

Public Document Pack



Executive Board

Thursday, 17 September 2015 2.00 p.m.
The Boardroom, Municipal Building

A handwritten signature in black ink, appearing to read 'David W R'.

Chief Executive

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

PART 1

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1. MINUTES	
2. DECLARATION OF INTEREST	
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 or voting on the item.	
3. PHYSICAL ENVIRONMENT PORTFOLIO	
(A) HALTON HOUSING TRUST PROGRESS REPORT	1 - 27

*Please contact Angela Scott on 0151 511 8670 or
Angela.scott@halton.gov.uk for further information.
The next meeting of the Committee is on Thursday, 1 October 2015*

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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: Executive Board

DATE: 17 September 2015

REPORTING OFFICER: Strategic Director, People & Economy

PORTFOLIO: Physical Environment

SUBJECT: Halton Housing Trust Progress Report

WARD(S): Borough wide

1.0 PURPOSE OF REPORT

1.1 In accordance with the monitoring framework agreed prior to housing stock transfer, this report provides a further update on Halton Housing Trust's progress since the last report to Executive Board on the 2nd October 2014.

2.0 RECOMMENDATION: That Executive Board note the progress set out in the report.

3.0 SUPPORTING INFORMATION

Nick Atkin, Chief Executive of Halton Housing Trust and Ingrid Fife, Chair of the Board, Halton Housing Trust, will attend the meeting to present the attached report that sets out progress to date.

4.0 POLICY IMPLICATIONS

4.1 There are no policy implications arising from this report.

5.0 FINANCIAL IMPLICATIONS

5.1 None identified.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

None identified.

6.2 Employment, Learning and Skills in Halton

Halton Housing Trust is a major employer in the Borough and a range of employment and skills opportunities are available.

6.3 **A Healthy Halton**

Housing plays a key part in the health of individuals and grants to support community living are provided by the Council.

6.4 **A Safer Halton**

None identified.

6.5 **Halton's Urban Renewal**

Housing is an important contributing factor to some parts of the areas renaissance.

7.0 **RISK ANALYSIS**

7.1 Regular meetings between the Chief Executive of Halton Housing Trust, the Strategic Director of the Communities Directorate and officers of Halton Borough Council take place to discuss a range of issues and to explore risks.

8.0 **EQUALITY AND DIVERSITY ISSUES**

8.1 A range of joint partnerships are being considered, for example, joint training and work with migrants.

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

None identified.



Annual Report to HBC Executive Board

September 2015

1. Introduction

Brief history

- 1.1 Halton Housing Trust (HHT) is a company limited by guarantee, a registered charity, and a Registered Provider of social housing that was formed to take transfer of the housing stock of Halton Borough Council on 5th December 2005. We operate in the Cheshire towns of Widnes and Runcorn. Almost all of our 6,653 homes are for general needs rent to people on low incomes.

Operating Environment

- 1.2 The operating environment in which the Trust is working is becoming increasingly challenging. In July 2015 the Budget included a 1% reduction in rents for four years to March 2020, a benefits freeze and change to the benefits caps. These together with the extension of Right to Buy opportunities, will have a significant impact on the sector as a whole.
- 1.3 The housing sector will be under significant scrutiny over the next few years. How we respond to these challenges will determine what happens next and to our longer term future.
- 1.4 In response to the 14% reduction in our income (£10 million) over the next four years, we are undertaking a significant amount of work and analysis to understand the detailed impact and potential savings. This will provide us with an opportunity to follow the Council's example by targeting our resources more effectively. It will also enable us to make some further changes to how we think and work.
- 1.5 We need to accept that our world has changed and there is no going back. The reduction in our rental income provides an opportunity to ask much harder questions on what value is being added by some of the work we are doing and whether we are actually best placed to continue to do this. Some things can be done when times are good but we are about to head into a

much tougher financial and operating environment and we need to cut our cloth accordingly. This will fundamentally affect what services we are able to offer.

- 1.6 As part of our stress testing and scenario planning, we have identified a range of options to deal with unforeseen economic factors. These will be invaluable in enabling us to respond to any further threats to our future financial viability.
- 1.7 The social housing sector is no longer seen as an area for further growth by the Government. It's likely that the forthcoming Comprehensive Spending Review will see a shift in funding to home ownership. There are also clear indications that existing social housing will become increasingly used as a transitory form of tenure, with people moving on as and when their circumstances change.
- 1.8 If we are to have any type of future we need to demonstrate how we are helping to deliver the Government's housing priorities, through increasing housing supply and providing routes into home ownership. We also need to demonstrate how we are working much harder to deliver a value for money service.
- 1.9 We have taken the opportunity following Noel Sharpe's departure to undertake a review of our Executive Team structure. The initial outcome of this review has been to conclude that what we have now isn't going to get us to where we need to be. The review has enabled us to clarify roles and responsibilities as well as ensure we have the right resources to deliver the next phase of our journey.

Key achievements

- 1.10 The last year has been our best ever in terms of what we have achieved and performance across our core areas. Over the last 12 months we have delivered a number of significant achievements and outcomes. We are

increasingly becoming a leading player in several areas as a result of our innovative approach and solutions to the challenges we face.

1.11 Some of the key organisational achievements include:

- Continued investment in our homes and neighbourhoods: In 2014/15 we have invested a further £9m in improving our customer's homes and neighbourhoods. This represents over £130m investment in the nine years since transfer and has radically improved the quality of our homes and neighbourhoods.
- Completed the construction of 49 new homes and three empty homes to meet demand for homes in these areas.
- Completed building the 39 room hostel accommodation in Widnes as part of a significant improvement in the way homelessness is dealt with across the borough.
- Secured funding through the HCA's Affordable Housing Programme bidding round for an additional 290 new homes. These will provide much needed high quality affordable housing to people on our waiting lists.
- Purchased sites and land for future development, ensuring we are well placed to provide a continued pipeline of homes.
- Entered into Building Contracts for the delivery of a further 255 Affordable Homes, again in response to the demand for homes.
- Acquired an additional 148 homes in Runcorn and Widnes from the Sanctuary Group to support the Council's stated preference to work with a smaller number of housing associations in the borough.
- Purchased an additional 57 properties for market rent through our subsidiary company, Open Solutions (OSUK) Ltd. These homes will be used to help deliver the £12m investment by OSUK in the Trust over the next 20 years.
- Continued the implementation of our Digital First Programme to change the way that our customers access our services, enabling us to move resources to provide more intensive support to those customers who really need it

- Implemented two new modules into our core housing management system, a document management system and upgraded our finance system to deliver internal efficiencies and improved customer services.
- Introduced mobile working across the Trust, ensuring we maximise the investment in our ICT systems and working processes to increase our working efficiency and further enhance the service offered to our customers.
- Launched our customer App, our updated web portal and a new community service to enable customers to access services online as part of our move for 90% of transactions to be via a self-service route by 2018.
- Commenced the roll-out of devices to customers without internet access, following comprehensive customer research with over half of all our customers.
- Established a Defined Contribution Scheme for pension auto enrolment for those who have previously chosen not to be part of the Trust's existing pension scheme.
- Strengthened the way in which we manage absence and the performance of our employees.
- Outperformed our targets in all our key performance 'lifeblood' measures.

Key partnerships

1.12 Throughout the last year we have continued to actively support and contribute to a wide range of local strategic partnerships and groups across Halton. We value the opportunity this involvement offers to influence and contribute to key local and regional strategic decision and policy making. We also recognise the value of partnership working across Halton and appreciate how this contributes to the ongoing development of the Trust and its business as well as how it impacts so positively on the lives of our customers.

1.13 We enjoy a strong strategic relationship with Halton Borough Council and we continue to be represented and play an active role in the following local groups:

- Halton Strategic Partnership Board
- SSP Chairs Group

- Halton Housing Partnership
- Safer Halton Partnership
- Children's Trust Board
- Safeguarding Adults Board
- Early Intervention Strategic Partnership Board System Resilience Group
- Health and Wellbeing Board
- Halton Employment Partnership
- Employment Learning and Skills SSP
- Environment & Urban Renewal SSP
- Thematic Partnership (SSP) Group on Domestic Abuse
- Inspiring Families Strategy Group and the operational working group.
- Child Poverty Group
- One Halton Programme Board

1.14 The Council has five strategic priorities, which are helping to build a better future for Halton. Appendix 4 demonstrates how our work is contributing to each of these.

1.15 Our other key partnerships include:

- Widnes Vikings RLFC
- The Valhalla Foundation
- Runcorn and Widnes Cancer Support
- Halton Credit Union
- Riverside College Halton
- Power in Partnership
- Project Up/Groundwork Trust
- Norton Priory Museum and Gardens
- Salvation Army (at the recently completed Brennan Lodge hostel)
- Halton Haven Hospice.

2. Our Direction

Our vision

- 2.1 Since 2012, Our Direction has provided the framework for how we run Halton Housing Trust.
- 2.2 We have achieved a lot and we will continue to Improve People's Lives in the future.
- 2.3 External changes and better knowledge of our customers has led us to review our approach. Our Direction (OD2.0) is our framework for the next three years.
- 2.4 We expect the following trends will continue and have an impact on us: demand for good quality housing, cuts in government spending on welfare and housing, government support for home ownership, the ageing population, rising energy costs and advances in digital technology.

Strategic priorities

- 2.5 For OD2.0 three of our current priorities are as important now as they were in 2012:
 - 1. **Protect Current Income** - we haven't felt the full impact of Welfare Reform yet.
 - 2. **Reduce Costs and Drive Efficiency** - this will be an ongoing area of focus.
 - 3. **Focus Resources and Services** - to ensure those who need the most support receive it.
- 2.6 We want to improve more people's lives in future and to do that, we believe we need to invest to become more flexible so that we can adapt. This is the focus for our two new priorities:
 - 4. **Grow and Diversify**

- 2.7 We need more homes to achieve our vision. To achieve this we will focus on providing homes and new housing products for a wider group of people.
- 2.8 Almost all of our properties are for social rent, which means that we are very dependent on government policy, grants and internal subsidy. It also means that we can't help those who have different needs, which limits our ability to generate income and provide more homes.
- 2.9 Our future focus will also be on providing innovative, attractive, energy-efficient, flexible homes - which cost significantly less to build. These will also be across a much wider range of tenures.

5. **Be more flexible**

- 2.10 There are a number of external factors, which are out of our control. Examples include the economy, both locally and nationally, Government Policy, as well as the changing nature of our customers and their expectations and requirements. We need to invest to become more flexible so that we can adapt to those factors as and when required.
- 2.11 Our people are one of our biggest strengths, we need to keep evolving and we cannot expect our people or our systems to keep doing so without further investment.
- 2.12 We will invest to make the organisation more flexible for the future and build a community where people feel they belong, feel valued, and where they can grow.
- 2.13 Each of our Priorities has a clear Strategy. We use these Priorities to focus resources in the organisation. Our priorities for 2015/16 are listed in Section 4.

2.14 There are two Principles, which remind us that (1) we all make choices and (2) we should all take responsibility. We use the Principles to make decisions and shape our culture.

2.15 We have six Behaviours, which we expect all of our colleagues to demonstrate.

1. Make decisions
2. Work with others
3. Adapt to change
4. Enjoy your job
5. Challenge how we do things
6. Take ownership

2.16 We have developed 10 Personas, which represent our existing and future customers. We use these to keep our customers at the centre of our thinking.

2.17 OD2.0 will enable us to have the flexibility to improve more people's lives in the future.

3. Cross cutting themes

Governance

3.1 We have a strong, challenging Board who drive the business forward and have been fundamental in setting the strategic direction of the organisation. We operate under the NHF Excellence in Governance Code and expectations and performance are monitored. We have a framework comprising a breadth of highly reputable consultants to advise us of good practice to ensure continuous improvement.

Value for money (VFM)

3.2 We have decided not to produce a separate VFM Strategy. The Scenarios, Priorities and Principles within OD2.0 underpin our strategic approach to

delivering VFM. By using OD2.0 our Board has a basis for making decisions using a framework that is cascaded, understood and utilised throughout all levels of our strategic, operational and decision making processes.

- 3.3 Achieving and demonstrating VFM is integrated into the way we work at the Trust. It is part of our values. We aim to deliver the best we can by making the best use of the resources available to us. We want to ensure we deliver VFM for our customers, our communities and neighbourhoods.
- 3.4 We aim to provide good services that are both affordable for ourselves and our customers. We asked our customers if they feel that the Trust offers value for money for the rent that they pay. We are proud that 91% say that we do, and that 93% would recommend us as a landlord to a friend or family member.
- 3.5 We have developed our third VFM self-assessment report, which has been included within our Financial Statements and will be published in summary form on our website.
- 3.6 At £181m the EUV-SH (Existing Use Value Social Housing) valuation of our secured stock has continued to increase. None of our new build stock is secured against our £130m bank loan facility. We have plans to build a further 650 new homes by using our existing loans at a cost of £74m against which we have secured £10m of grant funding. We have committed to invest £10.7m in our subsidiary company OSUK to acquire 180 properties.
- 3.7 Our headline statutory results; current, past and future compare favourably to the Global Accounts of English housing associations.
- 3.8 We have used our statutory accounts to compare our key operating performance to the global accounts of English housing associations.
 - We recognise that our major repairs costs are high as a result of our continued policy of investing in our existing homes.

- We have reviewed how we allocate our overhead costs between management and repairs
- Our rent arrears are significantly lower than the average. Our financial forecast anticipates that they will increase as a result of Welfare Reform.
- Void losses are exceptionally low and expected to continue to be so.
- Our operating surplus has increased following a review of our approach to capitalising major repairs costs.

3.9 We continue to track this information on an annual basis to see how our actual and forecasts compare and change.

3.10 We continue to subscribe to the HouseMark benchmarking club. Overall our 2013/14 report showed an improvement in how our costs and quality of services benchmarked with others in our peer group.

