly in regard to disease claims.
 - The Council has an extensive and diverse property portfolio which requires insuring against perils such as fire, lightning, explosion, earthquake, storm and flood.
 - The Council operates a large fleet of vehicles in order to deliver its services. The accident involving a refuse collection vehicle in Glasgow provides a tragic example of the type of potential risks to which local authorities are exposed.

- 3.5 As a consequence of the unique risk profile of local authorities it is perhaps unsurprising that there are only a handful of insurers who provide cover in this market.

Roles & Responsibilities

- 3.6 The Council's Constitution delegates responsibility for arranging all insurance cover to the Operational Director – Finance. This responsibility is discharged through the role of the Divisional Manager – Audit & Operational Finance who is responsible for the management of the Council's Insurance Team.
- 3.7 The Insurance Team comprises 2.9 FTE officers and is responsible for the placement of insurance cover, claims investigation and handling, and provision of advice to officers and schools.
- 3.8 The Council has appointed an insurance broker, Aon, who acts as an intermediary for the Insurance Team in dealing with the Council's insurers. The broker also provides advice on cover and policy interpretation and plays a major role in the procurement of insurance.
- 3.9 External legal support in the defence of complex or litigated claims is provided by Weightmans solicitors. This arrangement provides the Council with access to a wide range of legal professionals with particular specialisms.
- 3.10 All Council services have a role and responsibility for the management of risk. This is done through various means, including risk assessments, systems of inspection, employee training, maintenance of records and ensuring sound systems of financial control.

Insurance Cover

- 3.11 From 1998 to 2011 the Council held all of its major insurance policies with a single insurer. The level of deductible (excess) on the policies was low and this protected the Council from any large unexpected losses. However, this level of financial security placed most of the risk with the insurer. As such this was reflected through the insurance premiums paid by the Council. In 2010/11, the total cost of the Council's insurance premiums was £1,543,690.
- 3.12 Since 2010/11 a number of measures have been introduced to provide the Council with better value from its insurance arrangements:
- The insurance programme has been broken up and tendered as separate lots for the different types of cover. This has resulted in greater competition and the Council now has a range of insurers providing cover under different policies.
 - A Risk Financing & Insurance Strategy was developed (see Appendix 1). The aim of the strategy is to ensure that the structure of the Council's insurance programme achieves an optimum balance between self-insurance and externally procured insurance. This has led to the Council taking on greater risk by having a significantly higher level of deductible across all

policy types. As a result, this makes the Council more attractive to insurers and more likely to benefit from lower premiums.

- The entire insurance programme has been subject to a thorough review. This has led to a significant number of lower value assets being removed from cover and self-insured.

3.13 In setting appropriate levels of self-insurance, consideration has been given to the Council's risk bearing capacity. The Council maintains an Insurance Reserve of approximately £3m. This reserve would be used to fund any exceptional uninsured losses which cannot be funded from revenue.

3.14 The following table provides summary details of the Council's insurance policies that will be in place from 1 April 2016:

Table 1: 2016/17 Policy Summary

Policy Type	Excess (£)	Provider	Estimated Premium (£)
Property & Business Interruption	250,000	Swiss Re	92,000
Contract works	250	Swiss Re	2,700
ICT Infrastructure cover	5,000	Zurich Municipal	1,500
Fidelity Guarantee cover	100,000	Maven	18,500
Motor vehicle cover	25,000	Zurich Municipal	37,000
Employer's Liability	250,000	QBE	237,150
Public Liability	250,000		
Professional Indemnity	25,000		
Officials' Indemnity	25,000		
Personal Accident	Nil	AIG	19,100
Engineering	100	HSB	500
Total Premium Cost			408,450
Insurance Premium Tax @ 9%			36,761
Total			445,211

Claims

3.15 Since April 2013 the Council has handled all pre-litigation Public Liability (PL) & Employers' Liability (EL) claims in-house up to the value of £25,000. This arrangement has delivered a substantial saving on external claims handling costs and assists the defence of claims through the team's knowledge of the Council and the local area.

3.16 The Council's in-house claims handling arrangements are subject to annual audit by the Council's insurers. The most recent audit carried out by Gallagher Basset on behalf of QBE was undertaken in November 2015. The Council received a score of 99%, which places its claims handling arrangements in the 'exemplary' category.

- 3.17 A robust approach is taken in defending claims. The Insurance Team works closely with the Bridge & Highway Maintenance Division and regular meetings are held to agree the strategy for dealing with each highways claim received.
- 3.18 A zero-tolerance approach is taken in regard to fraudulent or exaggerated claims and opportunities to publicise the successful defence of such claims are pursued. This was evidenced in April 2015 when the Council successfully prosecuted an attempted fraud valued at £75k. This resulted in the fraudster receiving a custodial sentence and the Council attracted significant publicity in the regional and national media.
- 3.19 The Council has an excellent record in defending claims and successfully repudiates between 75% and 80% of PL and EL claims. However, the annual cost of settling successful claims remains a significant expense for the Council.
- 3.20 The cost of self-funded claims inevitably varies year on year. However, there is a downward trend in the overall cost of claims since 2010/11 despite the Council significantly increasing the excess on its policies.
- 3.21 There is often a significant time delay between a claim being received and a claim being settled. It is not unusual for complex or litigated claims to span a number of years. As such, the payments made in any particular financial year will inevitably include the settlement of claims from earlier financial years.
- 3.22 The overall cost to the Council of financing risk includes both the cost of self-funded claims and the cost of premiums. The following table provides an analysis comparing overall costs from 2010/11 against 2014/15 (full year claims data for 2015/16 is not yet available).

Table 2: Total Cost of Risk Financing

Policy Type	2010/11 (£)	2014/15 (£)
Self-funded liability claims (EL & PL)	783,121	536,819
Self-funded motor claims	16,750	83,282
Premiums	1,543,690	702,480
Total	2,343,561	1,322,581

NB – the cost of self-funded motor claims was significantly lower in 2010/11 than in 2014/15. This is because the excess on the policy was just £250 but the annual premium was £299,000. The excess on the motor policy was increased to £25,000 in April 2013, which resulted in a premium saving of approximately £225,000.

4.0 POLICY, FINANCIAL AND OTHER IMPLICATIONS

- 4.1 The Council’s approach to insurance is described in detail in the Risk Financing and Insurance Strategy, which is attached to this report. The aim is to ensure that the structure of the Council’s insurance programme achieves an optimum balance between self-insurance and externally procured insurance.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

5.1 Children and Young People in Halton

Significant revenue savings have been generated by following the approach set out in the Risk Financing and Insurance Strategy. This has facilitated the redirecting of financial resources towards the delivery of all the Council's priorities.

5.2 Employment, Learning and Skills in Halton

See 5.1

5.3 A Healthy Halton

See 5.1

5.4 A Safer Halton

See 5.1

5.5 Halton's Urban Renewal

See 5.1

6.0 RISK ANALYSIS

6.1 There are no risks arising directly from this report.

7.0 EQUALITY AND DIVERSITY ISSUES

None

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

None under the meaning of the Act

HALTON BOROUGH COUNCIL**RISK FINANCING AND INSURANCE STRATEGY****1. Background**

- 1.1 Risk financing refers to the arrangements established to fund the financial consequences of risk. The purpose of this strategy is to establish a framework that will govern the Council's approach to funding losses sustained in the course of its business.
- 1.2 Losses can be funded either:
- **Internally** – By retaining and managing particular risks with losses being financed through the Council's own funds.
 - **Externally** – By transferring particular risks, generally by purchasing external insurance cover.
- 1.3 This strategy seeks to ensure that the structure of the Council's insurance programme achieves an optimum balance between self-insurance and externally procured insurance.

2. Factors influencing the strategy

- 2.1 The total cost of risk to the Council is significant and includes expenditure on:
- Insurance premiums
 - Self-insured losses
 - Uninsured losses
 - Brokerage fees
 - Insurance administration / claims handling costs
 - The cost of risk mitigation activities

As a public body it is vitally important that the Council can demonstrate that it seeks to obtain value for money from this expenditure.

- 2.2 The Council does not have the financial resources to self-insure against all the risks it faces. Data produced by the insurance industry indicates that the number and value of catastrophic losses in the public sector is increasing. The Council therefore needs to ensure that it has appropriate external insurance in place to finance any such loss should it occur.
- 2.3 Recent changes in the insurance market have resulted in insurers seeking significant increases in premium from local authority clients. This consequently incentivises local authorities to accept greater levels of self-insurance in order to avoid increased costs and further pressure on revenue budgets.
- 2.4 A compensation culture has become established in the United Kingdom and there are sections of society and claimant solicitors who see local authorities as 'fair game'. The Council therefore needs to ensure that it has robust procedures in place to defend against speculative and / or fraudulent liability claims. Provision also needs to be made to limit the extent of the Council's exposure to the cumulative effect of such claims in any one financial year.

3. Objectives of the strategy

3.1 The objectives of this strategy are to:

- Protect the Council's assets (people and physical assets);
- Incentivise effective risk management to prevent, reduce or minimise the risk of loss, damage or injury;
- Self-insure whenever the cost of a potential loss would not significantly affect the Council's financial position;
- Purchase insurance cover for those risks where the cost of a potential loss is significant or insurance is required by law or contractual agreement;
- Minimise the Council's exposure to catastrophic losses and the cumulative effect of attritional losses;
- Make appropriate provision to finance retained risk (self-insured risks);
- Protect the Council's finances through the operation of robust claims handling procedures;
- Formalise a scheme of delegation for the settlement of claims;
- Minimise spend on insurance premiums by employing effective procurement practice;
- Set out the basis for the internal recharging of risk financing expenditure.

4. Procurement of external insurance cover

4.1 External insurance cover helps to improve financial certainty by smoothing year on year fluctuations in the cost of claims and losses. It also provides financial protection against spikes in costs due to large losses and/or aggregate costs. However, the cost of insurance cover will always reflect the Council's underlying loss experience and may not present the most cost-effective option.