3.11 Our rents remain amongst the lowest in the Borough when compared to the other housing associations in Halton:

Provider	Average Weekly Rent (with service charge) 2013/14 (52 weeks)
Affinity Sutton Homes Limited	£86.62
Arena Housing Group Limited	£85.70
Halton Housing Trust Limited	£81.69
Liverpool Housing Trust Limited	£83.60
Places for People Homes Limited	£86.06
Plus Dane (Merseyside) Housing Association	£90.59
Regenda Homes Limited	£85.01
Sanctuary (North West) Housing Association	£80.36
The Guinness Partnership Limited	£85.29
The Riverside Group Limited	£86.05

3.12 We have achieved VFM gains of £1.1m during 2014/15 and have plans to achieve an additional £3.0m of gains in the future.

Health & Safety

- 3.13 As a landlord and employer we have a duty of care to ensure all employees and customers are safe in the environments we provide, whether that is their place of work or their home. We use an independent Health and Safety advisor to ensure compliance with statutory obligations and to offer advice to employees who have any Health and Safety concerns. We employ a construction-specific Health and Safety Officer who ensures safe working practices in the way we deliver our repairs and investment work.
- 3.14 We take action to undertake necessary investment work. Examples of this are the substantial works we have undertaken to a number of our flatted blocks to ensure a safe and agreeable living environment and the programme of cyclical electrical inspections undertaken to ensure all our properties are compliant with current regulatory standards.
- 3.15 The Health and Safety Committee meets every two months with an open invitation to the Lead Board Member to attend.

Diversity

- 3.16 We are committed to achieving a working environment, which provides equality of opportunity and freedom from unlawful discrimination on the grounds of race, sex, pregnancy and maternity, marital or civil partnership status, gender reassignment, disability, religion or beliefs, age or sexual orientation. We also aim to provide a service that does not discriminate against its customers in the means by which they can access the services supplied by the Trust.
- 3.17 The Equality Framework takes account of the requirements within the Equality Act 2010 and the Public Sector Equality Duty (PSED). The framework describes in a single document how the Trust will fulfil its statutory and regulatory requirements to promote equality of opportunity, avoid discrimination, demonstrating its commitment to placing the promotion of equality and diversity at the centre of every aspect of its work.

Environmental

3.18 We aim to reduce the environmental impact of our activities. We acknowledge that sustained change at the Trust will be best achieved by the provision of facilities, information and guidelines to promote encourage and embed permanent behavioural change in all aspects of the business. We have an Environmental Sustainability Policy that shapes the way that the Trust considers its environmental impact across all of its business activities.

4. Key performance indicators

Actual performance for 2014/15 (Appendix 1)

4.1 We have six key performance indicators that are reported to each Board meeting. These are our lifeblood measures, which are critical to the future wellbeing of the Trust.

4.2 During the year we outperformed the challenging targets that were set for all six indicators. Most notably we achieved the challenging targets in income collection and void rent loss.

4.3 Our sickness absence performance is the best that we have ever achieved. This was a key focus area for the year.

NROSH data submission (Appendix 2)

4.4 Each year the Trust has to submit data to its regulator, the Homes and Communities Agency. The submission for 2014/15 reflects our strong performance across a range of key measures. This has ensured the Trust has a strong foundation from which to respond to the ongoing challenges we face.

4.5 Some of the highlights of the data submission include:

- The number of homes owned and managed by the Trust has increased from 6,443 to 6,655. Just 269 (4%) of these homes are being let at an affordable rent, which is lower than anticipated.
- The average social rent for a general needs property is £82.37 (52 weeks). This reflects an increase of 3.6% over the previous year.
- The Trust had 25 empty homes at the end of the year. This represents 0.4% of the total number of homes.
- The Trust relet 712 homes during the year. This represents a turnover rate of 10.7%.
- The Trust evicted 75 customers during the year. 66 evictions for rent arrears and nine for ASB. This is an increase of 23 from the previous year.
- The Trust sold 24 homes during the year through the RTB and RTA initiatives.

Targets for 2015/16 (Appendix 3)

- 4.6 In line with the approach that has been taken with OD2.0, our framework is designed to report to Board the key activities that should be the focus of its attention.
- 4.7 The ongoing six monthly review of OD2.0 ensures that our goals are always current and aligned to the changes that are taking place both internally and externally. The Performance Framework continues to be reviewed and updated in line with this.
- 4.8 We have introduced one new key measure this year in line with our aim to transform our services. Our aim is that 40% of households will access our services digitally by the end of the year.
- 4.9 Our key priorities for 2015/16 include:
- Reconfigure our housing services to focus on the three strands of:
 1. debt recovery

2. tenancy enforcement

3. tenancy support

- Delivery of our Digital First Programme. This Programme will fundamentally change how we deliver services to our customers and release resources to provide more intensive support to a fewer number of people who require this.
- Establish a Development Company to enable the Trust to recover VAT on its new build rented development programme. These savings will then be reinvested to provide more new homes.
- Review our cost structure and consider areas where it is possible to re-prioritise expenditure in order to mitigate the impact of the changes announced in the Budget in July 2015.
- Continue to explore new business opportunities through OSUK and the Trust.
- Deliver our Investment Programme, completing most of the work through our own in house teams.
- Continue to develop and streamline policies, procedures and systems that underpin the delivery of our strategies.
- Continue to enhance the modules within our Housing Management system (QL), our mobile working solution (1st Touch) and our Electronic Management System (Docuware).
- Continue with our programme to build new homes using new and innovative construction and design techniques.
- Explore the opportunities to use modern methods of construction and to develop 'smart' homes and use data to enable our investment programme to be bespoke to each individual home and how it is used/ occupied.
- Review our future office accommodation requirements.
- Reduce our insurance claims through improved liability defence mechanisms.
- Deliver the Acquisitions Strategy for our subsidiary business, OSUK.

4.10 The Performance Management Framework for 2015/16 is designed to ensure the delivery of measures against each of the five strategies that are linked to each of the Corporate Priorities.

5. Welfare Reform

5.1 One of our most significant risks is Welfare Reform. We anticipate that our bad debts will increase and we continue to review the provision within our financial forecasts. We have included a bad debt provision of 2% for 2015/16 and 4% in our financial forecasts from 2016/17.

5.2 To mitigate the potential increase in costs we have undertaken a review of our arrears processes. We have automated as much of our process as possible to make better use of systems and introduced digital technology to increase the ability of our teams to do more.

5.3 The ongoing review of our Housing Services Team to fundamentally change the way we deliver our front line services will provide us with the right foundations to ensure we are able to focus on those customers who need our help and support the most. This is based around the three key areas of debt recovery, tenancy support and tenancy enforcement.

5.4 This review has not been about saving money. The outcome has actually resulted in more roles in the structure than before as well as additional staffing costs. Whilst the new structure will become fully effective from 1st January 2016, the new working methods will be introduced in advance of this as soon as is practically possible.

5.5 Through increased levels of automation and our renewed focus, we will be able to mitigate some of the increased costs that we anticipate from Universal Credit, which began to be introduced in autumn 2014. Our Digital First Programme will also free up resources, which will be able to focus on debt recovery and support those customers who are more vulnerable. We have

prudently provided additional costs in our financial plans to cover additional staffing, mobile technology and collection costs.

- 5.6 Added to this we are reviewing our policies and procedures including lettings, rent setting, rechargeable repairs, rent and arrears collection and write offs to ensure that they are all fit for the future. Underpinning the review is the adoption of our two principles: choice and responsibility.
- 5.7 We have already started to experience the impact of the Under Occupation Deduction, which has had an impact on approximately 900 of our customers and £700k of our income. This is having an impact on their arrears, demand for properties and the number of voids. We recognise and appreciate the significant investment made by the Council in providing £162k in Discretionary Housing Payments (DHP) in 2014/15 and £173k to the end of this financial year.
- 5.8 We are outperforming the arrears targets that we have set through our robust processes.
- 5.9 We are working hard with our customers to keep them informed and to help them to make changes and plan for the future. Our three Welfare Benefits Money Advisors have generated £1.2m potential annual gains for customers including £319k in back pay and lump sum payments in benefits.
- 5.10 We continue to develop partnerships and we have a place on the Board of our local Credit Union, into which we have invested £100k. We are working with them to develop payment accounts and have provided further funds to on lend to Credit Union members, as loans, to provide essential household items and to support tenancy sustainability.

Appendix 1: Halton Housing Trust KPI's 2014/15

Measure	Target	Performance	Comments
Income collected from current customers	95.8%	96.09%	The Trust has collected £28.8m from a possible £28.7m, which include the opening arrears due and the rent charge for the year.
Average number of working days lost due to sickness absence	9 days	7.46 days	This was an area of focus for 2014/15 and we had the best performance we have seen at the Trust.
Void rent loss	£166,000	£139,900	Average relet time has reduced to 17.24 days compared to target of 19 days.
OSUK (before tax & depreciation)	£1,795 profit	£40,866 profit	135 properties were acquired against a target of 169. 106 were let against a target of 103. Of the 135 properties acquired 22 are under construction and not ready to let.
Net new homes (HHT only)	+172	+211	86 new homes have been developed during the year, which has been offset by 24 sold through the RTB and RTA schemes. We also acquired 144 properties.
Interest cover (prior to year-end adjustments)	151.3%	173.6%	The Trust achieved its interest cover target agreed with its funders.

Appendix 2: Summary of NROSH data for year ended 31st March 2015

Year as at 31 st March	2013	2014	2015
Number of General Needs Properties <small>Excludes Affordable Rent Properties</small>	6158	6115	6226
Number of Supported Housing Properties	128	128	128
Number of Shared Ownership Properties	13	13	12
Number of Intermediate Rent Properties <small>Not included in the General Needs Number</small>	12	17	20
Number of Affordable Rent Properties <small>Not included in the General Needs Number</small>	82	170	269
Average rent for General Needs properties	£76.60	£79.49	£82.87
Average rent for Supported Housing Properties	£67.26	£69.81	£73.67
Average rent for General Needs Affordable Rent Properties	£101.20	£103.02	£104.81
Average rent for Supported Housing Affordable Rent Properties	-	-	£96.77
Number of Leaseholders	113	117	123
Number of homes vacant as 31 st March of specific year	55	47	25
Number of homes vacant but available to let	33	22	24
Number of homes vacant but unavailable to let	22	25	1
Number of lettings	581	689	712
Number of lettings to general needs housing	537	665	694
Number of lettings to supported housing	44	24	18
Number of lettings made through mutual exchanges	82	101	52
Number of evictions	38	52	75
Number of Sales	28	25	24
The number of homes failing to meet the Decent Homes Standard	0	0	0

Appendix 3: Halton Housing Trust KPI's 2015/16

Measure	Target	Comments
Income collected from current customers	Cash Collection: 95.41% Arrears: £1.15m	The target includes the opening arrears due and the rent charge for the year.
Average number of working days lost due to sickness absence	7.5 days	The target was set based on achieving similar levels to 2014/15 performance, which was our best performing year.
Void rent loss	£168,409	The target for the year is based on achieving an average relet time of 18 days.
OSUK (profit before tax & depreciation)	£6,010 profit	This target is set based on the budget agreed by the OSUK Board.
Net new homes (HHT only)	+140	The number of new properties that will be completed in the year less those that are forecast to be sold under RTB
Interest cover	131.3%	This target is based on the approved Business Plan approved by Board in March 2015.
Digital Contact/Activity	40%	We aim to have 40% of households access our services digitally by March 2016.

Appendix 4: Contributing to the Council's Priorities

The Trust has continued to actively contribute to the Council's five strategic priorities for the borough:

A Healthy Halton

- The Executive Director of Customer Services is the housing representative on the Health and Wellbeing Board and the Urgent Care Board. As this post is currently vacant this role is being picked up by the Trust's Chief Executive.
- The Trust has worked in conjunction with a number of partner organisations including HBC, CCG, Alzheimer's Society and other Housing Associations to deliver The Living Well in Halton project. This aims to identify elderly residents at risk of falling, being socially isolated and/or in the early stages of Dementia to ensure they receive the necessary support and are able to access services required. The aim is to prevent residents getting into crisis intervention situations and will support them to live longer, independently in their own homes
- Trust employees, many of whom live in the borough have been offered free health checks delivered through the Health Improvement Team.
- We support a gardening club at the Naughton Fields Extra Care Scheme including the provision of a purpose built greenhouse in the communal garden area
- The Trust's Amethyst Living Service offers housing related support to older customers living in our homes. It offers a focused but flexible tiered service for customers offering a package of support and accommodation depending on their assessed and agreed needs. The service meets individual needs to maintain customer's independence within the home and challenge the impact of social isolation and loneliness.
- The completion of our second extra care scheme Barkla Fields, which will provide an additional 50 extra care homes and five supported bungalows, is due for completion in January 2016
- We have worked closely with the Council on continuing to reconfigure our approach to providing adaptations. Minor adaptations are done on demand and

through self-referral. We introduced a Gateway service in partnership with the council to ensure that we maximise our stock and put appropriate facilities in place for people needing major adaptations. There is currently no backlog of approved adaptations.

- In March 2015, the Trust undertook a major refurbishment of the Widnes and Runcorn Cancer Support Centre, which was our nominated charity for the year.

Environment and Regeneration

- The Trust has a five year programme of Investment and Environmental Improvement Works that continue to deliver on an individual neighbourhood level both internal home and wider external improvement programmes. In the last 18 months, we have undertaken considerable improvement works to the internal and external communal areas of many of our flatted blocks, improving the quality of life for residents. Significantly, we have invested £1.8m in the overhaul of Clapgate Crescent (Halebank Apartments), which has changed the look and feel of the entire area.
- We ensure that our properties are repaired and relet quickly (18 days) to ensure that our estates remain vibrant and attractive.
- As part of the Homes and Communities Agency's Affordable Homes Programme 2011–15, the Trust has delivered the 17 apartments at Queens Hall, 18 houses and two bungalows at Festival Way and three Empty Homes. In addition the 39 bed-space homeless hostel has been completed in Widnes.
- The 50 homes at Barkla Fields Extra Care Scheme and five supported bungalows, which are also currently on site.
- We have entered into building contracts to deliver all the 170 homes within the HCA's Affordable Homes Guarantee Programme.
- Of the 290 homes within the HCA's 2015-18 Affordable Homes Programme, we are already on site delivering 110 homes at Tanhouse Lane, Yew Tree and Queens Avenue.
- Our focus is currently on getting the remaining Affordable Homes Programme schemes on site and in terms of new business are currently reviewing the impact of the latest Budget announcements.