4.2 Finance Standing Orders delegate responsibility to arrange insurance cover to the Operational Director – Finance. The decision to purchase external insurance or to self-insure will take account of a range of factors, which include:

- Analysis of risk exposures;
- The Council's financial capacity to assume risk;
- The effectiveness of the Council's risk management arrangements;
- The cost of insurance versus the cost of claims;
- The condition of the insurance markets and the availability of cover;
- The availability of alternative risk transfer options;
- Benchmarking and actuarial assessment data;
- Advice from the Council's insurance broker.

- 4.3 Procurement of external insurance will therefore focus on risks that are outside the risk tolerance of the Council, i.e. where the potential loss arising from a risk would be considered financially unacceptable. Lower-value losses will be self-funded.
- 4.4 Insurance cover is purchased in accordance with the Council's Procurement Standing Orders and relevant EU procurement rules. Due to the specialist nature of insurance procurement, the Council uses an insurance broker to provide advice on the procurement process and tender evaluation.
- 4.5 The Operational Director – Finance will determine the duration of insurance contracts in consultation with the Council's insurance broker.

5. Self-insurance

- 5.1 Adopting a higher level of self-insurance makes the Council more attractive to insurance underwriters and provides a greater opportunity to obtain cost-effective insurance cover.
- 5.2 The Council will therefore seek to minimise the overall cost of risk financing by:
- Employing effective risk management and self-insuring some risks in their entirety;
 - Purchasing insurance cover for some risks over a certain financial limit that is considered outside the risk tolerance of the Council;
 - Agreeing an 'Aggregate Loss Limit' for some risks to restrict the potential total loss exposure in a particular year to a specific sum.
- 5.3 At policy renewal the Operational Director - Finance will review:
- The level of deductible for each class of insurance cover and take account of the sensitivity of changes in premium for the Council accepting a higher or lower level of self-insurance;
 - The level at which the 'Aggregate Loss Limit' is set.
- 5.4 Any significant changes in the Council's insurance cover or self-insurance arrangements will be agreed by the Operational Director – Finance and reported to the Executive Board.

6. Management of claims

6.1 Claims handling

- 6.1.1 The Insurance team handles all pre-litigation Public Liability (PL) & Employers' Liability (EL) claims in-house up to the value of £25,000. This arrangement has delivered a substantial saving on external claims handling costs and assists the defence of claims through the team's knowledge of the Council and the local area.
- 6.1.2 The Insurance team received a programme of comprehensive training prior to taking on responsibility for claims handling. Regular refresher training and ongoing support from external solicitors is also provided.

6.1.3 The Council's in-house claims handling arrangements are subject to annual audit by the Council's insurers.

6.1.4 PL and EL claims valued in excess of £25,000 are handled by the Council's insurers. The insurer is also responsible for handling any claims received under all of the Council's other insurance policies.

6.2 Legal support

6.2.1 External solicitors are used to provide advice and support to the Insurance team and to case manage litigation and any claims of a complex nature.

6.3 Reserving

6.3.1 A realistic approach is taken to claims reserving (estimating the likely total cost of each claim) that takes into account forecast costs and potential indemnity.

6.3.2 The Judicial Studies Board (JSB) guidelines are followed when assessing general damages.

6.3.3 Reserves on open claims are reviewed at least every 12 months and on receipt of relevant additional information.

6.4 Management information system

6.4.1 The LACHS claims handling system is used to record claims information.

6.4.2 Claims bordereaux are produced from this system and issued to the relevant insurers on a quarterly basis.

6.5 Defence of claims

6.5.1 A robust approach is adopted to defending claims:

- The Insurance team works closely with the relevant Council department responsible for the claim in order to determine the Council's position on liability.
- Regular claims surgeries are held with external solicitors to discuss the strategy for defending litigated claims. Where appropriate the Council will run cases to trial.
- A zero-tolerance approach is taken in regard to fraudulent or exaggerated claims and opportunities to publicise the successful defence of such claims are pursued.

6.6 Settlement of Claims

6.6.1 All claim settlements must be authorised before payment is made. Delegated authority to settle claims is consistent with the financial authorisation limits set out in Finance Standing Orders:

<u>Officer</u>	<u>Delegated limit</u>
Principal Insurance Officer	Up to £10,000
Divisional Manager – Audit & Operational Finance	Up to £100,000

Operational Director – Finance

Up to £1,000,000

6.6.2 Formalised arrangements are in place with the Council's external claims handlers and insurers that allow the settlement of claims on behalf of the Council. Payments made by the Council's claims handlers or insurers are reimbursed via a monthly invoice.

6.7 Claimant legal costs

6.7.1 When a claim is settled the claimant solicitor's costs are usually significantly greater than the damages awarded to the claimant. Where appropriate, the Council uses the services of legal costs draftsmen to provide challenge and assurance over the amount of costs claimed.

7. Financing of retained risk

7.1 Insurance reserve

7.1.1 The Council maintains an Insurance Reserve so that it can meet its unpaid retained insurance liabilities, i.e. the settlement costs of known and future (unknown) claims from current and past policy years.

7.1.2 'Known' claims are those that have already been reported or made against the Council, some of which will go on to be settled (paid).

7.1.3 'Unknown' claims are those incidents that will already have occurred but have not yet been reported to the Council. These are typically referred to as IBNR (Incurred but not reported).

7.1.4 The Insurance Reserve may only be used to finance expenditure in the following circumstances:

- **Property damage claims** - to cover the cost of repair, replacement, reinstatement, site clearance, making safe or other associated costs in the event of an insured peril (or agreed peril for self-insurance), within the limits of any relevant policy excesses.
- **Liability claims** - to cover the cost of settlement under the insurance policy excess where the Council has become legally liable to settle (compensate) a liability claim that has been made against it or its officers and elected members.
- **Other claims** - to cover the cost of settlement under the policy excess where the claim meets the requirement for settlement under the terms of the relevant insurance policy (or relevant self-insurance criteria).

7.1.5 The balance of the Insurance Reserve is kept under review by the Operational Director - Finance to ensure that it is maintained at an appropriate level.

7.1.6 A full actuarial valuation of the Insurance Reserve will be undertaken at least every three years. This will involve a qualified actuary analysing the Council's past insurance claims experience (numbers, cause and cost of past and current claims) in order to assess the adequacy of the reserve.

7.2 Municipal Mutual Insurance (MMI) reserve

- 7.2.1 A separate reserve has been established in regard to the Council's potential liabilities in regard to the MMI Scheme of Arrangement. MMI were previously the Council's insurers and wrote its last policy in 1992. It is anticipated that it could be a further 20-25 years before all its claims are paid.
- 7.2.2 As a scheme creditor the Council was required to pay an initial levy of 15% (£177,854) of the total value of all claims paid on its behalf since 30 September 1993. The levy will also apply to all future claim settlements.
- 7.2.3 It is forecast that at least one further levy will be declared in future years in order to address MMI's deficit of assets to meet forecast liabilities.
- 7.2.4 A reserve of £420k has been established against the potential for a further levy. This has been calculated based on an additional levy of 35% of the total value of claims paid. The adequacy of this reserve will be kept under review by the Operational Director – Finance.

8. Recharging of risk financing costs

- 8.1 The cost of financing risk (externally procured insurance cover, the cost of self-insured claims settled, claims handling costs, insurance brokerage costs etc.) is charged to the cost centre of the Insurance team, including any costs relating to schools that have opted into the Council's insurance programme.
- 8.2 On an annual basis internal departments and schools are re-charged for the cost of risk financing. Recharges are calculated at cost centre level and schools are charged individually.
- 8.3 The basis of apportioning costs varies according to the type of cover provided but the main factors used to determine recharges are employee numbers in each business area, the number and value of claims received, and the total sum insured for buildings and contents.
- 8.4 An internal excess of £250 is charged to the relevant department in respect of all motor vehicle claims. No departmental excess is charged in respect of liability claims.
- 8.5 The basis upon which risk financing costs are recharged will be reviewed annually by the Operational Director – Finance.

February 2016

REPORT TO: Corporate Policy and Performance Board

DATE: 23 February 2016

REPORTING OFFICER: Strategic Director -Community & Resources

SUBJECT: Topic Groups 2016/17

WARDS: Borough Wide

1.0 PURPOSE OF THE REPORT

1.1 The purpose of this report is to seek Members' views in relation to the formation of Topic Groups for 2016/17.

2.0 RECOMMENDATION: That Members provide guidance on their approach to Topic Group formation for 2016/17.

3.0 BACKGROUND

3.1 Policy and Performance Boards have the ability to form Topic Groups on areas on which they wish to carry out in depth reviews. The only restriction that exists is that the organisation needs to have the capacity to support them effectively.

3.2 During 2015/16, this PPB had two Topic Groups ongoing. One which oversees the operation of the Council's Discretionary Support Scheme, which has been highly effective and provided significant guidance to the Executive Board and Officers, in relation to the delivery of that extremely important service. The group could remain in place if Members feel there is still work to do.

3.3 The other Topic Group related to the review of Fees and Charges. This was a major piece of work which has recently concluded and is to be reported to Executive Board. The conclusion of that work would enable a further Topic Group to be set up to consider another issue should Members so wish.

3.4 The views of Members are requested.

4.0 POLICY IMPLICATIONS

4.1 The formation of Topic Groups allows Members to carry out in depth reviews of key areas of Council policy and to form recommendations to the Executive Board, which is an important part of the role of Scrutiny.

5.0 OTHER IMPLICATIONS

5.1 It is important when forming Topic Groups to ensure that the organisation has the capacity to support them effectively.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 It is important that Topic Groups are focused on the Council's priorities.

7.0 RISK ANALYSIS

7.1 There are no risks associated with this report.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 There are no equality and diversity issues associated with this report.

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

9.1 None.

REPORT TO: Corporate Policy and Performance Board

DATE: 23rd February 2016

REPORTING OFFICER: Strategic Director Communities and Resources

SUBJECT: Performance Management Reports for
Quarter 3 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 third quarter period to 31st December 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.

2.0 RECOMMENDED: That the Policy and Performance Board

- 1) Receive the third 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 3 – Period 01st October 2015 to 31st December 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 third 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

Financial Management

1. The Government announced the Local Government Finance Settlement on 17th December 2015. The Settlement Funding Assessment for HBC was slightly higher than forecast as there was a change in the method of allocating cuts to Revenue Support Grant (RSG). This was to the advantage of councils with smaller council tax base such as Halton, although it still resulted in a cut of over £6m to the RSG.
2. Indicative funding allocations were given for four years up to and including 2019/20 which will be a benefit to future financial planning. The Government will also offer councils a four year settlement in return for having a published efficiency plan. Full details of how this will work and what is expected are yet to be announced.
3. We are continuing to work on the finer details from the settlement and not all grant funding allocations have yet been announced. As part of the 2016/17 budget report an updated financial forecast position for the next three years will be prepared.

4. The Comprehensive Spending Review 2015 was announced by the Chancellor on 25th November 2015. A key element from this was the ability of Councils to set a 2% social care precept on council tax for each of the next four years. This will be in addition to the usual council tax referendum limit of 2%, giving a total referendum limit of 4% for 2016/17.
5. During October and December 2015 the Council approved initial budget savings for 2016/17 totalling £11.5m. Where possible budget proposals will be implemented immediately and will contribute to keeping spend within budget for the current financial year. In addition indicative school budgets for 2016/17 have been calculated and circulated to schools and final budgets will be confirmed following approval by the Education Funding Agency.
6. The Council's spending position for the first half of the financial year was reported to Executive Board on 19th November 2015. Net expenditure was £0.168m under the profiled budget to date figure of £46.343m. Capital spending as at 30th September 2015 totalled £10.944m, which is 26% of planned capital-spend for the financial year 2015/16.

Welfare Benefits

7. As was expected the demand for advice and assistance remains high. The success rate for those clients assisted with appeals related to Disability Living Allowance / Personal Independence Payments and demand is expected to grow in this area along with assistance concerning Debt Relief Orders from the Council's Debt Advisor who is an approved intermediary, a resource which is currently in short supply.

Audit and Operational Finance

8. The Council is presently undertaking a procurement exercise for a range of insurance services with contracts commencing in April 2016. The Councils Insurance Broker is advising on the process which has been broken into separate lots to encourage greater competition and ensure value for money.
9. In April 2013 the Council took over the handling of casualty insurance claims which delivered significant budget savings. As part of these arrangements the Councils processes are independently audited and these have recently been scored at 99% putting the Council into the 'exemplary' category.
10. The Council has recently received an assurance visit from the Office of the Public Guardian to review how it manages its deputyships for residents who are unable to manage their financial affairs. The service is provided to support vulnerable individuals and to protect them from the risk of financial abuse.
11. The OPG were very impressed with the Councils approach and in addition to commenting on a well-integrated and client centred service they referred to Halton as being by far the most impressive of the authorities they had visited.

People, Policy, Performance and Efficiency

12. Further service improvements have been developed during the period and the transition to electronic workflow processes will commence on 04th January 2015. This will deliver further staffing efficiencies, enhance the provision of services to Departments and customers with SLA agreements and provide additional management information to further develop the HR service.
13. Positive feedback has been received from managers following the adoption of the electronic recruitment process which has delivered time efficiencies for all parties and provides a more secure service. Additionally support has been provided to a number of services across the authority which has predominantly focussed upon realising further financial savings.

14. The Institute of Leadership and Management (ILM) 5 programme is now concluding with final marking in progress and the redesign of the Corporate Induction continues as does work with Riverside College to develop a video presentation.
15. E Learning is becoming increasingly utilised with a course on financial abuse being developed with colleagues from Adult Social Care. Revenue generating agreements have also been entered into with organisations for the provision of safeguarding courses to employers and provision to Schools for the administration of medicines.
16. Work on the successor to the Council's People Plan continues and a report will be submitted to this Board during the quarter 4 period.
17. Support has been provided to the final stages of the development of the Halton Foundation which will enhance sustainability within the local community and the completion of this work is expected during February 2016. Additionally work has also been undertaken in relation to the analysis of cross-sector assets with a view to enabling flexible workspaces for the Council and partners which are linked to the ongoing management of accommodation. Also the development of a unified Business Plan for 2016 – 17 is underway and reports will be provided to Policy and Performance Boards and Executive Board during quarter 4.
18. The review of the Halton Supported Housing Network concludes on 03rd January 2016 and savings of approx. £90, 000 have been generated along with a more sustainable delivery model. In addition following staff consultation a final structure has now been agreed for Highways Services with revenue savings of approx. £140,000 being expected.

ICT and Administration Support Services

19. A long and hard-fought 18 month negotiation for the procurement of ICT licensing and services has now been concluded. The perseverance of key Officers has delivered a hugely beneficial outcome for the authority in terms of both cost and value that will support business needs over the course of the next 5 years.
20. Enterprise Agreements have now been acquired within existing budget constraints and that originally were significantly outside of the scope of the Council's available resources. This has secured an authority wide asset that has a high end specification and capability, at considerably less cost than that paid by other clients, which will allow the authority to benefit from new technologies as they emerge.
21. This acquisition will allow the authority to deliver further cost and operational efficiencies through the development of 3 distinct cloud service environments namely:-

The Corporate Domain. This is a Public Services Network (PSN) compliant environment that will service those areas of the business that are required by law, or transactional need by organisations such as the Department for Work and Pensions, to have a security standard in place. This is a restrictive environment that is designed for limited transactions that can unnecessarily but unavoidably complicate the wider business needs of the organisation. As a result of the technologies now available alternative arrangements for the majority of the organisations users have now been developed as referred to below.

The Resources Domain. This environment will now house the vast majority of the Council's users and key partners such as the Police, Health etc. and commercial clients such as North West Employers and Mersey Gateway Project. Whilst security is the same as the Corporate Domain it will not be subject to the often expensive and sometimes restrictive practices required by PSN. This will provide further opportunities to reduce the cost of ownership by allowing the authority to resell space and services within its data centres in a more proactive and less restrictive manner.

The Schools Domain. This is presently a segregated environment but with the new technologies proposed this can become a discrete element of the over-arching environment rather than a stand-alone entity thereby reducing licensing and data centre costs and space as the authority's commercial offering expands.

Legal and Democratic Services

22. The Statement of Licensing Policy and the Statement of Gambling Policy were presented to and approved by Council during the Quarter 3 period.

Catering, Stadium and Registration Services

The Stadium

23. A considerable number of events were held over the quarter 3 period including a range of Christmas lunches as well as the NW Annual Networking Conference for Educational Psychologists and a Mersey Gateway staff briefing as well as various football and rugby games.
24. Following a restructure of Stadium staffing a number of long-serving Officers retired and roles and responsibilities of remaining staff have been reviewed which has resulted in an Annual saving of approximately £65,000.
25. A considerable amount of promotional work is being undertaken for Stadium Fitness and the refurbished Legends Bar has now become fully operational with various promotional activities being planned for quarter 4.
26. Halton Table Tennis Club has a new world champion in Andrew Ruston who joined in 2013 as Senior Coach. Andrew, who is currently playing in Switzerland and studying for his level 4 coaches award, is one of the top seniors in the British League, provides a high-profile presence for the development of the sport in Halton.

Civic Catering/School Meals

27. The School Meals Manager has recently retired and her duties have been redistributed and the new arrangement is working well and has provided continuity of service. The –All-Pay cashless system is being withdrawn by the provider from the 10schols that use this service and work is presently underway with colleagues in procurement to source a replacement provider.

Property Services

28. A detailed analysis of the occupancy levels of our main corporate office accommodation has now been undertaken, in order to help us with the move to make our buildings more efficient. Work will now be undertaken in respect this with the intention of bringing forward a report in the New Year which will focus on the more efficient use of office space.
29. A contractor has now been appointed in respect of the proposed demolition of the Police Station and Magistrates Court in Widnes. The Council is due to complete on the purchase of the site in early January, immediately following which the contractor will take possession of the site. The demolition works are due for completion by the end of May

3.0 Emerging Issues

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

Finance

Financial Management

- a) Executive Board will be presented with budget proposals on 11th February and a report will then be considered by Council on 02nd March 2016. This will include additional budget reductions required in order to deliver a balanced budget for 2016/17.
- b) The Department for Communities and Local Government (DCLG) have issued a consultation on the New Homes Bonus Grant, which looks at 'sharpening the incentive' available as part of the grant. The consultation has a closing date of 10th March 2016 and HBC will contribute to responses to the consultation from SIGOMA (The Special Interest Group of Municipal Authorities) and the Liverpool City Region. The objective of the proposals are a series of changes which would, in aggregate, save at least £800m from future grant allocations, the national total of the grant is currently £1.5bn.

Revenues and Welfare Rights

- c) The Council remains alert to the prevalence of Business Rates Avoidance Schemes, including those by charities, and continues to proactively ensure that all avenues are pursued and appropriate action taken where these are identified in order to minimise the impact upon the collection of legitimate revenues.
- d) The continued demand for Welfare Benefits Advice, and the continuing changes to the national benefits framework, will require staff to be upskilled and training needs are being closely monitored and actioned. Additionally the rationalisation of premises used by the Courts and HM Tribunals service mean that potentially hearings will be held outside of the borough. Following public consultation final decisions are currently awaited.

Audit and Operational Finance

- e) The Council's cash collection contract with G4S has been extended until the end of June 2016 to allow the finalisation of a framework set up by the Yorkshire Purchasing Organisation. The finalisation of the framework will allow the Council to undertake a mini completion exercise to determine the most suitable contract as we move forward and this will commence as of 01st July 2016.