- The Trust's Construction Services continued to meet its target of recycling 100% of waste through working with a local recycling company.

Employment Learning and Skills

- The Trust continues to work closely with employment and skills partners in the Borough through the Halton Employment Partnership (HEP). These include:
 - Riverside College
 - Adult Learning Team
 - Connexions
 - Job Centre Plus
 - Halton People into Jobs
 - Citizens Advice
- We work closely with Halton People into Jobs (HPIJ) and Riverside College in the recruitment of our apprentices.
- The Trust is a member of the Halton Employment Learning and Skills LSP sub-group.
- There are a range of activities to support young people and others to experience work in the workplace environment in areas across the Trust through our apprenticeship programme and through our range of work experience opportunities. We are providing an apprentice trade placement for a care leaver supported by HBC.
- We were a key contributor in the development of the Employment and Skills elements of the tenders for the new Mersey Gateway Project.
- We have worked with the GO On North West initiative to help increase digital skills in Halton
- We encourage our new build Contractors to use local labour and offer apprentice opportunities on all our building sites.
- Construction Services are working directly with Power in Partnership to create opportunities for young people in the borough who are not in employment, education or training to gain practical work experience, whilst continuing to develop key skills. Support is in place for workplace mentoring through our own maintenance technicians.

- We have worked with Groundwork Trust on Project Up! through the provision of premises and resources to recycle and upgrade furniture from empty properties that can then benefit customers in need.
- As a result of our £8.83 million investment:
 - 23 people were employed who have a Halton Post Code
 - Eight apprentices have been moved into full time paid employment
 - Six local schoolchildren have experienced work place training or placements

Children and Young People

- The Executive Director Customer Services has contributed to the Children's Trust Board and the Children and Families Commissioning Partnership.
- The Trust continues to support local groups working with children and young people through the provision of funding through its Community Sponsorship Fund.

A Safer Halton

- A comprehensive programme of Neighbourhood Walkabouts
- The Trust has been working with the Police Commissioner in delivering "Change the Grange Project" through which ten groups received funding to reduce crime and fear of crime on the Grange estate in Runcorn.
- Involvement in Community Safety events i.e. Mischief Night and targeted Police/ community safety initiatives
- Attendance on the Police Tasking Vehicle to support the Police with ASB cases
- Active member of partnership forums including the Safer Halton Partnership and Domestic Abuse Forum and the Housing representative on the MARAC and Tasking and Coordination Group
- Ongoing provision of an ASB diversionary budget and delivery of our Diversionary Strategy
- Implementation of a "Local Offer" to address ASB across the Trust's neighbourhoods with the outcomes monitored by our customers

- Contribute to the successful actions initiated as part of Halton Organised and Serious Crime Group
- Active member of the Inspiring Families Programme with our staff providing dedicated support on a number of cases to support customers in changing their lives

REPORT TO: Executive Board

DATE: 17 September 2015

REPORTING OFFICER: Strategic Director, Communities & Resources

PORTFOLIO: Environmental Services

SUBJECT: Variation of the non-statutory fees of Halton Registration Service for 2017/2018

WARD(S) Borough-wide

1.0 **PURPOSE OF THE REPORT**

1.1 To seek the approval of the Board to vary the non-statutory fees offered by Halton Registration Service for 2017/2018.

2.0 **RECOMMENDATION: That the Board approves the variations to the non-statutory fees of Halton Registration Service as set out in Appendix 1.**

3.0 **SUPPORTING INFORMATION**

3.1 The Marriage Act 1995 and the Civil Partnership Act 2005 allows local authorities to set fees for ceremonies in approved premises. In January 2011, the Executive Board Sub Committee agreed to set these non-statutory fees; outside the usual timeframe for setting fees due to ceremonies being planned up to two years in advance.

3.2 The proposed fee structure shown in Appendix 1 is for 2017/18, the fees have already been set for 2015/17.

3.3 The early setting of fees for 2017/18 is necessary as most ceremonies are arranged up to two years in advance. Therefore it will be advantageous to have a published fee structure in place so that customers understand the amount they will be expected to pay. The early setting of the fees will also enable the Service to forward plan more effectively to achieve its income targets.

4.0 **POLICY IMPLICATIONS**

4.1 The above proposals are in line with the Authority's new governance arrangements for delivery of registration services as outlined in the White Paper "Civil Registration: Vital Change" (2002), which enables the authority to have the freedom to make policy decisions locally without recourse to the General Register Office.

5.0 **FINANCIAL IMPLICATIONS**

5.1 The proposed timeframe for fees will take effect from 1 April 2017 unless otherwise specified.

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

6.1 **Children & Young People in Halton**

None identified.

6.2 **Employment, Learning & Skills in Halton**

None identified.

6.3 **A Healthy Halton**

None identified.

6.4 **A Safer Halton**

None identified.

6.5 **Halton's Urban Renewal**

None identified.

7.0 **RISK ANALYSIS**

7.1 There are no anticipated risks associated with these recommendations.

8.0 **EQUALITY AND DIVERSITY ISSUES**

8.1 An Equality Impact Assessment of 8th May 2012 found that there were no equality or diversity issues in the setting of the Registration Service fees, against any of the protected characteristic groups.

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

Document	Place of Inspection	Contact Officer
New governance arrangements for the Halton Registration Service, Executive Board Sub Committee (29 March 2007)	Halton Register Office	Registration Service Manager Superintendent Registrar

APPENDIX 1

Halton Registration Service Price List 2017/18**Marriage, Civil Partnership and other non-statutory ceremonies
(For venues under the 1994 / 2004 Acts)**

Venue	2015/17	2017/18
Boston Suite and Lounge		
Monday to Thursday	180.00	200.00
Friday	210.00	230.00
Saturday	250.00	270.00
Sunday (11am to 1pm)	315.00	340.00
Bank Holiday	415.00	440.00
Civic Suite, Runcorn Town Hall		
Monday to Thursday	280.00	300.00
Friday	290.00	310.00
Saturday	320.00	340.00
Sunday (11am to 1pm)	360.00	380.00
Bank Holiday	460.00	480.00
Leiria or Members Room, Runcorn Town Hall		
Monday to Thursday	250.00	270.00
Friday	260.00	280.00
Saturday	285.00	300.00
Sunday (11am to 1pm)	330.00	350.00
Bank Holiday	430.00	450.00
Council Chamber Runcorn Town Hall and Approved Premises		
Monday to Thursday	350.00	370.00
Friday	375.00	390.00
Saturday	425.00	450.00
Sunday	495.00	520.00
Bank Holidays	600.00	620.00

REPORT TO:	Executive Board
DATE:	17 September 2015
REPORTING OFFICER:	Strategic Director, People and Economy
PORTFOLIO:	Economic Development
SUBJECT:	The Liverpool City Region Growth Grant Performance Review
WARD(S)	Borough-wide

1.0 **PURPOSE OF THE REPORT**

1.1 The purpose of the report is to update members with respect to the delivery of the £15 million Liverpool City Region (LCR) Business Growth Grant Programme

2.0 **RECOMMENDATION: That Executive Board recognises the positive performance of the Liverpool City Growth Grant programme in Halton with respect to :-**

1. Number of companies supported
2. Level of grant contracted and paid
3. Private sector leverage generated as a consequence of the receipt of grant
4. The anticipated number of jobs created and safeguarded as a consequence of the receipt of grant

3.0 **SUPPORTING INFORMATION**

3.1 A report was brought to this Board on 7 November 2014 describing the proposed roll-out of the Liverpool City Region Business Growth Grant in the Borough of Halton

The Liverpool City Region Local Enterprise Partnership (LCRLEP) successfully secured £10 million from Round 3 of the government's Regional Growth Fund (RGF) programme and a further £5 million from RGF Round 4 to establish a pan-Merseyside scheme to provide grant support of between £50,000.00 and £1,000,000.00 to eligible businesses across the City Region.

The Liverpool City Region Business Growth Grant supported businesses planning to invest in capital or equipment that directly created or safeguard jobs and increase business output.

The Liverpool City Region Business Growth Grant was designed to unlock private sector investment. Private sector leverage must, therefore, be at least 5:1. In other words, every £5.00 invested by a business could potentially lead to £1.00 of support from The Liverpool City Region Business Growth Grant

3.2 How Did the Scheme Work in Halton?

The LCRLEP was the 'accountable body' for the Liverpool City Region Business Growth Grant. However, Individual Local Authorities were the application appraisers and key decision makers on award of grant to businesses in their geographical area.

In Halton, bids from businesses were managed through the Council's Business Improvement and Growth Team.

Bids were then assessed by a local Panel which was chaired by the Portfolio Holder for Economic Development. The Panel not only considered the viability of the proposals, but also considered the strategic fit of projects in relation to the Council's focus on growing the economy through inward investment and the creation of jobs that the RGF scheme supported.

Individual Local Authorities, therefore, formally contracted with applicants and paid grant to a given company once agreed expenditure had been defrayed. The Local Authority then submitted evidence and claimed the full amount of the grant paid to the company from the LCRLEP.

3.3 Liverpool City Region Business Growth Grant : Performance and Outputs

Regional Growth Fund Round 3 (Grant Between £50,000.00 - £1,000,000.00)

The deadline for the submission of final company claims for grant awarded under the RGF 3 element of the programme was Friday 29 May 2015. The Council then had two weeks to process all claims and recover all costs associated with the award of grant from the LEP.

All RGF 3 final claims were processed by the June 12 deadline and all monies associated with the award of grant recovered from the LEP

The table below details the final RGF 3 spend position

Company	Grant Award	Grant Paid	Percentage Paid
Converge IT	£160,275.00	£160,274.79	99.99%
The Protein Works	£104,265.00	£96,134.69	92.20%
WSR	£99,990.00	£99,990.00	100%
Ineos Technologies	£78,661.70	£78,147.80	99.34%
Helsby & Longden	£59,950.00	£58,937.29	98.31%
CDL	£163,191.20	£127,638.50	78.21%
Totals	£666,332.90	£621,123.07	93.21 %

A total of **£3,027,954.20** of private sector leverage was invested in the Borough as a consequence of the RGF 3 element of the Liverpool Business Growth Grant programme in Halton against total project expenditure of **£3,649,077.27**

Regional Growth Fund Round 4 (Grant Between £10,000.00 - £50,000.00)

Companies support under the RGF Round 4 element of the Liverpool City Region Business Growth Grant programme have until September 21 2015 to submit final claims

The table below details the current RGF 4 spend position

Company	Grant Award	Grant Paid	Percentage Paid
Tall Security Print	£18,000.00	£17,484.00	97.13%
Merseyside Printing	£10,000.00	£9,996.00	99.96%
E-Scape	£15,000.00	£2,300.00	15.33%
Perceptive Engineering	£25,000.00	£16,067.93	64.27%
Freight First	£10,000.00	£9,891.00	98.91%
Totals	£78,000.00	£55,738.93	71.46%

	Project spend completed and all grant paid and recovered
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Liverpool City Region Business Growth Grant : Spend and Output Summary

- To date **90.95%** of contracted grant (RGF 3 + RGF 4) has been paid to businesses
- To date a total of **£3,239,554.03** of private sector leverage has been invested in the Borough as a consequence of the award of grant against total project expenditure of **£3,916,416.64**
- To date the programme has created **26** jobs and safeguarded a further **23** jobs
- Grant recipients have until 2017 to meet the jobs created and safeguarded targets associated with the award of grant. It is anticipated that the programme will ultimately create **102** jobs and safeguard a total of **72** jobs

A detailed breakdown of the spend and outputs associated with the Liverpool City Region Business Growth Grant in Halton is described in Appendix I

4.0 **POLICY IMPLICATIONS**

4.1 The 'The Liverpool City Region Business Growth Grant' has delivered tangible benefits to the local business community and in so doing contribute to the realisation of a number of the Council's key strategic objectives described in the Community Strategy.

The Liverpool City Region has secured a further £15 million from the government's City Growth Deal programme. It is anticipated that a scheme similar to Liverpool City Region Business Growth Grant will be rolled out across the City Region from April 01 2016.

5.0 **OTHER/FINANCIAL IMPLICATIONS**

5.1 Halton Borough Council was required to formally contract with companies qualifying for grant assistance under the Liverpool City Region Business Growth Grant. In so doing the Council contracted to pay grant to the individual company once agreed expenditure had been defrayed and evidenced to the satisfaction of the Council. The Council was the required to submit claims to the LEP to recover the full amount of the grant paid to the company.

To date all monies paid in grant to Halton based companies have been recovered from the LEP.

To date a maximum of **£21,632.07** of grant remains to be paid to companies under the RGF 4 element of the programme. Should that grant be claimed and paid then it is anticipated that all monies will be recovered from the LEP

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

6.1 **Children & Young People in Halton**

Improving business sustainability and performance will create more employment opportunities for the Borough's young people.

6.2 **Employment, Learning & Skills in Halton**

Improving business sustainability and performance will create more employment opportunities for the people of the Borough.

6.3 **A Healthy Halton**

Creating sustainable employment will have a positive impact upon the health of the communities of Halton.

6.4 **A Safer Halton**

Access to sustainable employment contributes positively to a range of issues associated with the broader areas of crime, disorder and safer communities.

6.5 **Halton's Urban Renewal**

Increased business sustainability will drive the Borough's urban renewal.

7.0 **RISK ANALYSIS**

7.1 The Council entered into a contract with the Liverpool City Region Local Enterprise Partnership (LCRLEP), the Accountable Body for the

Programme, and, indirectly, the Department for Communities and Local Government (DCLG), with whom LCRLEP have a contractual agreement to deliver The Liverpool City Region Business Growth Grant across the sub-region.

Risk associated with such an arrangement, for example minor breaches of the agreement (e.g. failures to provide, or delays in providing, information such as performance reports) could result in the DCLG having the right not, only to discontinue funding, but also to demand the return of funding received prior to any breach of the agreement.

This could have extremely serious consequences for the Council

To date LCRLEP, the scheme Accountable Body, has been satisfied with the systems put in place by Halton Borough Council. Nevertheless a full audit of the scheme was requested by the scheme managers from Halton Borough Council's Internal Audit.