People, Policy, Performance and Efficiency

- f) Changes resulting from the Trade Union Bill may require some process amendments, e.g. the deduction of subscriptions, and HR will work closely with Trade Union colleagues to complete any work required to minimise any adverse impact. And the service will be supporting the TUPE transfer of staff from Places for People and Council Leisure Services are brought back in-house from April 2016.
- g) Wave 7 of the Efficiently Programme will be soon be proposed and submitted to the Efficiency Board and the Council's Single Equality Scheme will be reviewed to ensure the Council's obligations under the Equality Act and Public Sector Equality Duty continue to be met.

ICT and Administration Support Services

- h) Given that a less restrictive more competitive cloud environment is now in place this will allow the further development of the end-user and application solution which will enhance home and office based working and provide further commercial opportunity. Considerable analysis is presently underway to determine user requirements and device needs which will form the platform for future deployment.
- i) Progress is being made in developing physical network connections to the Police and the NHS Health Network allowing key front-line workers to connect from either parties premises to their own systems with less complexity and greater ease of access with a view to full completion by March 2016.
- j) The Records Management Unit continues to develop with more departments making full use of the facility thereby creating further operational efficiencies and savings. There are some issues being experienced as a result of staff turnover and these continue to be addressed in order that files can be catalogued at an acceptable rate.

Legal and Democratic Services

- k) Committee and Legal Services support continues to be required as the Liverpool City Region devolution issues emerge and extensive legal, marketing and website support continues to be provided in response to the transfer in-house of leisure centres under the 'Active Halton' brand.

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 2015 – 16 Directorate Business Plans.

Progress concerning the implementation of all Directorate high-risk mitigation measures was reported in Quarter 2.

Risk Registers are currently being reviewed for 2016 – 17 in tandem with the development of next year's Business Plan.

5.0 High Priority Equality Actions

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

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




<http://www3.halton.gov.uk/Pages/councildemocracy/pdfs/EandD>

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	Q3 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

To allow for details of the 2015/16 CSR to be included the Medium Term Financial Strategy was reported slightly later than planned on 09th December 2015. The Draft Statement of Accounts was certified and shred with the External Auditor as planned and the final document was published on the Council's website following approval by the Business Efficiency Board.

Key Performance Indicators



Ref	Measure	14 / 15 Actual	15 / 16 Target	Q3 Actual	Q3 Progress	Direction of travel
FS LI 04	Proportion of Council Tax that was due that was collected.	95.47%	94.75%+	83.04%		
FS LI 05	The percentage of Business Rates which should have been received during the year that were received.	97.04%	95.00%+	82.20%		
FS LI 07	Average time for processing new claims (Housing & Council Tax Benefit).	14.42	20	18.6		

Supporting Commentary

Although all measures fall slightly below the position at the same point last year all remain with expected variation and on target for year-end.

People, Policy, Performance and Efficiency

Key Objectives / milestones

Ref	Milestones	Q3 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

I Trent system capabilities have been enhanced as planned and as detailed previously the People Plan has now been updated with existing actions being delivered as planned.

Key Performance Indicators

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q3 Actual	Q3 Progress	Direction of travel
HRLD LI 01	The number of working days / shifts lost due to sickness (Corporate).	10.44	10	6.69		
HRLD LI 04	% of training delegates attending as proportion of places reserved.	99	90	88		
HRLD LI 05	The percentage of top 5% of earners that are:					
	a) Women	55.62	50	51.88		
	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	1.25		
HRLD LI 07	Minority of Ethnic Community staff as a percentage of the total workforce.	1.22	1.0	1.16		


Supporting Commentary

Sickness absence continues to be monitored and at this stage is likely to achieve annual target with Q2 being marginally better than the same period last year (7.67 days).

Training continues to be well-attended although it is unlikely that targets for disability related staff measures will be achieved at year-end. The service will continue to ensure that as far as possible there are no barriers to employment with the authority for all sections of the community.

ICT Infrastructure

Key Objectives / milestones





Ref	Milestones	Q3 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 .	As above
ICT 01c	SharePoint and Records Management enhancements March 2016 .	As above
ICT 01d	Continued Social Care Systems Service Support Programme March 2016 .	As above
ICT 01e	OC and Desktop OS Replacement Programme March 2016 .	As above
ICT 01f	Continued Lync Enhancement Programme March 2016 .	As above
ICT 01g	Interactive Web Services Enhancement and further SharePoint Integration March 2016 .	As above
ICT 01h	Further development of commercial ICT opportunity within desktop, hosting and DR provision March 2016 .	As above
ICT 02d	Continued development of document management and distribution services - March 2015 .	As above
ICT 04a	Conduct & Evaluate point of contact Satisfaction survey for ICT & Support Services - March 2015 .	As above



Supporting Commentary

All infrastructure related objectives are progressing as planned as explained within the previous sections of the report with document management and distribution services becoming more widely used.

Negotiations are currently underway with Microsoft concerning the continued deployment of Lync and the satisfaction survey is being incorporated into the corporate desktop replacement project.

Key Performance Indicators

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q3 Actual	Q3 Progress	Direction of travel
ICT LI 1	Average availability of the Council's operational servers (%).	99	99	99		
ICT LI 4	% Of all responsive repairs completed within 2 working days.	86	80	80		


Ref	Measure	14 / 15 Actual	15 / 16 Target	Q3 Actual	Q3 Progress	Direction of travel
ICT LI 8	Average working days from order to completion of a new PC.	5	10	10		

Supporting Commentary

Progress against all measures is remain are on track to be achieved.

Legal & Democracy





Key Objectives / milestones

Ref	Milestones	Q3 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	Q3 Actual	Q3 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

Performance is at expected levels.

Catering, Stadium & Registration Services

Key Objectives / milestones

Ref	Milestones	Q3 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















CE 2

All areas of Stadium activity are scrutinised and discussed with budget managers and finance to determine priority areas for the next year.

CE 3

Promotional campaign complete, new menus issued to all users and non-users.

Key Performance Indicators

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q3 Actual	Q3 Progress	Direction of travel
CE LI 1	No. of meals served versus hourly input of labour (Previously SH1).	10.80	10.00	11.39		
The percentage (%) take up of free school meals to those who are eligible:						
CE LI 6	Primary Schools	91.7%	85%	81%		
CE LI 7	Secondary Schools	77.1%	75%	78%		
Take up of school lunches (Previously NI 52 a & b):						
CE LI 8	Primary Schools	60.8%	65%	67%		
CE LI 9	Secondary Schools	54.95%	57%	58%		
Food cost per school meal (pence):						
CE LI 14	Primary Schools	71p	78p	71p		
CE LI 15	Secondary Schools	£1.01	95p	96p		

Supporting CommentaryCE LI 1

The meals per hour target is exceptional for this time of year, annuals targets will be exceeded.

CE LI 6

This figure is slightly lower than expected but the recent marketing campaign should help increase this figure.

CE LI 7

The uptake in Secondary schools is excellent.

CE LI 8 & CE LI 9

Despite HBC school charges being in the top quartile user numbers are very good and the annual target will be achieved.





CE LI 14

An excellent result for this time of year, the annual target will be achieved.

CE LI 15

Although actual is slightly higher than target it is significantly better than at this time last year, the annual target should be achieved.

Property Services**Key Performance Indicators**

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q3 Actual	Q3 Progress	Direction of travel
CED060	Occupancy of HBC industrial Units	89%	90%	94%		
CED061	Occupancy of Widnes Market Hall	85%	95%	82%		

Supporting Commentary

Occupancy rates remain at expected levels given the current economic climate although the annual target for Widnes Market Hall is at this stage a little optimistic.

7.0 Financial Summaries

FINANCE DEPARTMENT

Revenue Budget as at 31st December 2015

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
<u>Expenditure</u>				
Employees	7,258	5,486	5,071	415
Supplies & Services	560	435	416	19
Other Premises	86	77	50	27
Insurances	1,614	1,104	1,104	0
Concessionary Travel	2,127	1,201	1,201	0
Rent Allowances	53,700	39,736	39,736	0
Non HRA Rebates	66	47	47	0
Discretionary Housing Payments	387	233	233	0
Local Welfare Payments	150	86	86	0
Total Expenditure	65,948	48,405	47,944	461
<u>Income</u>				
Fees & Charges	-190	-112	-112	0
SLA to Schools	-747	-747	-747	0
NNDR Administration Grant	-166	0	0	0
Hsg Ben Administration Grant	-782	-521	-521	0
Council Tax Admin Grant	-208	-208	-208	0
Rent Allowances	-52,700	-35,186	-35,186	0
Clerical Error Recoveries	-998	-378	-378	0
Non HRA Rent Rebates	-66	-52	-52	0
Discretionary Housing Payments Grant	-387	-344	-344	0
Reimbursements & Other Grants	-319	-282	-332	50
Liability Orders	-421	-421	-466	45
Transfer from Reserves	-803	0	0	0
Total Income	-57,787	-38,251	-38,346	95
Net Controllable Expenditure	8,161	10,154	9,598	556
<u>Recharges</u>				
Premises	396	297	297	0
Transport	24	18	18	0
Asset Charges	19	0	0	0
Central Support Services	3,494	2,621	2,621	0
Support Services Income	-7,540	-5,655	-5,655	0
Net Total Recharges	-3,607	-2,719	-2,719	0
Net Department Total	4,554	7,435	6,879	556

Comments on the above figures:

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

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

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 spend will be within budget at the end of the financial year.