Halton Borough Council's Internal Audit concluded that :-

'We found that there is a robust system to monitor, manage and guide businesses within Halton during the grant application process. There is also a well-managed system to check all claims before a payment is made'.

The programme was given a 'Substantial' rating by Internal audit which means 'There is a sound system of control in operation to manage risks effectively'

8.0 **EQUALITY AND DIVERSITY ISSUES**

There are no equality and diversity issues

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

None.

Appendix I : Liverpool City Region Business Growth Grant : Spend & Output Monitoring

Spend & Leverage RGF 3

Company	Project Total (Actual)	Grant (Contracted)	Grant (Actual)	Intervention Rate		Leverage (Actual)
				Contracted	Actual	
Converge IT	£801,964.23	£160,274.79	£160,274.79	20%	19.98%	£641,689.44
The Protein Works	£320,448.94	£104,265.00	£96,134.69	30%	29.99%	£224,314.25
WSR	£550,000.00	£99,990.00	£99,990.00	18.18%	18.18%	£450,010.00
Ineos Technologies	£781,478.00	£78,661.70	£78,147.80	10%	10%	£703,330.20
Helsby & Longden	£540,709.01	£59,950.00	£58,937.29	10.9%	10.9%	£481,771.72
CDL	£654,477.09	£163,191.20	£127,638.50	20%	19.50%	£526,838.59
Totals	£3,649,077.27	£666,332.69	£621,123.07			£3,027,954.20

Spend & Leverage RGF 4

Company	Project Total (Actual)	Grant (Contracted)	Grant (Actual)	Intervention Rate		Leverage (Actual)
				Contracted	Actual	
Tall Security Print	£87,420.02	£18,000.00	£17,484.04	18.94%	20%	£69,936.16
Merseyside Printing Co	£49,980.00	£10,000.00	£9,996.00	19.60%	20%	£39,984.00
E-Scape	£11,500.00	£15,000.00	£2,300.00	20%	20%	£9,200.00
Perceptive Engineering	£64,503.95	£25,000.00	£16,067.93	24.91%	24.90%	£48,436.02
Freight First	£53,935.40	£10,000.00	£9,891.00	18.34%	18.34%	£44,043.65
Totals	£267,339.37	£78,000.00	£55,738.97			£211,599.83

Output Summary

Company	Grant (Contracted)	Grant (Actual)	Outputs				
			Leverage	Jobs Created		Job Safeguarded	
			(Actual)	Contracted	Actual	Contracted	Actual
Converge IT	£160,274.79	£160,274.79	£641,689.44	16	10	0	0
The Protein Works	£104,265.00	£96,134.69	£224,314.25	15	0	0	0
WSR	£99,990.00	£99,990.00	£450,010.00	10	10	10	10
Ineos Technologies	£78,661.70	£78,147.80	£703,330.20	0	0	13	10
Helsby & Longden	£59,950.00	£58,937.29	£481,771.72	14	3	1	1
CDL	£163,191.20	£127,638.50	£526,838.59	30	0	0	0
Tall Security Print	£18,000.00	£17,484.04	£69,936.16	2	0	2	0
Merseyside Printing Co	£10,000.00	£9,996.00	£39,984.00	1	0	4	0
E-Scape	£15,000.00	£2,300.00	£9,200.00	5	1	0	2
Perceptive Engineering	£25,000.00	£16,067.93	£48,436.02	6	0	0	0
Freight First	£10,000.00	£9,891.00	£44,043.65	3	2	45	0
Totals	£744,332.69	£676,862.04	£3,239,554.03	102	26	72	23

REPORT TO: Executive Board

DATE: 17 September 2015

REPORTING OFFICER: Strategic Director - Community & Resources

PORTFOLIO: Resources

SUBJECT: Directorate Performance Overview Reports for Quarter 1
2015 - 16

WARD: Borough wide

1.0 PURPOSE OF REPORT

1.1 To report the Council's performance for the first quarter period to 30 June 2015. The report details progress against key objectives / milestones and performance targets, and describes factors affecting each of the three Directorates.

2.0 RECOMMENDED: That

- 1) Executive Board note the information contained in the reports; and**
- 2) Consider the progress and performance information and raise any questions or points for clarification.**

3.0 SUPPORTING INFORMATION

3.1 It is essential that the Council maintains a planning and performance framework that allows the identification and on-going monitoring of key activities and performance measures that meet organisational needs. Performance management will also continue to be important in our demonstration of value for money and outward accountability.

3.2 The Directorate Performance Overview Reports provide a strategic summary of the key issues arising from performance in the relevant quarter for each Directorate and being aligned to Council priorities or functional areas. Such information is central to the Council's performance management arrangements and the Executive Board has a key role in monitoring performance and strengthening accountability.

3.3 Information for each of the Council's Directorates is contained within the following appendices:

- Appendix 1 - Children and Enterprise
- Appendix 2 - Communities
- Appendix 3 - Policy and Resources

4.0 POLICY IMPLICATIONS

4.1 The Council's Performance Management Framework will continue to form a key part of the Council's policy framework.

5.0 OTHER IMPLICATIONS

5.1 These reports would also be available to support future scrutiny arrangements of services by Members and Inspection regimes for Ofsted and Adult Social Care.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Existing and future performance frameworks at both local and national level are linked to the delivery of the Council's priorities.

6.2 The provision of Directorate Overview Reports to Executive Board, that include progress in relation to objectives/ milestones and performance indicators will support organisational improvement and accountability.

7.0 RISK ANALYSIS

7.1 The Council performance management framework allows the authority to both align its activities to the delivery of organisational and partnership priorities and provide appropriate information to all relevant stakeholders in accordance with the "transparency agenda". Performance Indicators are used by external agencies and the public at large in informing any judgement they make as to how the authority is currently performing.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 There are no specific equality and diversity issues relating to this report.

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

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

Directorate Performance Overview Report

Directorate: Children and Enterprise

Reporting Period: Quarter 1, 01 April 2015 – 30 June 2015

1.0 Introduction

- 1.1 This report provides an overview of issues and progress within the Directorate that have occurred during the period of the report. The way in which traffic light symbols have been used to reflect progress to date is explained within Appendix 1 (section 8).
- 1.2 Please note initials have been provided to indicate which officer is responsible for the commentary to aid Members, as requested by the Children and Young People Policy and Performance Board. A key is provided at the end of the report in Appendix 1 (section 8).

2.0 Key Developments

- 2.1 **Complex Dependency (TC, AMc)**
Following a successful bid to the Department for Communities and Local Government, all four Cheshire Local Authorities and key partner agencies Cheshire Police and Cheshire Fire and Rescue and others were awarded £5 million to transform public services. The bid has a number of strands, with an integrated single front door to be the single point of access for the public and multi-agency locality based teams to deliver services key to working together more effectively and to reduce costs. This work is now beginning in earnest to reconfigure and re-design services.
- 2.2 **Participation of Halton 16 & 17 year olds in Education & training (AMc)**
The proportion of Halton 16 and 17 year olds participating in education and training continues to increase. Figures from June 2015 identify 90.9% of Halton 16 and 17 year olds were participating through either, Full time education and training, an Apprenticeship, Work based learning provision or in employment combined with training. This is a 1.6% increase compared to performance in June 2014.
- 2.3 **Two Year Old Free Early Years Entitlement (AMc)**
The number of 2 year olds receiving entitlement to early year's provision continues to increase. In 2014 the Local Authority provided, on average, 537 children per term with the entitlement. Currently 525 children are placed (as at the Spring Term which is traditionally a lower figure) and it is anticipated that the number will increase on average throughout the year. The Government's current target for Halton will increase place provision for up to 759 funded children.
- 2.4 **Troubled Families (AMc)**
In May 2015 Halton submitted the last Payment by Results (PBR) claim which has been verified by the local authority audit team. This has highlighted Halton has achieved 100% PBR for the full 375 Troubled families.
After three years of the Troubled Families programme in Halton, 375 families were worked with, of these:

- 338 families have achieved the Anti-Social Behaviour (ASB), Youth offending and or Education Governmental targets set.
- 313 families were claiming benefits at the start of intervention (80%). A total of 122 families (40%) have, during intervention, come off benefits and moved into continuous employment.
- 85 families achieved both the ASB / Education targets and obtained full time sustained work for more than 13 weeks (26 weeks if claiming Job Seekers Allowance)
- 37 families have achieved the back to work element only.

2.5 Common Inspection Framework (AMc)

Ofsted will be implementing a Common Inspection Framework (CIF) from September 2015. The CIF replaces the separate frameworks for maintained schools and academies, Further Education (FE) and Skills providers, Non-association Independent schools and Early Years providers.

From September 2015 Ofsted will contract directly with new Ofsted inspectors for schools and FE and Skills. The aim is that:

- Seven of 10 Ofsted inspectors will be current practitioners who lead good or outstanding schools / provision.
- There will be improved the quality and consistency of inspections.
- Ofsted inspectors and Her Majesty's Inspectors (HMI) will work together in Ofsted's regions and will train together and inspect together.

In evaluating the overall effectiveness of schools and providers inspectors will make four key judgements:

- Effectiveness of leadership and management
- Quality of teaching, learning and assessment
- Personal development, behaviour and welfare
- Outcomes for children and learners

And will state clearly whether safeguarding is effective.

There will be short inspections of good schools, academies and FE and skills providers. These will take place approximately every three years, and will last for one day in schools (or up to two days for FE & Skills). There will be two judgements made during the inspection visit:

- Is the school / provider still good?
- Is safeguarding effective?

Please use the link below to access more information:

<https://www.gov.uk/government/publications/common-inspection-framework-education-skills-and-early-years-from-september-2015>

2.6 St Michaels Golf Course (WR)

The lease agreement at St Michaels is driven by obtaining the necessary consents in advance of commencement of the lease. Variation to planning permission was received by HBC on 22nd April and a decision is anticipated in July 2015. The Bespoke Permit application to the Environment Agency is also currently in process with a decision expected by August

2015. Officers are finalising the detail of financial controls, boundaries, monitoring and reporting. A site start is expected in September 2015.

2.7 Merseyside Business Support Programme (WR)

The programme is now coming to an end. The project closedown plan has been completed and suppliers informed of a timetable for the completion of all outstanding work and invoices. Ongoing tasks include the collection of additional information of the impact of the programme on employment, the final financial claims and ensuring that project documentation is in order to comply with future audits.

2.8 Liverpool City Region Business Growth Grant Programme (WR)

The Liverpool City Region Business Growth Grant can provide grant of between £10,000.00 and £1,000,000.00 to eligible companies across the LCR based on a private sector leverage ratio of 5:1 and the creation of sustainable jobs.

The deadline for final company claims for grant from the RGF 3 element of the programme (grant between £50,000.00 and £1,000,000.00) was Friday 29 May. Halton Borough Council then had two weeks to process all claims and submit a corresponding claim to the LEP to reimburse the Council for grant paid to businesses.

All RGF 4 final claims were processed by the 12 June deadline.

A total of £3,027,954.20 of private sector leverage was invested in the Borough as a consequence of the RGF 4 scheme against total project expenditure of £3,649,077.27.

To date the RGF 3 programme has created 26 jobs and safeguarded a further 23 jobs.

2.9 Castlefields, Lakeside Phase 3 (WR)

Keepmoat have been given a 3 year exclusivity agreement covering Phase 3 to enable them to investigate a number of abnormal issues with the remaining 1ha parcel. Housing mix on phase 3 is likely to include affordable housing to due to financial viability and possibly to enable demolition of a further deck access block.

Initial advice has been given to Keepmoat in respect of design, layout and dealing with site constraints. Regeneration will return to this in April 2016 following progress with Phase 2.

2.10 3MG (WR)

The Council is waiting to hear if HBC Field has been shortlisted by a transport and logistics operator. The rail scheme is progressing through Network Rail's approval process. Good progress is being made on the construction of a Biomass Plant and a new bridge which will span Stewards Brook.

2.11 Sci-Tech Daresbury (WR)

- Galliford have started on site for both the Tech Space construction and site connectivity.
- The JV and STFC have agreed a price for the hostel plot, which now requires approval.

2.12 Tutor Coaching and Training (WR)

Three colleagues are undertaking ILM 3 coaching training to establish a coaching programme within the service that will provide Tutors with the support they need to develop their practice, create opportunities to learn and apply new skills and promote professional discussion. The coaching of the Tutors will positively impact on the learning of our service users.

2.13 MIS – Adult Learning (WR)

A new Management Information System (MIS) called PICS went live for the Adult Learning Team in Q1. This replaced the existing Capita Unit-e system and will bring a £15k saving per annum to the team.

3.0 Emerging Issues

3.1 National Child Protection Taskforce (TC)

The Government has announced a new child protection taskforce designed to help professionals protect vulnerable children. Education secretary Nicky Morgan will chair the taskforce which is designed to lead improvements across children's social services, police and other relevant agencies. Members of the taskforce will include the home secretary Theresa May, the children's minister Edward Timpson and the justice secretary and former education secretary Michael Gove.

The taskforce's main goals will be to extend and accelerate reforms to the quality of children's social work practice and leadership, promote innovative models of delivery and tackle child sexual exploitation. No timescale has yet been announced for the conclusion of it's work. Please use link below for further information:

<https://www.gov.uk/government/news/pm-announces-new-taskforce-to-transform-child-protection>

3.2 Regionalising Adoption (TC)

The Department for Education has issued a paper giving more information about the proposal to move to regional adoption agencies. It sets out the Department's case for change and early thinking about regional adoption agencies with the aim of stimulating ideas and discussion about the proposal at a local level. Work will now commence within the North West region on addressing the issues the paper raises and considering possible options for future service delivery. Please use the link below for further information:

<https://www.gov.uk/government/publications/regional-adoption-agencies-programme>

3.3 Supporting Schools to Deliver Careers Information, Advice and Guidance (CEAIG) (AMc)

Halton Borough Council Education and Business Partnership (EBP) are investigating the realignment of existing EBP Services to support schools with their CEIAG duties.

3.4 Hospital Admissions due to Substance Misuse (AMc)

Halton continues to be challenged in a range of areas. This year's health profile indicates we are behind the national average figure for hospital admissions due to substance misuse in children aged 15-24. However, admissions relate mainly to young people over the age of 18 and the number of admissions for under 18yrs remains low.

3.5 Special Educational Needs (AMc)

We have volunteered to be part of a national evaluation of the impact of our progress to date. This has been instigated by the DFE and rolled out by a charity called 'In Control'.

'The Personal Outcomes Evaluation Tool' or POET will indicate the impact of the move towards more personalisation in Halton. It should also provide us with information on where we could improve and further develop our approach.

Please use the link below to access more information:

<https://www.gov.uk/government/policies/special-educational-needs-and-disability-send>

3.6 CDM Regulations 2015 (WR)

The Construction Design and Management (CDM) regulations 2015 came into force on 1st April 2015. These have had a significant impact on our projects as they place additional H&S responsibilities on clients and create a new role of Principal Designer which will be required on the vast majority of projects, as opposed to the 2007 regulations which only required a CDM-C on the larger scale projects. Briefings were held for staff in late April outlining the main changes with regards the new regulations and how they will affect project delivery.

3.7 Corporate Accommodation (WR)

Rationalisation of our corporate accommodation has continued over the period. Works have been carried out at Kingsway House in order to create additional workstations at 2nd floor level. The Police are nearing completion of the John Briggs House refurbishment in order to turn this into their new Police Station; they are due to vacate the old Police Station w/c 20th July. We were due to commence with the demolition of the existing buildings immediately on vacation however an application has been submitted to Historic England to have the Magistrates Court listed as such until the outcome of that has been determined everything is on hold.

3.8 Procurement (WR)

The new public procurement regulations 2015 are now in force. These have had a significant impact on our procurement processes and in conjunction with the procurement centre of excellence we have developed a new Request for Quote document for use on projects up to £173k. In short the regulations restrict the use of the pre-qualification process to higher value works only and are designed to give SME's more of an opportunity to obtain work in the public sector.

3.9 Runcorn Retail BID (WR)

A Business Improvement District (BID) proposal, encompassing Runcorn Old Town, Trident Retail Park and Runcorn Shopping Centre has been proposed. Groundwork Cheshire have been appointed to facilitate the development of a BID Business Plan, manage a major consultation exercise and oversee a ballot of all businesses within the programme area. The proposal was launched at the Brindley on 5th February 2015 and Groundwork is currently working on the business plan following the completion of the consultation exercise.

Three key themes have emerged:

- 1. Vibrant and Attractive Runcorn – How we better market Runcorn, Which festivals and events best support Runcorn, Stay Local/ Shop Local, Street Scene.
- 2. Connectivity and Accessibility – Improving transport and signage. Building on studies already commissioned/ completed but translate into actions.
- 3. Supportive Environment for Businesses – Establishing a Runcorn Retail Business group, Make town centres more competitive, establishing training, seminars and networking opportunities, joint procurement to make trading cheaper, develop crime prevention initiatives.

Timescale is to share the Business Plan with businesses in July 2015 with a vote in September 2015.

3.10 Growth Hub (WR)

The Liverpool City Region Local Enterprise Partnership (LEP) has developed a proposal to create a 'Growth Hub' for the city region. A Growth Hub is not a physical entity but rather a virtual organisation to provide business support services across the City Region.

At a city region level an initial funding package of £550,000.00 has been agreed between the LEP and BIS to support the development of a LCR Growth Hub. The LEP plan to recruit a team of 'Business Brokers'. A core team of Business Brokers will be based at the LEP and a single Business Broker will be based within each Local Authority area, embedded within the Local Authority.

Halton Borough Council and Halton Chamber of Commerce and Enterprise submitted a joint response to the Growth Hub tender as Halton Growth Hub Partnership.

3.11 Pan-Merseyside CRM (WR)

As part of the development of a LCR Growth Hub the LEP has also proposed a pan-Merseyside CRM system to manage investment projects, commercial property enquiries and future grant and business support programmes.

The BIG Team have been working closely with developers Alcium and the Council's ICT Team to migrate data from the existing system to the new Evolutive system. It is anticipated that the system will go live from the first week in August 2015.

Halton Borough Council will be the first LCR Local Authority to adopt the system

3.12 European Funding (Business Support) (WR)

Government published the first round of calls for the European Structural and Investment Funds in March 2015. The calls were for Research and Innovation, Low Carbon, SME Support, Access to Employment and Technical Assistance.

A consortium made up of the LCR Local Authorities, the LCR LEP and some, but not all, LCR Chambers of Commerce submitted an Expression of Interest (EOI) under Priority 3c 'SME Support' to government for funding from the European Programme 2014-20.

The project will provide eligible SME's across the Liverpool City Region, who would not typically engage with providers of business support, with the capacity and support they need to grow and prosper. The project will be a bridge between start-up support and more bespoke, intensive or specialist support typically provided by the private sector.

The project will provide participating SME's with the following quantifiable outputs:-

- An intensive Business Diagnostic
- A Strategic Business Plan
- A dedicated Relationship Manager
- Informed brokerage into commercial business support
- More intensive support, where appropriate, focusing upon the management of people, processes and resources

The Halton element of the overall project will be for a project spend of £530,073.00 and will aim to assist 164 companies and create 140 new jobs.

3.13 Mersey Gateway Regeneration (WR)

On the 1st June the Regeneration Team commenced a 12 month project to explore securing local economic benefits from the Mersey Gateway Project, following its completion. The main focus being:

- Identifying development site / site assembly opportunities resulting from the construction of the bridge;
- Place-making benefits through local infrastructure (highway / landscape) projects;
- Place-promotion & marketing opportunities.

There are six spatial areas of focus:

- 1) Rock Savage / M56 J12
- 2) Halton Lea / Hallwood Park;
- 3) Astmoor
- 4) West Bank / South Widnes (including SJB de-linking)
- 5) Ditton / A562 corridor
- 6) Runcorn Old Town SJB De-linking

Upon completion of the 12 month project, a report will be presented which will set out a deliverable programme of actions that can be taken forward to help secure investment in Halton and improve perceptions of the area. Costs and benefits for each action will be outlined.

3.14 Employment, Learning & Skills (WR)

The ESF/YEI/YCU full application will need to be completed over the summer and this will require working collaboratively on the bid with city region colleagues. It is hoped, if successful, the Ways to Work project will commence in the autumn.

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 2015-17 Directorate Business Plans. Progress concerning the implementation of all Directorate high risk mitigation measures relevant to this Directorate will be reported at quarter two.

5.0 Progress against high priority equality actions

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

5.2 The council’s latest annual progress report in relation to achievement of its equality objectives is published on the Council’s website.

6.0 Performance Overview

6.1 The following information provides a synopsis of progress for both milestones and performance measures across the key business areas that have been identified by the Directorate.

Priority: Integrated Commissioning of Services to meet the needs of children, young people and families in Halton

Key Milestones and Measures

SCS CYP05: Percentage of 16-18 year olds not in education, employment or training				SCS SH04: Reduce the number of Young People who repeatedly run away in Halton				SCS CYP15: Under 18 conception rate, rolling quarterly average			
Current progress	Target	Quarterly Progress	Direction of Travel	Current progress	Target	Quarterly Progress	Direction of Travel	Current progress	Target	Quarterly Progress	Direction of Travel
6% (May 2015)	8.5%			33 MFH 24 CIC 11	Total of 216 notifications from 68 individuals			44.4	54.7		

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Ref	Milestones	Quarterly progress
CED02a	Early Years Childcare sufficiency undertaken annually and action plan implemented, and ensure a range of support for the growing population of funded vulnerable two year olds is appropriate within Early Years Foundation Stage settings.	
CED02b	Basic needs analysis undertaken for school place provision in primary and secondary sector, and appropriate capital funding streams determined to support any required investment.	
CED02c	Review of Specialist provision available for Halton children and young people.	
CED02d	Review and evaluate the commissioning statement to take account of the changing post 16 landscape and LEP priorities.	
CED03a	Review, implement and evaluate the joint commissioning of a Missing from Home and Child Sexual Exploitation Cheshire service by March 2016.	
CED03b	Review the function of the CSE team and effectiveness of the protocol.	
CED03c	Identify opportunities for joint commissioning SEN support and provision.	
CED03d	Strengthen the capacity of commissioned services to provide direct work to children and adult victims of domestic abuse.	
CED04a	Evaluate outcomes of current interventions (e.g. Teens and Tots, C-Card schemes, and identify actions, including new ideas and interventions required to meet targets, related to reductions in teenage conceptions	
CED04b	With Public Health, ensure young people are aware of sexual clinics and how to access them	
CED04c	Ensure the most vulnerable young people, (e.g. Children in Care, Young Offenders, disengaged young people) are aware of the risk associated with substance misuse	
CED04d	Further develop and evaluate substance misuse treatment pathways between hospitals and community services	

Ref	Measure	14/15 Actual	15/16 Target	Current	Direction of Travel	Quarterly progress
SCS CYP07	Rate of CYP admitted to hospital for substance misuse	17.62	24.6	7.9		
CED005	Take up of Early Years Entitlement for vulnerable 2 year olds	500	550	525		
SCS CYP13	Percentage of young people progressing to Higher Education	27% (2012/13 latest data available)	25%	N/A	N/A	N/A
CED010	Timeliness of return interviews conducted with those missing from home/care	Available at end of Quarter 2				
CED011	Domestic Abuse/Violence placeholder measure	Definition and current figure available after MARAC meeting in August 2015				
CED012	Percentage of referrals to Children's Social Care identifying CSE as a concern where the CSE screening tool has been used (where referrer be a professional)	N/A	N/A	0%	N/A	N/A
CED013	Percentage of young people who have received direct work to reduce risks of CSE report feeling safer	Available at end of Quarter 2				
CED014	Percentage of social workers and managers attending basic awareness CSE training	One CSE basic awareness course held in quarter, with 2 social workers and 1 Principal Manager attended.				
CED030	Percentage of Principal Manager and Practice lead posts filled by permanent staff	N/A	95%	100%	N/A	
CED031	Social Work vacancy rate for FTE	10.6	5	N/A	N/A	N/A
CED032	Agency rate for Social Work for FTE	17.1	2	N/A	N/A	N/A

Supporting Commentary (key measures and notable exception reporting)

Halton's latest data in relation to young people not in education, employment or training is presenting an improvement on previous years at 6% which is better than the target set. The first internal review of post 16 provision was undertaken in July 2015. The next step includes consultation with stakeholders.

Halton jointly commission the Missing from Home/Care service across the 4 Cheshire local authority areas, and Catch 22 have been awarded the contract adding in a Child Sexual Exploitation element to the work. Performance reported at quarter 1 indicates that 216 notifications were received in relation to 68 individuals. Timeliness of the return interview being held will be reported in quarter 2.

Whilst the performance on the teenage conception measure has shown a slight increase in the rate, performance is still presenting as good and better than target. At present the Teens and Tots programme is currently being evaluated and findings will be reported in quarter 2.











Sufficiency assessments and needs analysis have been undertaken in respect of Early Years provision and school place provision. Currently the local authority operates with circa 9% surplus in the Primary sector and 12% surplus in the Secondary sector. It is anticipated that this will change to 8% and 18% respectively for 2015/16. In terms of early years take up a multi-agency promotional campaign to increase the take-up of the 2 year old free entitlement is being rolled out.

Priority: Effectively supporting the child through the Halton Levels of Need framework when additional needs arise

Key Milestones and Measures

CED033: Social Work Assessments completed within 45 working days				CED036: Children subject to Child Protection Plan for 2 nd or subsequent time				CED047: Children in Care stability, 3+ placements			
Current progress	Target	Quarterly Progress	Direction of Travel	Current progress	Target	Quarterly Progress	Direction of Travel	Current progress	Target	Quarterly Progress	Direction of Travel
86%	95%	?	↑	0%	10%	✓	↑	1.8%	5.4%	✓	↑

Ref	Milestones	Quarterly progress
CED01a	Develop, implement and monitor the action plan in response to the Ofsted inspection of children’s services in November 2014.	✓
CED01e	Through the annual conversation, ensure that the performance of all children’s centres is in line with expectations. This will need to take into account any changes as a result of changes to Ofsted frameworks.	✓
CED07a	Monitor and review effectiveness of marketing, recruitment and retention strategy.	✓
CED08a	Evidence of reducing referrals to Children’s Social Care and improved outcomes for children and young people evidenced in performance outcomes.	✓
CED08b	Improve outcomes for families involved in Troubled Families project, as evidenced by maximising the payment by results income	✓
CED08c	Develop Halton’s offer in line with the Complex Dependency bid.	✓
CED08d	Continue to develop Halton’s Early Intervention through multi-agency processes and teams at a locality level.	✓
CED08e	Implement and roll out of the e-CAF system.	✓
CED08f	Effectively use the performance information to ensure that Early Intervention is responsive to the trends of those being referred to Children’s Social Care.	✓

Ref	Measure	14/15 Actual	15/16 Target	Current	Direction of Travel	Quarterly progress
CED034	Social Work Assessments completed within 15 working days	N/A	N/A	20%	N/A	N/A
CED035	Child Protection (CP) Plans lasting 2 years or more	0%	0%	0%		
CED037	Child Protection cases reviewed in timescale	Available at end of Quarter 2				
CED038	Children in care cases reviewed in timescale	Available at end of Quarter 2				
CED039	Pre-proceedings diversions: Percentage of cases where pre-proceedings work diverted children in care	New measure: Currently HBC Legal services have a tracker that collates this information. This will be moved to CIN Services who will collate and retain oversight and tracking system of all pre-proceedings work.				
CED040	Average caseload per social worker	Available at end of Quarter 2				
CED041	Timescales for cases in court, within 26 week timescale	New measure: Currently HBC Legal services have a tracker that collates this information. This will be moved to CIN Services who will collate and retain oversight and tracking system of all pre-proceedings work.				
CED042	Number of multi-agency interventions (e.g. CAF) which are in place and operating	224	350	228		
CED043	Number of children involved in early intervention (e.g. CAF) during the year	455	N/A	245	N/A	N/A
CED044	Rate of referrals to Children's Social Care per 10,000 0-18 yr olds	525	N/A	113 Q1 only	N/A	N/A
CED045	Number of parents who have received a package of targeted parenting support (through a parenting course or 1:1 Support)	Available at end of Quarter 2				
CED048	Stability of Children in Care: long-term placements	67%	78%	71%		
CED051	Percentage of Children in Care under section 20	35%	18%	15%		
CED052	Percentage of Children in Care placed with parents	15%	8%	9%		
CED053	Timeliness around permanency arrangements for children in care (adoption, SGO, other permanency arrangements)	Timely decisions on adoption plans are made in line with Court processes. Work is underway on developing systems to measure timeliness on other permanency decisions.				
CED054	Percentage reduction of external provision for children in care to reduce spend	Predicted spend on external provision has slightly reduced in the past quarter although the budget remains overspent.				
CED055	Timeliness of placements for Children in Care for adoption	Available at end of Quarter 2				

Supporting Commentary (key measures and notable exception reporting)















Whilst the performance around assessment timescales is a significantly improved position from quarter 4 2014/15, performance is adrift from the target and presents a challenge to the local authority. In particular, the proportion being completed within 15 working days will be an area of focus to ensure assessments are closed where appropriate at the earlier stage. Reducing referrals to social care should improve caseloads and numbers of assessments to be carried out, and the recruitment of all Principal Manager and Practice lead posts alongside ongoing Social Worker recruitment should lead to further improvements.