POLICY, PEOPLE, PERFORMANCE AND EFFICIENCY DEPARTMENT

Revenue Budget as at 31st December 2015

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
<u>Expenditure</u>				
Employees	2,080	1,577	1,522	55
Employee Training	133	49	49	0
Supplies & Services	131	95	69	26
Agency Related	23	23	23	0
Total Expenditure	2,367	1,744	1,663	81
<u>Income</u>				
Fees & Charges	-106	-95	-111	16
Reimbursements & Other	-31	-25	-26	1
Grants				
School SLA's	-381	-381	-381	0
Transfers from Reserves	-70	-70	-70	0
Total Income	-588	-571	-588	17
Net Operational Expenditure	1,779	1,173	1,075	98
<u>Recharges</u>				
Premises Support	104	78	78	0
Transport Recharges	5	4	4	0
Central Support Recharges	906	680	680	0
Support Recharges Income	-2,942	-2,206	-2,206	0
Net Total Recharges	-1,927	-1,444	-1,444	0
Net Departmental Total	-148	-271	-369	98

Comments on the above figures:

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

With regards to employee related expenditure, it is lower than the budget profile due to vacancies that exist within the Department. An organisational restructure of the staffing establishment will take place which has resulted in Council approving budget saving proposals for 2016/17.

Supplies & services expenditure is lower than the budget profile due to reduced spend on document imaging and general computer expenditure.

With regards to income Fees and Charges income is above the budget due to an increase in income from academy schools and other external organisations for the provision of HR and payroll services.

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 31st December 2015

	Annual Budget	Budget to Date	Actual to Date	Variance to Date (Overspend)
	£'000	£'000	£'000	£'000
<u>Expenditure</u>				
Employees	5,607	4,159	4,012	147
Supplies & Services	682	416	315	101
Computer Repairs & Software	641	515	506	9
Communications Costs	332	319	319	0
Other Premises	23	22	23	(1)
Capital Financing	372	293	288	5
Transfers to Reserves	75	0	0	0
Total Expenditure	7,732	5,724	5,463	261
<u>Income</u>				
Fees & Charges	-551	-253	-246	(7)
Reimbursements & Other Grants	-176	-176	-176	0
Internal Billing	-12	-12	-18	6
Transfers from Reserves	-211	-61	-61	0
SLA to Schools	-556	-515	-513	(2)
Total Income	-1,506	-1,017	-1,014	(3)
Net Controllable Expenditure	6,226	4,707	4,449	258
<u>Recharges</u>				
Premises	397	298	298	0
Transport	27	20	20	0
Asset Charges	1,161	0	0	0
Central Support Services	1,121	841	841	0
Support Service Income	-8,932	-6,699	-6,699	0
Net Total Recharges	-6,226	-5,540	-5,540	0
Net Department Total	0	-833	-1,091	258

Comments on the above figures

In overall terms spending is below the budget profile at the end of the third 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 other posts have been deleted from the staffing structure as part of approved budget proposals 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. Approved budget proposals for 2016/17 include a reduction of £100k to this budget.

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

Capital Projects as at 31st December 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	1,289	1,497	221
Net Expenditure	1,718	1,289	1,497	221

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 31st December 2015

	Annual Budget	Budget To Date	Actual To Date	Variance To Date
	£'000	£'000	£'000	(overspend) £'000
<u>Expenditure</u>				
Employees	1,919	1,443	1,418	25
Supplies & Services	337	266	195	71
Civic Catering & Functions	27	3	3	0
Mayoral Allowances	22	16	18	(2)
Legal Expenses	215	101	104	(3)
Total Expenditure	2,520	1,829	1,738	91
<u>Income</u>				
Land Charges	-101	-76	-69	(7)
License Income	-251	-218	-218	0
Schools SLA's	-55	-55	-76	21
Government Grants	-34	-34	-35	1
Other Income	-73	-70	-86	16
Transfers from Reserves	-10	0	0	0
Total Income	-524	-453	-484	31
Net Operational Expenditure	1,996	1,376	1,254	122
<u>Recharges</u>				
Premises Support	132	99	99	0
Transport Recharges	26	20	20	0
Central Support Recharges	425	319	319	0
Support Recharges Income	-2,054	-1,476	-1,476	0
Net Total Recharges	-1,471	-1,038	-1,038	0
Net Departmental Total	525	338	216	122

Comments on the above figures:

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

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.

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 31 December 2015

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000
<u>Expenditure</u>				
Employees	12,058	9,522	9,582	(60)
Other Premises	1,182	913	878	35
Supplies & Services	1,585	949	879	70
Book Fund	142	106	107	(1)
Hired & Contracted Services	1,152	753	766	(13)
Food Provisions	629	469	459	10
School Meals Food	2,077	1,320	1,300	20
Transport	54	52	59	(7)
Other Agency Costs	674	145	60	85
Waste Disposal Contracts	5,160	2,667	2,708	(41)
Leisure Management Contract	1,496	1,075	1,136	(61)
Grants To Voluntary Organisations	317	268	257	11
Grant To Norton Priory	222	222	229	(7)
Rolling Projects	38	38	38	0
Capital Financing	9	7	0	7
Total Spending	26,795	18,506	18,458	48
<u>Income</u>				
Sales Income	-2,207	-1,655	-1,526	(129)
School Meals Sales	-2,180	-1,585	-1,606	21
Fees & Charges Income	-3,272	-2,576	-2,501	(75)
Rents Income	-235	-234	-277	43
Government Grant Income	-1,202	-1,179	-1,168	(11)
Reimbursements & Other Grant Income	-548	-426	-453	27
Schools SLA Income	-79	-79	-83	4
Internal Fees Income	-120	-83	-106	23
School Meals Other Income	-2,270	-1,791	-1,800	9
Meals On Wheels	-196	-134	-96	(38)
Catering Fees	-225	-154	-78	(76)
Capital Salaries	-53	-33	-17	(16)
Transfers From Reserves	-50	-23	-23	0
Total Income	-12,637	-9,952	-9,734	(218)
Net Controllable Expenditure	14,158	8,554	8,724	(170)
<u>Recharges</u>				
Premises Support	1,947	1,472	1,472	0
Transport Recharges	2,390	1,223	1,223	0
Departmental Support Services	9	0	0	0
Central Support Services	3,146	2,379	2,379	0
Asset Charges	3,005	0	0	0
HBC Support Costs Income	-382	-390	-390	0
Net Total Recharges	10,115	4,684	4,684	0
Net Departmental Total	24,273	13,238	13,408	(170)

Comments on the above figures:

The net budget is £170,000 over budget profile at the end of the third quarter of the financial year.

There have been a number of staff who have left the department on redundancy terms over the past quarter and subsequent vacant posts will help contribute to the staff turnover savings target for the remainder of the year. Although it is currently forecast that employee expenditure will remain above budget at year-end.. . Agency staff expenditure has decreased slightly in quarter three and is still significantly lower than last year, with the introduction of the apprenticeship scheme and vacant posts being filled.

Supplies and services remain under budget profile across all Divisions to offset budget pressures within the Department. There are small underspends on areas such as equipment, advertising, and clothing.

The Leisure Contract is now in its final year and will end in March 2016, after which the service will be brought back in house and realise agreed savings.

Waste Disposal contracts are still over budget profile and will remain a pressure throughout the remainder of the year. This budget will be closely monitored throughout the new financial year to ensure costs are contained and brought back in line with budget.

Other Agency costs are £85,000 under budget profile mainly due to underspending on the Area Forums where some projects have still not yet been completed.

Sales, Fees & Charges and Internal Catering Fees are the most significant under-achievements on income across the Department. Fees and Charges income has recovered a little in this quarter mainly due to generated income relating to the Brindley and Open Spaces being maximised. The income relating to the collection of green waste has however over performed against budget by £44,000.

Capital Projects as at 31st December 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	600	573	168
Norton Priory	2,843	700	680	2,163
Norton Priory Biomass Boiler	107	0	0	107
Children's Playground Equipment	138	98	92	46
Upton Improvements	13	0	0	13
Crow Wood Play Area	4	2	0	4
Runcorn Hill Park	138	138	521	(383)
Runcorn Cemetery Extension	9	0	0	9
Cremators Widnes Crematorium	109	109	188	(79)
Peelhouse Lane Cemetery	1020	12	12	1,008
Peelhouse Lane Cemetery-Enabling Work	65	20	20	45
Open Spaces Schemes	160	100	97	63
Playground Third Party Funding	340	0	0	340
Litter Bins	20	20	19	1
Total	5,749	1,829	2,232	3,512

Comments on the above figures

The Widnes Recreation project has now been 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 2016. 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 £390,000. Requests to external bodies for additional funding have so far proved unsuccessful. Heritage Lottery Fund, the principal contributor to the scheme 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

Summary financial position as 31st December 2015

	Annual Budget £'000	Budget to Date £'000
<u>Expenditure</u>		
Employees	4,259	3,138
Repairs & Maintenance	2848	1,936
Premises	45	43
Energy & Water Costs	656	384
NNDR	533	513
Rents	431	397
Marketing Programme	22	7
Promotions	8	4
Supplies & Services	1,404	641
Agency Related Expenditure	3	3
Grants to Non Voluntary Organisations	352	339
Surplus Property Assets	-685	-514
Revenue Contrib'n to / from Reserves	175	175
Total Expenditure	10,051	7,066
<u>Income</u>		
Fees & Charges	-496	-338
Rent - Markets	-766	-574
Rent - Industrial Estates	-614	-452
Rent – Investment Properties	-655	-447
Transfer to / from Reserves	-676	-676
Government Grant - Income	-1,806	-1,355
Reimbursements & Other Income	-265	-260
Recharges to Capital	-227	-47
Schools SLA Income	-486	-481
Total Income	-5,991	-4,630
NET OPERATIONAL BUDGET	4,060	2,436
Premises Support Costs	1,924	1,452
Transport Support Costs	32	21
Central Support Service Costs	1,824	1,378
Asset Rental Support Costs	2,543	0
Repairs & Maint. Rech. Income	-2,558	-1,919
Accommodation Rech. Income	-2,763	-2,072
Central Supp. Service Rech. Income	-1,836	-1,377
Total Recharges	-834	-2,517
Net Expenditure	3,226	-81

Comments

The latest quarter shows the employees budget will not achieve the anticipated target set for the employee savings. This is due to service demands within the Department with any in year vacancies being filled quickly to avoid a backlog of workloads.