Monthly Senior Leadership team meetings for all Principal Managers, including those in Early Intervention enables joint discussions of trends and any emerging themes in performance. Re-referrals are discussed enabling scrutiny of any cases where early intervention services could have been better used. It is anticipated that this learning will be fed into service redesign in line with the next phases of the locality intervention teams, alongside the One Halton and the Cheshire Complex Dependency work streams.




Priority: Improving achievement and opportunities for all through closing the gap for our most vulnerable children and young people










Key Milestones and Measures

SCS CYP03: Proportion achieving 5+ GCSE A*-C including English and Maths				SCS CYP: Early Years Foundation Stage percentage achieving a good level of development				SCS CYP11: Achievement gap at KS4 5+GCSE A*-C including English and Maths Free school meals and peers			
Available at end of Quarter 3				Available at end of Quarter 3				Available at end of Quarter 3			
Current progress	Target	Quarterly Progress	Direction of Travel	Current progress	Target	Quarterly Progress	Direction of Travel	Current progress	Target	Quarterly Progress	Direction of Travel
N/A	65%	N/A	N/A	N/A	55%	N/A	N/A	N/A	22%	N/A	N/A

Ref	Milestones	Quarterly progress
CED01b	Complete RAG categorisation process for all EYFS settings by October 2015 and identify actions, including levels of support and intervention, required to improve inspection outcomes.	
CED01c	Based upon data analysis and feedback from the Cross Service Monitoring Group undertake categorisation process for all schools by October 2015 and identify actions, including levels of support and intervention, required to improve inspection outcomes.	
CED01d	Instigate a dialogue with Ofsted and LEP leads to inform commissioning statement priorities.	
CED05a	Undertake a review of outcomes for Early Years.	
CED05b	Conduct the annual analysis of school performance data for all primary, secondary and special schools during September to December 2015 (with further reviews undertaken at key points in the performance data release cycle).	
CED05c	Ensure appropriate deployment of school improvement support for identified schools and settings, including school to school support as appropriate.	
CED05d	Develop a post 16 monitoring framework that evaluates the breadth and quality of post 16 provision with Greater Merseyside leads.	
CED06a	Analyse, evaluate and report end of Key Stage achievement outcomes, including success in closing the gap by December 2015, and identify areas of need and support for Children in Care, Free school meals and non-free school meals.	
CED06b	With schools, monitor the impact of the Pupil Premium in closing the gap between Free school meals pupils and non-free school meals pupils nationally.	
CED06c	Refine and evaluate the education and health care plan process with a report and recommendations produced by September 2015.	
CED06d	Analyse the levels of absence, including persistent absence, across all phases on a termly basis.	
CED06e	Analyse the outcomes for children who have accessed the 2 year old entitlement to ensure this provision is closing the gap between the most vulnerable children and their peers.	
CED09a	Monitor the implementation of the Care Leaver Action plan.	
CED09b	Monitor the implementation of the multi-agency strategy for Children in Care (CIC).	

Ref	Milestones	Quarterly progress
CED09c	Achieve improved outcomes for children in care and care leavers.	

Ref	Measure	14/15 Actual	15/16 Target	Current	Direction of Travel	Quarterly progress
SCS CYP02	Proportion achieving L4+ KS2 Reading, Writing and maths	Available at end of Quarter 3				
SCS CYP16	Percentage of children in care achieving expected outcomes	Available at end of Quarter 3				
SCS CYP12	Identification of SEN at 'School Support'	Information is available on the Local Offer website for schools to help with identification of pupils requiring additional support. This is under review from specialist staff.				
CED001	Percentage of maintained schools with overall effectiveness of Good or Outstanding	81%	82%	87%		
CED002	Percentage of Children's Centres with overall effectiveness of Good or Outstanding	86%	100%	86%		
CED003	Proportion of children living in 10% most deprived LSOA engaging with Children's Centre services	87%	100%	87%		
CED004	Percentage of Early Years settings (day care and childminder) with overall effectiveness of Good or Outstanding	83%	83%	84%		
CED006	Achievement of Level 2 qualification at 19	88%	88%	84% (provisional)		
CED007	Achievement of Level 3 qualification at 19	52%	53%	52% (provisional)		
CED008	Inequality gap in achievement at L3 by age of 19 FSM	24%	26%	24% (provisional)		
CED009	Inequality gap in achievement at L2 by age of 19 FSM	17%	16%	17% (provisional)		
CED015	Percentage of primary schools below the floor standard	Available at end of Quarter 2				
CED016	Percentage of secondary schools below the floor standard	Available at end of Quarter 2				
CED017	Increase the percentage of pupils making at least expected progress in English from KS2 to KS4	Available at end of Quarter 3				
CED018	Increase the percentage of pupils making at least expected progress in Maths from KS2 to KS4	Available at end of Quarter 3				
CED019	Progress by 2 levels at KS2 Reading	Available at end of Quarter 3				
CED020	Progress by 2 levels at KS2 Writing	Available at end of Quarter 3				
CED021	Progress by 2 levels at KS2 Maths	Available at end of Quarter 3				
CED022	Achievement gap at KS4 5+ GCSE A*-C including English and Maths FSM and peers	Available at end of Quarter 3				
CED023	SEN/non-SEN achievement gap at KS2 Reading, Writing and Maths	Available at end of Quarter 3				
CED024	SEN/non-SEN achievement gap at KS4 5+ GCSE A*-c including English and Maths	Available at end of Quarter 3				
CED025	Secondary school persistent absence	2.5%	5%	2.5%		

Ref	Measure	14/15 Actual	15/16 Target	Current	Direction of Travel	Quarterly progress
CED026	Rate of permanently exclusions from school	0.05%	0.35%	0.05%		
CED027	Absence of Children in Care	Available at end of Quarter 3				
CED028 a	Absence of Children in Need	N/A	10%	14%	N/A	
CED028 b	Absence of Children subject to Child Protection Plan	N/A	5%	9%	N/A	
CED029	Close the gap in achievement between those previously in receipt of 2 year old early years entitlement and their peers at EYFSP	Available at end of Quarter 3				
CED046	Emotional and behavioural health of Children in Care	13.9	14	N/A Measured annually at end of Q4	N/A	N/A
CED049	Care Leavers in suitable accommodation at 19, 20, 21	83%	90%	93%		
CED050	Care Leavers in Education, Employment or Training	50	65%	49%		
CED057	Percentage of pupils placed in KS1/KS2 Resource Base for a year that have made 2 sublevels progress in Reading, Writing and Maths is over 60%	0.22%	0.35%	0.05%	N/A	

Supporting Commentary (key measures and notable exception reporting)

The majority of measures around school attainment are not available until end of quarter 3.

Provisional performance identifies that achievement of a Level 2 qualification at 19 and Level 3 qualification at 19 have failed to meet the targets set, however both performance either slightly above (level 2) or in line (level 3) with statistical neighbour comparators. A discussion paper has been produced to identify goals and priorities for post 16 monitoring, to be presented to the Local Enterprise Partnership, through the Liverpool City Region Partnership & Skills Strategy Group (PaSS).

Of the Care Leavers considered in the outcome measure around Education Employment and Training (EET), 22 are not in EET. Some of these are not EET due to health problems, disability and pregnancy. Improving outcomes for children and care leavers continue to be the focus of work and are being addressed through the Care Leaver action plan and the Children in Care multi-agency strategy.

Priority: Driving the economic prosperity of Halton to the benefit of residents and the workforce





Key Milestones and Measures

CED 063: Inward investment enquiry conversion rate				SCS ELS02: Increase the proportion of business diversity within the following sectors: knowledge economy, superport, low carbon/green, visitor economy				CED073: Number of starts on DWP programme Ingeus			
Current progress	Target	Quarterly Progress	Direction of Travel	Current progress	Target	Quarterly Progress	Direction of Travel	Current progress	Target	Quarterly Progress	Direction of Travel
71%	10%			27.8%	28.5%			63	1118		

Ref	Milestones	Quarterly progress
CED10a	Commence demolition of Widnes Police Station by December 2015	
CED10b	Commence Sci-Tech Daresbury Tech Space by April 2015	
CED10c	Commence lease agreement at St Michael's Golf course by May 2015	
CED10d	Completion of road at Johnson's Lane by March 2016	
CED10e	Identify end user of Bayer site by March 2016	
CED10f	Complete viability appraisals on Crossville Site by June 2015	
CED10g	Commence Crossville Development by March 2016	
CED10h	Commence Phase 2 Castlefields Lakeside Development by July 2015	
CED11a	Undertake evaluation of Business Support Programme by September 2015	
CED11b	Development of a marketing and promotions plan for the boroughs markets by June 2015	
CED12a	Work with colleagues to roll out a digital inclusion strategy across the borough by March 2016	
CED12b	By March 2016 provide a comprehensive programme of training through targeted 'Inspire' and 'Continuous Improvement Workshops'	

Ref	Milestones	Quarterly progress
CED12c	Submit proposal for year 2 delivery of the Youth Employment Gateway (Work Factor) programme by November 2015	
CED12d	Complete the annual Matrix review to retain Matrix accreditation across the ELS division by December 2015	
CED12e	Deliver year 5 of the A4e/Ingeus Work Programme contracts (initially 5 year contracts) by June 2015	
CED12f	Secure extension to the A4e/Ingeus Work Programme contracts (initially 5 year contracts) by June 2015	

Ref	Measure	14/15 Actual	15/16 Target	Current	Direction of Travel	Quarterly progress
SCS ELS01	Increase the number of active enterprises within the borough	2775	2800	2915		
SCS ELS03	Increase the number of people classed as self-employed	6.1%	7.25%	6.4%		
SCS ELS04	Reduce the proportion of people with no qualifications	11%	11%	10%		
SCS ELS05	Increase the percentage of people achieving NVQ Level 4 and above	25%	25%	26%		
SCS ELS09	Increase the gross weekly earnings by residents	£484.10		£458.50		
CED058	Greenhouse gas emissions indicator	23,078 tonnes CO ² e	24,425 tonnes CO ² e	21,124 tonnes CO ² e		
CED059	Reduce the average unit cost per workstation year on year	£5,160	£4,754.94	£1,160		
CED060	Occupancy of HBC industrial Units	89%	90%	90%		
CED061	Occupancy of Widnes Market Hall	85%	95%	82%		
CED062	Number of inward investment enquiries per annum	239	250	38 (Q1 only)		
CED064	Number of funding enquiries per annum	113	110	35	N/A	
CED065	Proportion of successful funding bids	N/A	25%	80%	N/A	
CED066	Number of new apprenticeship starts in Halton Borough Council	5	5	13		
CED067	Overall success for learners through the adult learning programme	Available at end of Quarter 2				
CED068	Number of tutors graded good or outstanding	Available at end of Quarter 2				
CED069	Number of schools and nurseries engaged in family learning	N/A	28	11	N/A	
CED070	Number of residents supported to get online	Available at end of Quarter 2				
CED071	Number of new (additional) interventions undertaken by the service	N/A	3	1	N/A	
CED072	Number of starts on DWP programme A4e	115	454	29	N/A	

Ref	Measure	14/15 Actual	15/16 Target	Current	Direction of Travel	Quarterly progress
CED074	Achieve 128% performance against DWP targets on A4e Work Programme contract for customer groups Payment Group 1, Payment Group 2, Payment Group 6a, Payment Group 6b	N/A	128%			
					Customers into work: PG1 – 120% PG2 – 150% PG6a – 100% PG6b – 0%	
					Job outcomes: PG1 – 60% PG2 – 71% PG6a – 100%	
CED075	Achieve 128% performance against DWP targets on A4e Work Programme contract for customer groups Payment Group 1, Payment Group 2, Payment Group 6a, Payment Group 6b	N/A	128%			
					Customers into work: PG1 – 45% PG2 – 178% PG6a – 188% PG6b – 267%	
					Job outcomes: PG1 – 136% PG2 – 221% PG6a – 188% PG6b – 133%	
CED076	Monthly reviews of performance of the Work Programme contract undertaken	100%	100%	100%		
CED077	Number of new starts into permitted/paid work for local people with disabilities	44	15	7		

Supporting Commentary (key measures and notable exception reporting)

Conversions of investment enquiries has exceeded all expectations due to a number received in 2014/15 which have only come to fruition in quarter 1 2015/16, and the lower numbers received within the quarter. Sustaining this level of conversion will be unlikely.

The number of starts on the DWP Work Programme continue to be lower than targets set. All reviews of performance are undertaken and the contracts for Ingeus and A4e have been extended for a 5th year.