Expenditure has been restricted in year on supplies and services across all Division's and as a result the expenditure is under budget at the end of quarter 3.

Premises costs have remained stable during quarter 3 with accommodation space currently utilised to its maximum potential with both HBC and external agencies staff.

The trading climate is difficult within the region and a number of stalls at Widnes market are currently vacant; nevertheless both Widnes / Runcorn outdoor markets and the market hall are forecasting to over achieve on the income targets set for this financial year.

Due to the current economic climate the Asset Management Team continue to face pressure in renting out of commercial properties to various organisations. Based upon current occupancy levels the service is going to surpass it's current set income target. However, this could vary based upon any changes in occupancy levels and the impact of rental reviews during the final quarter of the year. The earliest we can foresee Surplus Property Assets savings of £685k being achieved is in 2016/17 due to the length of time involved in implementing the programme.

Fees and Charges and School SLA budgets vary from quarter to quarter depending on the level of support required. Both the cleaning and facilities team have over achieved on income targets the current financial year.

Overall the budget position will continue to be monitored and updates provided on a monthly basis to Budget Holders. Managers are reminded of the need to keep within budgets and remedial action undertaken.

ECONOMY, ENTERPRISE & PROPERTY DEPARTMENT

Summary financial position as at 31st December 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	120	117	3
3MG	3,493	320	324	(4)
Widnes Waterfront	200	0	0	0
Johnsons Lane Infrastructure	450	120	137	(17)
Decontamination of Land	6	0	0	0
Sci Tech Daresbury	10,965	9	9	0
Former Crossville Depot	200	161	161	0
Peel House Lane Demolition	6	1	1	0
Police Station Demolition	342	30	30	0
Travellers Site - Warrington Road	1,362	1,312	1,302	10
Widnes Town Centre Initiative	21	8	6	2
Lower House Lane Depot – Upgrade	24	17	17	0
Signage at The Hive	5	0	0	0
Equality Act Improvement Works	50	25	18	7
Grand Total	17,754	2,123	2,122	1

Comments

Warrington Road Travellers Site is now partially complete(S106 funding with Redrow still to be agreed).

In regards to Former Crossville Depot. a planning application has been submitted and are currently awaiting approval before work commences..

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 be towards the end of the financial year.




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.

REPORT TO: Corporate Policy & Performance Board

DATE: 23rd February 2016

REPORTING OFFICER: Strategic Director Communities and Resources

SUBJECT: Business Planning 2016 - 17

WARDS: Borough wide

1.0 PURPOSE OF THE REPORT

1.1. To provide an update on Business Planning for the period 2016 - 17 and to consider the Directorate priorities, objectives and targets for service areas that fall within the remit of this Board.

2.0 RECOMMENDED: That the Board receive the advanced draft of the Business Plan extract prior to its consideration by Executive Board.

3.0 SUPPORTING INFORMATION

3.1 Following organisational restructuring the Council will develop a single Business Plan for the 2016 - 17 financial year and in parallel with the budget that is subject to annual review and refresh. The input of the Policy and Performance Boards into the business planning process and the setting of priorities for the Directorate is an important part of this process.

3.2 Key priorities for development or improvement for the various functional areas reporting to this Policy & Performance Board were presented to and considered by the Board in autumn 2014.

3.3 In light of the meeting the Draft Business Plan for 2016 - 17 has now been developed.

3.4 The Plan will include details of specific activities and performance measures and targets that would provide a focus for the on-going monitoring of performance throughout the coming financial year. The Plan will be subject to annual review and refresh in order that it remains fit for purpose taking account of any future change in circumstances, including any future funding announcements that may emerge.

3.5 Given the remit of this Board relevant extracts from the Draft Plan is now available for consideration by the Board.

3.6 It should be noted that plans can only be finalised once budget decisions have been confirmed in March and that target information will be determined following final outturn data becoming available post March 2016.

4.0 POLICY IMPLICATIONS

4.1 The development of a Business Plan forms a key part of the Council's policy framework in that it articulates the broad direction of the Council over the coming financial year.

5.0 OTHER IMPLICATIONS

5.1 The Business Plan has been developed taking account of known resource availability.

5.2 The Plan will form the basis of the Priority Based Performance Reports which will continue to be presented to the Board during 2016 - 17.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 The business planning process provides a means by which the Corporate Priorities of the Council are integrated into the delivery of services at an operational level.

7.0 RISK ANALYSIS

7.1 The development of a Business Plan will allow the authority to both align its activities to the delivery of organisational and partnership priorities and to provide information to stakeholders as to the work of the Directorates over the coming year.

7.2 Risk Assessment and the annual review and refresh of Directorate Risk Registers will continue to form an integral element of Directorate Plan development.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 Equality and diversity considerations, and the Council's responsibilities under equalities legislation, remain integral to the business planning process. An annual report will be made available to Members as an element of the Council's performance management arrangements.

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

9.1 There are no relevant background documents to this report.

Key Developments

Community and Environment

Despite significant Government cuts the Prime Minister confirmed during 2015 that the funding for the Universal Free School Meals (UFSM) will continue and this will mean that ALL children under the age of 7 will receive a free hot, balanced, nutritious school meal every day, given the levels of deprivation in Halton this is a specifically good piece of news.

By introducing school children at such an early age to a variety of healthy, well balanced food stuffs enables them to make the right decisions concerning eating habits as they move through childhood.

Halton was one of the first Authorities to introduce free fruit for the under 7's and has led the way on healthy initiatives for a number of years.

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

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

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

Financial Services

The Council successfully set a balanced budget during 2015/16 which required the identification of a total of £19m of savings. However, considerable effort will continue to be directed upon closely monitoring spending so as to contain it within the reduced budget.

The Council's 2014/15 statutory accounts were published on schedule on 30th September 2015. An excellent external audit report was received which provided the Council with another "clean bill of health."

Although Halton's collections rate remains one of the highest in the region it has fallen slightly following the introduction of the Council Tax Reduction Scheme in April 2013.

The Scheme was introduced as a result of changes to and reductions in central government funding arrangements and since its inception all households now have some liability for Council Tax A concern moving forward is the increasing level of council tax arrears which are accumulating and this is particularly significant for Halton given the relatively high level of financial deprivation that exists within some parts of the borough.

The Council will as far as possible assist residents to manage their liabilities through for example the provision of Welfare Benefits Advice.

There has been significant growth in the business rates income generated during 2015-16 which reflects the Council's proactive approach to economic development and regeneration within the borough. However, this has been fully offset by the need to make financial provision for the large numbers of valuation appeals lodged with the Valuation Office Agency. Appeals lodged after 31st March 2015, if successful, will no longer be eligible for backdated arrears, hence large volumes of appeals were lodged before this deadline.

At a time of financial constraint and reductions in staff resources, it is particularly important to ensure continued financial probity and that a sound control environment is maintained throughout the Council to support this. Work to provide assurance in this respect is led primarily by Internal Audit and as resources are stretched even further this role will have increasing importance for all areas of management across the organisation.

The Council's Procurement Strategy 2013-16 has been successfully implemented and has brought about procedural and cultural changes within the whole organisation and thereby delivered significant financial savings. The Department for Communities and Local Government has drawn upon the Council's expertise as the basis for developing best practice to be shared at a national level. The Procurement Strategy will be updated for 2016 – 19 to reflect the changing local government landscape and the significant financial challenges that lie ahead.

The Council now provides Direct Payments for over 520 adults and children, to assist them with meeting their social care needs. The demand for Direct Payments continues to increase, particularly in respect of children, and will therefore need to be managed over the coming years. In addition, the Department undertakes an Appointeeship role for over 271 vulnerable individuals, and efforts will be made to make the service cost neutral in future.

During the past year assessments and payment of housing benefits have been provided for over 12,200 claimants. In addition, council tax support payments have been made to over 14,100 taxpayers and the Welfare Rights Team have advised 741 residents.

Given the relatively high levels of deprivation and ill-health within some parts of the Borough it is likely that demands for such services will continue into the future.

ICT and Administrative Support Services

During 2015 – 16 the Council's corporate ICT infrastructure has been undergoing a major redesign in terms of, how as an organisation, we access our data and associated technology applications.

During the latter half of 2015 - 16 a long and hard-fought 18 month negotiation for the procurement of ICT licensing and services was concluded. The perseverance of key Officers has delivered a hugely beneficial outcome for the authority in terms of both cost and value that will support business needs over the course of the next 5 years.

Enterprise Agreements have now been acquired within existing budget constraints and that originally were significantly outside of the scope of the Council's available resources. This has secured an authority wide asset that has a high end specification and capability which will allow the authority to benefit from new technologies as they emerge.

One of the major ongoing ICT projects objective's is to replace what is in some areas is a 7 - 10 year old network, server and desktop/Laptop infrastructure and recreate a new infrastructure that will deal with the organisations ever changing requirement for data and location related access needs.

The delivery of this project will improve the user experience and system effectiveness by allowing faster anytime access to key applications and data sets from any location and from almost any network or internet enabled device. This will support the Council's drive to rationalise its accommodation assets and provide a flexible working environment that will maximise staff capabilities whilst minimising operating costs.

As an organisation Halton has over the last 3 years made considerable efforts to centralise its data and improve access and the management of that data through Intranet based solutions such as SharePoint, the Records Management Unit and innovative solutions developed in-house

Because as an organisation Halton has achieved such a high level of centralisation of these data sets and solutions further enhancements can be delivered, with relative ease and little change. The use of just-in-time application deployment to devices is currently under development that will allow the user to access systems and data as and when they require them, thereby reducing the licensing implications associated with ownership in the traditional user environment.

The upgraded Halton-cloud services will cater for all needs allowing access to a single application, multiple applications, a desktop environment if needed and offline working for those needing access away from Network connections.