The lease agreement at St Michaels is driven by obtaining the necessary consents in advance of commencement of the lease. Variation to planning permission was received by HBC on 22nd April and a decision is anticipated in July 2015. The Bespoke Permit application to the Environment Agency is also currently in process with a decision expected in August 2015. Officers are finalising the detail of financial controls, boundaries, monitoring and reporting. A site start is expected in September 2015. As a result the key milestone will not meet the timescale expected when the plan was agreed.

Demolition of the Widnes Police Station has been put on hold as an application has been submitted to Historic England to have the Magistrates Court listed, and until the outcome of this has been determined, demolition cannot commence.

Compared to last year the number of applications for Widnes Market Hall has declined. The economic recession continues to affect retailers along with competition from supermarkets, out-of-

town shopping centres and online shopping. During the quarter five new traders started trading, and three businesses have changed ownership. It is hoped this will ensure their long-term sustainability. Ten traders have left the market during the quarter, many of which have only traded for a few months. Development of a marketing and promotions plan for the boroughs markets is being finalised and is scheduled for completion in August 2015.

7.0 Financial Summaries

EDUCATION INCLUSION & PROVISION DEPARTMENT

SUMMARY FINANCIAL POSITION AS 30th JUNE 2015

	Annual Budget £'000	Budget to Date £'000	Expenditure to Date £'000	Variance to Date (overspend) £'000
Expenditure				
Employees	6,913	1,610	1,520	90
Premises	444	13	12	1
Supplies & Services	2,892	515	489	26
Transport	5	1	0	1
School Transport	919	14	14	0
Commissioned Services	2,127	306	291	15
Agency Related Expenditure	53	11	5	6
Independent School Fees	1,541	400	400	0
Inter Authority Special Needs	252	0	0	0
Nursery Education Payments	2,949	1,065	1,065	0
Schools Contingency	517	160	160	0
Special Education Needs Contingency	1,141	453	453	0
Capital Finance	3	0	0	0
Early Years Contingency	191	0	0	0
Total Expenditure	19,947	4,548	4,409	139
Income				
Fees & Charges	-425	-22	-18	(4)
Rent	-100	-8	-8	0
HBC Support Costs	-79	0	0	0
Transfer to / from Reserves	-593	-496	-496	0
Dedicated Schools Grant	-9,551	-571	-571	0
Government Grant Income	-24	-24	-24	0
Reimbursements & Other Income	-525	-50	-47	(3)
Sales Income	-46	-2	0	(2)
Inter Authority Income	-578	0	0	0
Schools SLA Income	-246	-227	-229	2
Total Income	-12,167	-1,400	-1,393	(7)
NET OPERATIONAL BUDGET	7,780	3,148	3,016	132
Recharges				
Premises Support Costs	205	54	54	0
Transport Support Costs	296	5	5	0
Central Support Service Costs	1,851	411	411	0
Asset Rental Support Costs	5,017	0	0	0
Total Recharges	7,369	470	470	0
Net Expenditure	15,149	3,618	3,486	132

Comments

Employees expenditure is below budget to date due to vacancies across various divisions including Post 16 (14-19 Entitlement); IAG (Information & Guidance) service provision; Policy and Provision, and Inclusion. Some of these posts may potentially be offered up as savings in 16-17. The remaining underspend is due to reduction in staff hours and staff on maternity across Divisions.

Supplies & Services expenditure is below budget to date as there has been a conscious effort to limit spends on controllable budgets. Commissioned Services is below budget to date within contracts expenditure, due to recommissioning of contracts which have resulted in reduced costs.

Budgets will be monitored closely throughout the year and it is expected that net spend will remain below budget overall at year end.

EDUCATION INCLUSION & PROVISION DEPARTMENT

SUMMARY FINANCIAL POSITION AS AT 30th JUNE 2015

	2015/16 Capital Allocation £'000	Allocation To Date £000's	Expenditure to Date £'000	Variance to Date (overspend) £'000
Asset Management (CADS)	5	1	1	0
Capital Repairs	1,015	96	96	0
Fire Compartmentation	62	0	0	0
Asbestos Management	20	0	0	0
Schools Access Initiative	75	4	4	0
Education Programme General	70	3	3	0
St Edwards - Basic Need	35	0	0	0
Inglefield – Basic Need	12	0	0	0
Fairfield - Basic Need	1,518	0	0	0
Responsible Bodies Bids	475	0	0	0
Halebank	40	0	0	0
St Bedes Junior – Basic Need	28	4	4	0
School Modernisation Projects	460	0	0	0
Ashley School -ASD Provision	31	0	0	0
Two Year Old Capital	183	5	5	0
Universal Infant School Meals	2	0	0	0
Grand Total	4,031	113	113	0

Comments

Asset Management (CADS) works will continue on an Ad hoc basis as will the Education Programme (General Works) with any Emergency Health & Safety issues.

For Capital Repair projects, tenders have been returned and works are expected to be completed by the end of the current financial year.

Ashley, Inglefield and St Bedes infants and Universal Infant School Meals projects have been completed and await final accounts.

For Accessibility, Modernisation and Responsibility Bodies projects all bids have been received and schools are procuring works.

Fairfield Primary is at detailed design stage and St Edwards's feasibility study is under way.

CHILDREN & FAMILIES DEPARTMENT
SUMMARY FINANCIAL POSITION AS AT 30 JUNE 2015

	Annual Budget £'000	Budget to Date £'000	Expenditure to Date £'000	Variance to Date (overspend) £'000
<u>Expenditure</u>				
Employees	8,617	2,211	2,262	(51)
Premises	339	172	173	(1)
Supplies & Services	955	157	162	(5)
Transport	18	12	13	(1)
Direct Payments / Individual Budgets	252	23	92	(69)
Commissioned Services	342	38	48	(10)
Residential Placements	2,703	555	926	(371)
Out of Borough Adoption	80	0	0	0
Out of Borough Fostering	414	139	188	(49)
In house Adoption	195	69	90	(21)
Special Guardianship	527	122	271	(149)
In House Foster Carer Placements	1,763	436	432	4
Care Leavers	125	18	29	(11)
Family Support	113	5	20	(15)
Capital Financing	6	0	0	0
Total Expenditure	16,449	3,957	4,706	(749)
<u>Income</u>				
Adoption Placements	-43	0	0	0
Fees & Charges	-114	-7	-9	2
Dedicated Schools Grant	-75	0	0	0
Reimbursements & Other Income	-254	-32	-32	0
Transfer from Reserves	-80	-80	-80	0
Total Income	-566	-119	-121	2
NET OPERATIONAL BUDGET	15,883	3,838	4,585	(747)
<u>Recharges</u>				
Premises Support Costs	288	72	72	0
Transport Support Costs	72	12	12	0
Central Support Service Costs	2,446	612	612	0
Asset Rental Support Costs	44	0	0	0
Total Recharges	2,850	696	696	0
Net Expenditure	18,733	4,534	5,281	(747)

Comments

Employee expenditure is above budget to date, which is in the main due to agency staff being utilised within Child Protection and Children in Need Division. It is expected use of agency staff to reduce considerably by the end of the second quarter of the current financial year, due to vacancies having now been filled and the new final staffing restructure taking effect.

Direct Payments / Individual Budgets expenditure is above budget to date, which in the main relates to the Individual Budgets for Children with Disabilities. We have seen increased demand in this area with less joint funding from the Halton Clinical Commissioning Group (CCG). During this financial year the high cost packages will be looked at to see if any costs can be reduced, but still being mindful of the level of support required for individual children.

Expenditure relating to Residential Placements is above budget to date, which is expected to be the trend for the whole financial year. This is a volatile budget, which is influenced by a number of uncontrollable factors, such as, emergency placements (either long or short term) and some placements continuing longer or ending sooner than originally anticipated. It is not always possible

to utilise in house services, which results in Out of Borough Residential placements being utilised at a much higher cost.

Expenditure relating to Out of Borough Fostering is above budget to date, which is expected to be the trend for the whole financial year. As with Residential Placements, every effort is made to utilise in house foster carers, but depending on the needs of the child, this is not always possible, which results in Out of Borough placements being sought at a much higher cost.

Expenditure relating to in house Adoption and Special Guardianship is above budget to date, which is expected to be the trend for the whole financial year. This is due to increased demand around Special Guardianship and Residence Orders.

Expenditure relating to Care Leavers is above budget to date. This is in the main relates to accommodation and education/training costs for a number of young people who have left care, but continue to need a package of support until they reach their 18th Birthday.

Expenditure relating to family support is above budget to date. This is due to the increased demand around Section 17 expenditure. The Council has a duty to safeguard and promote the welfare of children in need within the borough and to promote the upbringing of those children by their families. There are a number of services that can be provided under Section 17, such as advice and counselling, supervised activities, occupational, social, cultural and recreational activities, financial help, home help and maintenance of family home.

Managers will continue to try and reduce the impact of budget pressure areas by utilising in house services and keeping controllable expenditure to a minimum. Based on service use throughout Q1 it is envisaged the net expenditure for the Department as a whole to exceed annual budget by approximately £2.9m based on current projections.

ECONOMY, ENTERPRISE & PROPERTY DEPARTMENT

SUMMARY FINANCIAL POSITION AS 30th JUNE 2015

	Annual Budget £'000	Budget to Date £'000	Expenditure to Date £'000	Variance to Date (overspend) £'000
<u>Expenditure</u>				
Employees	4,242	1,073	1,099	(26)
Repairs & Maintenance	2,485	399	398	1
Premises	41	36	36	0
Energy & Water Costs	599	95	98	(3)
NNDR	544	504	501	3
Rents	446	120	120	0
Marketing Programme	23	3	3	0
Promotions	9	4	4	0
Supplies & Services	1,726	290	285	5
Agency Related Expenditure	42	2	3	(1)
Grants to Non Voluntary Organisations	323	301	301	0
Surplus Property Assets	-685	-75	0	(75)
Revenue Contrib'n to / from Reserves	35	35	35	0
Total Expenditure	9,830	2,787	2,883	(96)
<u>Income</u>				
Fees & Charges	-654	-268	-274	6
Rent - Markets	-766	-164	-166	2
Rent - Industrial Estates	-605	-120	-123	3
Rent - Investment Properties	-627	-111	-119	8
Transfer to / from Reserves	-518	-518	-518	0
Government Grant – Income	-1,827	-537	-537	0
Reimbursements & Other Income	-46	-32	-36	4
Recharges to Capital	-227	-3	-3	0
Schools SLA Income	-510	-437	-434	(3)
Total Income	-5,780	-2,190	-2,210	20
NET OPERATIONAL BUDGET	4,050	597	673	(76)
Premises Support Costs	1,924	508	508	0
Transport Support Costs	32	5	5	0
Central Support Service Costs	2,049	542	542	0
Asset Rental Support Costs	2,543	0	0	0
Repairs & Maint. Rech. Income	-2,558	-640	-640	0
Accommodation Rech. Income	-2,763	-691	-691	0
Central Supp. Service Rech. Income	-2,061	-515	-515	0
Total Recharges	-834	-791	-791	0
Net Expenditure	3,216	-194	-118	(76)

Comments

Spend against the employee budget is higher than the profiled budget as at quarter 1. This relates to the staff turnover savings target which has not been achieved due to low turnover of staff within the Department.

Premises costs have remained constant during Quarter 1. Property Services will continue to utilise council accommodation wherever possible and outsource accommodation space to external agencies to generate additional income, at the same time as aiming to continue to keep expenditure to a minimum.

It is anticipated that the Surplus Property Assets savings target will not be fully achieved by year-end. An action plan has been developed and is being implemented in conjunction with the Members Asset Review Panel, to assist with achieving the savings target at the earliest opportunity.

NNDR budgets are under budget, as most of the Investment Properties are fully occupied (HBC not being liable for many empty rates at present).

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

It is projected Investment Properties and Industrial Estates rental income will remain constant during the year and envisaging minimal change in the occupancy rates.

Market rental income is slightly above budget at the end of Quarter 1. Both market hall and open market income has remained stable during the first quarter of the year.

Work will continue with Managers to deal with any in-year budget pressures. In overall terms it is anticipated that net expenditure will be over budget by year-end. In the main this is due to the savings target against surplus property assets. However work is being undertaken to minimise this where possible.

**ECONOMY ENTERPRISE & PROPERTY CAPITAL PROJECTS
SUMMARY FINANCIAL POSITION AS AT 30th JUNE 2015**

	2015/16 Capital Allocation £'000	Allocation To Date £000's	Expenditure to Date £'000	Variance to Date (overspend) £'000
Castlefields Regeneration	635	19	19	0
3MG	3,493	121	121	0
Widnes Waterfront	1,000	0	0	0
Johnsons Lane Infrastructure	450	0	0	0
Decontamination of Land	6	0	0	0
Sci Tech Daresbury	10,965	5	5	0
Former Crossville Depot	518	25	25	0
Fairfield Primary School	380	0	0	0
Fairfield High Site - Contingency	64	9	9	0
Peel House Lane Cemetery	1,017	1	1	0
Peel House Lane Roundabout & Cemetery Access	53	2	2	0
John Briggs House	350	0	0	0
Travellers Site - Warrington Road	1,286	604	604	0
Widnes Town Centre Initiative	21	0	0	0
Lower House Lane Depot – Upgrade	38	4	4	0
Equality Act Improvement Works	250	10	10	0
Grand Total	20,526	800	800	0

Comments

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

The bulk of the capital allocation for 3MG will be used to fund the construction of rail sidings which will commence in quarter 2.

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.

In regards to Peel house Lane scheme, Officers are meeting up on a on a regular basis to progress the works and also financial profile remains estimated subject to the results of the tender.

Johnsons Lane road construction has been completed up to its wearing course and currently work is being carried out to secure the remaining sites from unauthorised use.




8.0 Appendix 1 – Explanation for use of symbols

8.1 Symbols are used in the following manner:

Progress	Milestone	Measure
Green 	Indicates that the milestone is on course to be achieved within the appropriate timeframe.	Indicates that the annual target is on course to be achieved.
Amber 	Indicates that it is uncertain or too early to say at this stage whether the milestone will be achieved within the appropriate timeframe.	Indicates that it is uncertain or too early to say at this stage whether the annual target is on course to be achieved.
Red 	Indicates that it is highly likely or certain that the objective will not be achieved within the appropriate timeframe.	Indicates that the target will not be achieved unless there is an intervention or remedial action taken.