The overall ICT solution will be designed to allow access to a base of core applications but will be linked to a menu of associated applications that can be accessed from any managed device as and when required. This architecture will then allow multiple operating systems and devices to access the same core application set without the need for individual customisation, and will speed up individual access to key services whilst allowing limited or one-time on demand access to additional less frequently needed applications .

These revised arrangements which will be taken forward during the life on this plan will significantly reduce the ongoing cost of equipment. At the same time they will provide a solution that focuses upon the nature of work being undertaken rather than the provision of a generic standard of applications being provided unnecessarily across the entire authority.

Given the extent of the work ahead as the ICT team upgrades not only the server infrastructure but the network as well in order for the new technologies to work effectively some minor disruption will have to be expected during the life of this plan.

Legal and Democratic Services

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

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

There continue to be significant changes to the Council's organisational structures, with the movement to 2 Directorates.

The Communications and Marketing team have played an important role in ensuring that Members, staff and the public are given the best possible information on developments.

The Customer Intelligence Unit continues to excel at information gathering putting the Council in the best possible position to make informed decisions. It also seeks to ensure that the Council uses social media to the best effect.

Both the legal and marketing teams have provided considerable support to the project to review the management of the Council's leisure centres.

The Licensing team carried out a large piece of work on the review of the Statement of Licensing Policy and Statement of Gambling Policy, which were both approved by the Council.

The General and Municipal Elections were carried out effectively in May 2015.

Policy, People, Performance & Efficiency Services

As part of the ongoing Council Efficiency Programme a number of reviews were undertaken during the 2015 – 16 year, including Libraries, Halton Supported Housing Network and Highways, which have resulted in annual savings in excess of £600,000.

The Human Resources service has also supported a number of service redesigns, enabling more effective working and delivering financial savings. The delivery of accurate and uninterrupted payroll services to the Council and external clients had continued, absorbing a number of regulatory changes related to tax and pension administration which were introduced throughout the year.

The learning and development function continues to diversify its offer, both in terms of the accessibility of learning, and the range of disciplines offered, and consistent positive feedback has been received from users of the service.

During 2015/16 several service areas came together to form the new Policy, People, Performance & Efficiency Division. This new division is an enabling service within the Council and continues to provide a range of services that includes;

- Transactional HR support and payroll to service departments,
- Payroll to external bodies who purchase the service on an SLA basis,
- Learning and development services and interventions,
- Organisational workforce development initiatives,
- Corporate business planning and performance management services,
- Corporate policy and strategy development, interpretation and response,
- Partnership development and support,
- Support to service departments in respect of Equality & Diversity matters,
- Delivery of the Council's Efficiency Programme,
- Organisational support related to information governance matters (FOIA and SAR)
- Management of the Council's agency worker contract.

The bringing together of these disciplines into one area is designed to enable cross-discipline working, to enable collective skills to deal with the challenges facing the organisation in the short to medium-term. This has already proved to be effective in the development of new processes, both internal to the division, and client facing and further initiatives will be taken forward as we move into the life of this plan.

The bringing together of HR, learning and development, workforce development, strategy and policy, and the efficiency work of the organisation is an opportunity to galvanise the support available to the wider Council in an effective way.

Property Services

Market Hall Refurbishment – Members approved a comprehensive refurbishment of the indoor and outdoor markets. The work includes a new roof and solar panels; upgrades to the heating, lighting and power supply in the market, plus improvements to entrances, signage and creation of events space.

Corporate Maintenance programme – overseeing the maintenance, repair and refurbishment, where appropriate of the Council's property portfolio.

Asbestos Surveys – to meet the Council's statutory Health and Safety obligations in respect of the premises the Council owns and or leases.

Water Hygiene Survey - to meet the Council's statutory Health and Safety obligations in respect of the premises the Council owns and or leases

Emerging Issues

Financial Services

The Government have announced that by the end of this Parliament in 2019/20, councils will retain 100% of the business rates that they generate and by this date the support that Council's receive through the Revenue Support Grant will cease. The proposed changes will be the subject of consultation over the coming year or more, and Council's will need to take careful account of the potential impact of these proposed changes in order to provide a full and complete response.

The Council currently receives a "top-up" grant of £7.5m, as the revenue currently derived through business rates are insufficient to meet its assessed spending needs. It will therefore be essential from the Council's point of view, for a similar form of "equalisation" to be included within the new business rates retention system in order that local residents are not unfairly disadvantaged as a consequence of the changes.

At a time of increasing demand for services, and given the scale of reductions in central government funding, it is forecast that a - further £41m of budget savings will be required, over the next three financial years in order for the Council to continue to deliver a balanced budget . The Comprehensive Spending Review has indicated that the Council's financial position will not improve before the end of this Parliament in 2019/20 And as such he Council will need to give early consideration to how it might address budget reductions on this scale, especially given the size of the reductions it has already implemented since 2010.

The impact of the Government's ongoing welfare reforms and the introduction of Universal Credit will be monitored over the coming years, in order to manage the increasing workload which this will generate in respect of housing benefits, council tax support, council tax arrears, the discretionary support scheme and welfare benefits advice.

The Accounts and Audit Regulations 2015 require the statutory accounts to be published two months earlier from 2017/18 onwards and preparations have therefore commenced to plan over the coming two years, how this might be achieved.

The Council's current external audit contract with Grant Thornton expires on 31st March 2018 and the Council must have appointed its new external auditors by 31st December 2017. Consideration will therefore need to be given during 2016 to the ensuring that an appropriate procurement process is undertaken, which may be on a sector-wide or on an individual council basis.

The Council is leading the preparation of a business case to assess the benefits of establishing shared procurement arrangements between the councils across the Liverpool City Region. Should the business case support such a development, and be agreed by the City Region councils, work to develop these arrangements will be undertaken during 2016 - 17.

ICT and Administrative Support Services

The development of the Halton Cloud services solution has always mirrored the authorities' corporate objectives, in that any platform provided to the authority must enable change. The current economic and political environment will continue to demand and expect change and continue to impact upon the way in which all officers deliver services to their respective clients.

The new platforms that will be made available during 2016 – 17 will enable Officers and Elected Members to access applications and data in a new and more flexible manner.

These platforms will be fully supported by the continued development of the authorities, Data Centre environments, the development of the Records Management Unit and the continued development of SharePoint.

The Council will continue to ensure that its statutory obligations are met through the effective management of Data Governance and Security Compliance.

Legal and Democratic Services

The Liverpool City Region devolution arrangements will continue to develop as we move into 2016 - 17. Scrutiny support has been provided during the preceding financial year, with the demand looking likely to increase as the new structures take shape.

There is also the need to revise the Combined Authority constitution, and governance issues will be a high priority.

Construction of the Mersey Gateway is continuing, with an anticipated completion date shortly after the period of this plan. It is likely that demands for communication and legal support will increase in advance of completion particularly during the lead up to the opening.

Policy, People, Performance & Efficiency Services

A number of key Human Resource related changes will need to be managed and adopted in order to ensure continued compliance by the organisation during the life of this plan. Notable amongst these are;

Maintaining the administration of the CARE pension schemes, and non-Local Government schemes, will require a broader depth of knowledge to facilitate effective administration and advice. In addition, pension automatic re-enrolment is a requirement of the Pension Regulator, and some business areas to which the Division provides services have yet to complete auto-enrolment. Both require allocation of resource over a period of time to complete correctly.

Three significant pieces of legislation will require implementation and management in the short-term, these being the introduction of the National Living Wage in April 2016, the implementation of the Apprenticeship Levy, and the enforcement of the Public Sector Exit Payment Cap. All of these interventions will have an impact on the Council's current HR policy framework, and more critically have revenue cost implications.

The current Learning & Development service objectives are still relevant and applicable as these refer directly to new Organisational Development Strategy, to be launched April 2016.

As process improvement in the transactional HR and Pay area is developed further, these will be pushed out to the wider organisation to enable smoother and quicker completion of people related processes and procedures. Linked to this, a new set of business metrics will be developed to enable accountability in the way the service performs.

The service will continue to seek opportunities to provide services externally to generate revenue, and Wave 7 of the Efficiency Programme will be developed in order to continue to drive revenue savings from areas of the organisation.

Property Services

CDM Regulations 2015 – new regulations require roles to be more clearly defined when agreeing and awarding contracts.

Corporate Accommodation – as services become more joined up with other providers e.g. health there is a need to co-locate providers. The need to reduce the Council's property portfolio will see more work required to further roll out the Council's agile working policy

Public Procurement Regulations 2015 – will result in more tenders for contracts requiring assessment.

Energy Efficiency – work will continue to ensure that the Council maximises alternative energy options to power its premises and or introduces investment to reduce energy costs.

Corporate Priority:	A Healthy Halton / Environment and Regeneration in Halton / Corporate Effectiveness & Efficient Service Delivery.		
Service Objective: CE 02	Increase the community usage of The Select Security stadium and to maintain and improve the health of Halton residents		
Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> ▪ Identify areas for improvement in line with the Business Plan and Marketing Plan (this will drive the development of milestones for 2017/18) - January 2017. 		
Responsible Officer:	Operational Director Community & Environment	Linked Indicators:	CE LI 02

Corporate Priority:	A Healthy Halton / Corporate Effectiveness & Efficient Service Delivery.		
Service Objective: CE 03	Increase the number of Pupils having a school lunch, to raise awareness and increase levels of healthy eating.		
Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> ▪ Deliver a promotion and educational campaign - September 2016 and January 2017. 		
Responsible Officer:	Schools Catering Manager	Linked Indicators:	CE LI 01, 03, 06, 07, 08, 09, 14 and 15

Ref	Description	14/15 Actual	15/16 Target	15/16 Actual	16/17 Target
CE LI 01	No. of meals served versus hourly input of labour.	10.80	10.00		10.00
CE LI 02	% Take up of free school meals to those who are eligible - Primary Schools.	91.70%	85.00%		87.00%
CE LI 03	% Take up of free school meals to those who are eligible - Secondary Schools.	77.10%	75.00%		77.50%
CE LI 04	Take up of school lunches (%) – primary schools.	60.80%	65.00%		65.00%
CE LI 05	Take up of school lunches (%) – secondary schools.	54.95%	57.00%		57.00%

Corporate Priority:	Corporate Effectiveness & Business Efficiency.		
Service Objective: FS 01	Set the Revenue Budget, Capital Programme and Recommend Council Tax.		
Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> ▪ Report Medium Term Financial Strategy to Executive Board - November 2016. ▪ Report to Council - March 2017. 		
Responsible Officer:	Operational Director Finance	Linked Indicators:	N / A
Service Objective: FS 02	To effect financial prudence by assisting managers to control their budgets by monitoring spending and providing timely and accurate financial reports.		
Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> ▪ Provide monthly financial reports to budget holders within 8 days of month end. ▪ Provide quarterly financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports. ▪ Provide quarterly monitoring reports on the overall budget to Executive Board. 		
Responsible Officer:	Divisional Manager Financial Management	Linked Indicators:	N / A
Service Objective: FS 03	Provide for public accountability by reporting the Council's stewardship of public funds and its financial performance in the use of resources by preparing the statutory Statement of Accounts in accordance with the latest accounting standards.		
Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> ▪ Complete the Draft Statement of Accounts for certification by Chief Financial Officer by 30th June 2016. ▪ Publish the Statement of Accounts by 30th September 2016. 		
Responsible Officer:	Divisional Manager Financial Management	Linked Indicators:	N / A

Corporate Priority:	Corporate Effectiveness & Business Efficiency.		
Service Objective: FS 04	Make best use of cash resources available to the Council and meet its statutory responsibility by setting, implementing and monitoring the Treasury Management Policy.		
Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> ▪ Establish Treasury Management Policy and report to Council - March 2016. ▪ Provide monitoring reports to Executive Board on a bi-annual basis. 		
Responsible Officer:	Operational Director Finance	Linked Indicators:	N / A
Service Objective: FS 05	Ensure that the Capital Programme is affordable, prudent, and sustainable by setting and monitoring prudential borrowing indicators.		
Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> ▪ Establish and report prudential indicators to Council - March 2016. ▪ Provide monitoring reports to the Executive Board on a bi-annual basis. 		
Responsible Officer:	Operational Director Finance	Linked Indicators:	N / A
Corporate Priority:	<ul style="list-style-type: none"> ▪ Corporate Effectiveness & Business Efficiency. 		

Ref	Description	14/15 Actual	15/16 Target	15/16 Actual	16/17 Target
FS LI 01	Receive an unqualified external audit opinion on the accounts.	Yes	Yes		Yes
FS LI 02	Receive positive comment (annually) from the External Auditor relating to the financial standing of the Council and the systems of internal financial control.	Yes	Yes		Yes
FS LI 03	Receive confirmation from External Auditor (annually) that reliance can be placed upon the work of Internal Audit.	Yes	Yes		Yes
FS LI 04	Proportion of Council Tax that was due that was collected	95.47%+	94.75%+		94.75%+
FS LI 05	The percentage of Business Rates which should have been received during the year that were received	97.04%	95.00%+		95.00%+
FS LI 06	Average time for processing new claims (Housing & Council Tax Benefit)	14.42	20		20
FS LI 07	Average time for processing notifications of changes in circumstances	2.67	5.3		5.3

Corporate Priority:	Corporate Effectiveness & Business Efficiency.		
Service Objective: ICT 01	Constantly evaluate and improve the usability, resilience, control and flexibility of the Council’s Data Communications Network, Hardware and Software Infrastructure.		
Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> ▪ Continued Enhancement of the virtualization platform to enhanced or new technologies - March 2017. ▪ Further development of Cloud Services Platform - March 2017. ▪ SharePoint and Records Management enhancements - March 2017. ▪ Interactive Web Services Enhancement and further SharePoint Integration - March 2017. ▪ Further development of commercial ICT opportunity within desktop, hosting and DR provision - March 2017. 		
Responsible Officer:		Linked Indicators:	N / A
Service Objective: ICT 02	The implementation of a range of new corporate wide facilities including Web services, records & document management, business process workflow, corporate desktop portal.		
Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> ▪ Continuing improvements, enhancements and potential commercial use of Cloud system - March 2017. ▪ Continuing workflow implementation - March 2017. ▪ Improvement and enhancement of all web based customer interfaces - March 2017. ▪ Continued development of document management and distribution services - March 2017. 		
Responsible Officer:		Linked Indicators:	N / A
Corporate Priority:	Corporate Effectiveness & Business Efficiency.		
Service Objective: ICT 03	Evolve, improve and redevelop customer contact and reactive fix services, access channels and availability.		
Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> ▪ Continual development of the I Want Admin Portal - March 2017. ▪ Develop and enhance operational Records management Unit Services - March 2017. 		
Responsible Officer:		Linked Indicators:	N / A

Ref	Description	14/15 Actual	15/16 Target	15/16 Actual	16/17 Target
ICT LI 01	Average availability of the Council's operational servers (%).	99.00%	99.00%		99.00%
ICT LI 02	Average availability of the Councils WAN infrastructure (%).	99.00%	99.00%		99.00%
ICT LI 03	School Support SLA: % of calls responded to within <u>agreed</u> target*:				
	Priority 1	94.00%	85.00%		85.00%
	Priority 2	95.00%	90.00%		90.00%
	Priority 3	96.00%	95.00%		95.00%
	Priority 4	100.00%	100.00%		100.00%
ICT LI 04	Average working days from delivery to completion of a new PC.	5	10		10

Corporate Priority:	Corporate Effectiveness & Business Efficiency.		
Service Objective: LD 01	To ensure that decision makers are supported through the provision of timely and accurate advice and information and are kept informed of changing legislation and responsibilities.		
Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> ▪ Review constitution - May 2016. 		
Responsible Officer:	Operational Director Legal and Democratic Services	Linked Indicators:	N / A
Service Objective: LD 002	To provide efficient and effective Democratic Support Services that provides Elected Members, as key decision makers, with the necessary information, support and training opportunities to fulfil their individual potential and management and governance role effectively.		
Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> ▪ To ensure that all members have been given the opportunity of a having a MAP meeting. ▪ To induct all new members by October 2016. 		
Responsible Officer:	Operational Director Legal and Democratic Services	Linked Indicators:	N / A

Ref	Description	14/15 Actual	15/16 Target	15/16 Actual	16/17 Target
LD LI 01	Percentage of Members attending at least one organised Training Event.		100%		100%
LD LI 02	Average Time taken to issue prosecutions from receipt of full instructions (working days).	10	10		10
LD LI 03	Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days).	1	3		3
LDLI 04	% of Executive Board, Executive Board Sub-Committee and Mersey Gateway Executive Board minutes published within 5 working days after the meeting.	100	100%		100%

Corporate Priority:	Corporate Effectiveness & Business Efficiency.		
Service Objective: PPPE 01	To enhance the efficiency and effectiveness of corporate training opportunities through the design and implementation of appropriate learning interventions.		
Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> ▪ Promote and take forward the delivery of actions identified within the Organisational Development Strategy March 2017 ▪ Review and refresh annual training calendar March 2017. 		
Responsible Officer:		Linked Indicators:	N / A
Service Objective: PPPE 02	Progress the Council wide Efficiency Programme in line with published Efficiency Programme Plan to develop revised service delivery models and generate sustainable revenue budget savings.		
Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> ▪ Report to the Business Efficiency Board on the on-going delivery of the Council’s Efficiency Programme (June and November 2016 meetings). 		
Responsible Officer:		Linked Indicators:	N / A

PPPE: Community & Resources Directorate Business Plan 2016 - 19 – Performance Indicators

Ref	Description	14/15 Actual	15/16 Target	15/16 Actual	16/17 Target
PPPE LI 01	The number of working days / shifts lost due to sickness (Corporate)	10.44	10		9.5
PPPE LI 02	Total Full Time Equivalent Staffing Establishment	3,738	N / A		
PPPE LI 03	% of training delegates attending as proportion of places reserved	99.00%	90.00%		90.00%
PPPE LI 04	The percentage of top 5% of earners that are ¹				
	a) women	55.62%	50.00%		50.00%
	b) from BME communities.	1.85%	1.50%		1.50%
	c) with a disability	0.71%	8.00%		8.00%
PPPE LI 05	No of staff declaring that they meet the definition of disability within the Equality Act 2010 as a % of the total workforce.	1.44%	10.00%		10.00%
PPPE LI 06	Minority Ethnic community staff as % of total workforce.	1.22%	1.00%		1.00%

¹ Performance targets for these measures take account of local demographic profiles

PPPE: Community & Resources Directorate Business Plan 2016 - 19 – Performance Indicators

Corporate Priority:	Corporate Effectiveness & Business Efficiency.		
Service Objective: ICT 01	Strategically manage and maintain the Council’s assets in order to provide a sustainable flow of income and capital receipts as well as ensure that they are safe and fit for purpose		
Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> ▪ Commence development of Beyer Site by - March 2017. ▪ Complete Asset Review by – June 2016. ▪ Complete Widnes Market Hall refurbishment by - March 2017. ▪ Complete Phase 1 of Fairfield Primary by - March 2017. ▪ Start Term Contracts by – June 2016. 		
Responsible Officer:		Linked Indicators:	

Performance Indicators

Ref	Description	14/15 Actual	15/16 Target	15/16 Actual	16/17 Target
CED058	Greenhouse gas (GHG) emissions indicator (Tonnes CO2E)	21,124			20,913
CED059	Average cost per workstation (£).	1,160			1113.60
CED060	Occupancy of HBC industrial Units	89%	90%		90%
CED061	Occupancy of Widnes Market Hall	85%	95%		95%