8.2 Direction of Travel Indicator

Where possible measures will also identify a direction of travel using the following convention:

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

8.3 Key for Operational Directors

- WR** Wesley Rourke, Operational Director, Economy Enterprise and Property Service (EEP)
- AMc** Ann McIntyre, Operational Director, Education, Inclusion and Provision Service (EIP)
- TC** Tracey Coffey, Operational Director, Children and Families Service (CFS)

Directorate Performance Overview Report

Directorate: Communities Directorate

Reporting Period: Quarter 1 – Period 1st April – 30th June 2015

1.0 Introduction

1.1 This report provides an overview of issues and progress within the Directorate that have occurred during the first quarter 2015/16.

2.0 Key Developments

2.1 There have been a number of developments within the Directorate during the first quarter which include:

I COMMISSIONING AND COMPLEX CARE SERVICES

Housing

The transfer in ownership of 272 dwellings (predominantly in the Halton Lodge and Runcorn old town areas) from Sanctuary Housing Association to Halton Housing Trust, LHT and Riverside was completed just prior to the financial year end. The new accommodation for single homeless persons at Brennan Lodge (Albert Road, Widnes) opened in June.

Homelessness – Peer Review Process

After successfully qualifying for single homeless funding, the Merseyside Sub Regional Homeless Group (MSRHG) agreed that vulnerable clients with complex needs was a priority. Subsequently, a team will be developed to provide intense support for high complex needs clients. The recruitment process is underway and the service is due to commence early August 2015 for a period of two years.

As part of the Gold Standard, the MSRHG have registered for the peer review. Halton recently completed a service peer review within Sefton and has presented that authority with the overall findings and scores. Halton is due to be reviewed by St Helens, commencing in early September 2015. The review process takes approximately three weeks; the process involves two officers who will visit/assess services and hold discussions with senior management, council members, staff, and providers. Upon completion of the review, the officers will present their findings and award the authority an overall score, with identified improvement recommendations and good practice. The baseline score of 60% must be achieved for the authority to pursue the Gold Standard process.

Homeless – Supreme Court Judgement: Hotak v Southwark

This recent court judgement will impact upon future homelessness assessment and decision making process. Councils will have to widen their criteria for deciding who gets housed and whether someone is vulnerable, by comparing them with an ordinary person

if made homeless. It is anticipated that this will lead to a gradual increase in homelessness and temporary accommodation placements; however, the temporary accommodation provision within the district is deemed sufficient to meet the increased needs. Authorities are awaiting further guidance to establish the relevant criteria to be applied to ensure compliance with the priority need judgement.

Mental Health Services

Operation Emblem continues to produce impressive results, with significant numbers of people being diverted into more appropriate levels of intervention and support. This scheme is now being formally independently evaluated.

Mental Health Crisis Care Concordat: this national policy initiative drives local mental health organisations to work together to deliver improvements in services for people who are in mental health crisis. Locally, the main impetus for delivery of the concordat has been led by a pan-Cheshire grouping of all key partners; an action plan has been submitted and delivery of the targets is now being closely monitored by this group. A local plan, which specifically reflects the pan-Cheshire plan, is being agreed in July 2015 by the Halton Mental Health Delivery Group.

Mental Health Outreach Team – GP pilot: For the past eighteen months, this pilot has been working with a small number of local GP surgeries to provide early intervention and support for people with mental health needs whose care is managed solely through primary care. An internal evaluation suggests that there have been very positive outcomes for the scheme and as a result the Halton Mental Health Delivery Group has agreed in principle to support an extension of the scheme.

Mental Health Act Code of Practice: A revised Code of Practice – a key document supporting delivery of the Mental Health Act – was published earlier in 2015. The considerable changes in the Code required a complete revision of the relevant internal policies and procedures, which has now been completed.

Review of the Acute Care Pathway (ACP): Within the 5Boroughs, the ACP is the term used to describe the ways in which people with complex mental health needs are referred into the 5Boroughs, their needs assessed and then provided with appropriate help, advice, treatment and support, which includes a range of services and support from the directorate. This pathway has been in place for two years, and is now being formally reviewed by an external body commissioned by the joint CCGs across the 5Boroughs. The Borough Council has fully contributed to this review and will be engaged in any service redesign that emerges as a result.

Review of social care mental health services: Designed to complement the review of the ACP, a separate review of all aspects of the ways in which the council mental health social care services – including the social work service, the Mental Health Outreach Team and the pathways into a range of community supports – has been undertaken. A series of reports has been taken to the Directorate's Senior Management Team and will be reported to the Halton Mental Health Delivery Group.

Halton and St Helens Emergency Duty Team

This service, jointly developed between Halton and St Helens Councils, and covering both children and adult services, provides emergency out of hours support to people with social care and housing needs. The service has been in place for 10 years, since when there have been considerable changes in service demand; as a result, a detailed and

structured review of the service is being undertaken. In addition, at least one neighbouring local authority has indicated that it wishes to join the partnership, and this is being incorporated into the review, which aims to report in the autumn of 2015.

Supported Accommodation

Vulnerable adults supported accommodation services will be tendered in 2015 and approved by Executive Board in July 2015. A "Direct Award Contract" will be awarded to existing providers from 1st November 2015 to 31st March 2016. As part of the tender process, these services will be remodelled across Halton and based on cost and geographical location. New providers/contracts will then commence from 1st April 2016 with a 3 year plus 1year contract.

Positive Behaviour Support Service

PBSS team continues to develop and expand and are currently working in Halton (children and adults), Knowsley (children and adults), Cheshire East (children) and Sefton (adults). Expressions of interest continue to be received from CCG's and local authorities.

Halton Community Day Services

Halton Community Day Services continues to develop its small businesses and projects engaging all in meaningful day time opportunities. The service is delighted to have picked up the keys to its new venture, 'the Route', and everyone is busy developing this shop to offer a shop mobility service, café, a place to sell our home produced beer, ice cream, along with fruit and vegetables. One of our partners in this venture, Halton Speak Out, will share an identified space within the shop to promote a number of young entrepreneurs with disabilities and their small businesses as well as supporting and offering consultations to all new up and coming business enthusiasts.

Halton Supported Housing Trust

Halton Supported Housing Trust is busy promoting the Active Support Model to enable tenants to take greater control of their day to day living skills. The outcomes continue to be outstanding where tenants are engaged in all aspects of promoting their independence. As this service works closely with Halton Community Day Services there is a significant change to a more joined up approach to the shared people they support, therefore creating a seamless service and enhancing the Active support model further. The service continues to have strong links with its partners, Halton Speak Out and SHAP advocacy services; joint working has promoted greater opportunities in accessing the local community along with supporting the "Stay Up Late" Campaign.

II PREVENTION AND ASSESSMENT SERVICES

Winterbourne View

Following the Winterbourne View scandal, the Government pledged to move all people with learning disabilities and/or autism inappropriately placed in such institutions into community care by June 2014. "Transforming Care: A National Response to Winterbourne View Hospital (Department of Health final report) was produced in December 2012 and included an Action Plan with 63 areas to be implemented nationally; areas were identified as the responsibility of the Clinical Commissioning Groups (CCGs) and Local Authorities.

A Winterbourne View Concordat Action Plan was developed locally for these specific areas and progress has been monitored regularly through the Winterbourne Strategic

Group that meets on a quarterly basis, represented by both HBC and the NHS Halton CCG.

The original Winterbourne View report and pledge to move all people with learning disabilities and/or autism inappropriately placed failed nationally due to various reasons, including: (1) resistance from some of the organisations involved, (2) councils being unsure how to deal with service users who challenge services; (3) limited incentives for organisations to make the changes along with a lack of understanding of how the changes could create cost savings and improve people's quality of life.

Learning Disability Nurses

The team continues to provide support and regular monitoring of LD clients within the borough as well work proactively with families, carers, community organisations and other health professionals. Work this quarter included supporting clients through cancer diagnoses and latterly treatments, ensuring discharged inpatients were settled in their new accommodations and attending the NHS Confederation Conference to discuss reasonable adjustments within acute hospital settings. Community interventions included consultation sessions with the People's cabinet to gather feedback on support needed from LD community in Halton, current services offered and any improvements that could be made. A team member has been part of the group who have produced comics for people with LD across a range of health topics. The team took part in the Magna Carta event to promote health and rights of people with LD. Close work with the eye health team has resulted in the team giving a presentation to orthoptists and ophthalmologists at Warrington Hospital to raise awareness of learning disabilities and reasonable adjustments. Also, the team have been working closely with GP practice-based pharmacy colleagues regarding medication and guidelines.

Community Multi-Disciplinary Team Development

Recruitment is underway for additional social care practitioners to engage with GP practices and the wider primary care team in Widnes, replicating the existing model in Runcorn. A project lead in social care has been identified to support the wider development of services based around GP surgeries.

Making It Real

The 'Making It Real' steering group meets on a regular basis and their work ensures that our progress towards a personalised community-based support is maintained. Dedicated leads have been assigned to take work forward via various task and finish groups. Another 'Making It Real Live' event has been planned to take place in autumn 2015.

POET

The Personal Outcomes Evaluation Tool (POET) survey feedback was presented to Communities Senior Management Team and a briefing paper prepared for the Health Policy and Performance Board. Overall, the results were very positive for Halton. Two-thirds of personal budget holders in Halton reported that their personal budget had made a positive difference in 11 of 15 outcome areas surveyed, whilst less than 3% of recipients reported any negative impact. Two-thirds of carers of personal budget holders in Halton reported that the personal budget had made a positive difference in 6 of 8

outcome areas and only 6% of carers reported a negative impact in 1 of the 8 areas (day-to-day stress). We have now registered our interest to be involved in phase three of POET.

Independent Living Fund (ILF)

After an independent review in 2007 the Government acknowledged that the ILF system was inequitable for people and operated outside of care systems operated by the local authority. The Government subsequently decided to close the ILF on 30th June 2015 with the ILF users transferring to the management of the local authority. Although the funding of ILF was to transfer to the local authority, an attrition rate of 5% was to be applied to the overall costs that the local authority would receive.

To address the transfer, senior management team agreed for a project team to be established to review the 51 ILF recipients and produce support plans to reflect any changes that may be proposed. The team reviewed all ILF recipients within timescales and within the proposed budget. In the future any individual who may develop a long term condition will no longer have recourse to ILF for funding and will need to be funded long term from the community care budget.

III COMMUNITY AND ENVIRONMENT SERVICES

Library Service

Efficiency Review: New library service staff structure has now been in place since April 13th. All vacant posts have now been filled and following a period of transition the service is now operating at full head count. The mobile library has been discontinued. The newly created Library Development Team are working on a number of projects to deliver the library strategy priorities.

Summer Reading Challenge: This year's Reading Agency Summer Reading Challenge has a record breakers theme and launches 10th July. The Summer Reading Challenge encourages children aged 4 to 11 to read six books during the summer holiday. They will be rewarded with stickers and incentives as they go along and all children who complete the challenge will receive a certificate and medal. Events to support the challenge will take place in every Tuesday.

Community Library Service: The first stage of the development of a comprehensive library service to be delivered outside the static buildings has begun with the migration of mobile library users to the home delivery service. Next step is a pilot programme of service delivery in a number of care / residential homes beginning in September.

Society of Chief Librarians (SCL) Universal Offers – Learning Offer: Work has begun on the fifth Universal Offer due for launch this autumn. The Library Strategy and Development Manager will be the North West lead on this project. The aim of the SCL Learning Group is to ensure all library authorities in England sign up to a baseline offer that includes access to free internet, learning resources, and community spaces. In addition SCL are developing national partnerships around online learning, code clubs and family literacy. The new offer will underpin and support the existing universal offers (health, information, reading, digital), and has a strong connect with the Children's

Promise, digital offers and supports the broader reading offer programme which includes Reading Ahead.

Workforce Development: Area Manager, Helen Osborne, has been successful in her application for a place on the new Leadership Programme delivered by the Chartered Institute of Library and Information Professionals (CILIP). The programme is targeted at mid-career professionals and has been designed to create additional leadership capacity within the profession. Helen's place has been fully funded by the CILIP NW Member Network.

The Stadium

Overview of Activities: Various organisations and individuals have chosen to host their events or set up office at the Stadium. For example, the Rugby Football League will host the Kingston Press Finals in October; a new tenant, Apollo Bet, has moved into Box 1; a Thai Night with over 400 attendees was held in The Marquee; parties and weddings. Management has also forged a close link with Conway Council with a view to putting on a Pop Concert at the venue.

Community Meals: Under review - subsidy per meal vs cost of social care required; upgrade of KL2 database system (with ICT, waiting on approval).

Fixtures/Pitch Activity: Various sporting events on behalf of the Widnes Vikings, Liverpool and Everton Ladies Football Clubs and other groups have been scheduled for July through to November 2015. Widnes Town FC fixtures will be announced shortly, with about 20 home games scheduled during our quiet period, August 2015 to April 2016.

Civic Catering

Evening Functions / Match day Catering: The catering on whole has been steady with some large evening functions being held in the Marquee Suite. In May the Rotary Club held a dinner for 500 people. Match day catering has also done well with the Match day carvery proving very popular. We will use the momentum of this success and the positive customer feedback to build on this service.

Municipal Building coffee shop: Following up on customer comments, the Municipal Building coffee shop has introduced slimming world recipes, more salads and Jacket potatoes, vegetarian and gluten-free sandwiches.

The Brindley coffee shop: This café is always busy, probably the busiest it has ever been, the coffee shop is full during the day and then in the evening they have started doing pre show meals for the cast, we are looking to roll this out to customers before the show/events.

Halton Lea café Bar: This business attracts many repeat customers visiting the library. Business has also increased through offering a pre-ordered food and drinks service to the Police and local solicitors.

Runcorn Town Hall: The town hall is a high profile building that requires catering staff to be on call for meetings. However, custom at the Tea Rooms remains quiet due to staff not wanting to come over from the offices. As such, we intend to introduce a trolley service, initially for two days a week.

Victoria Park coffee shop: This time of the year is always good, most Sundays we have a band that perform on the band stand which have proved to be very popular, we now have the “Saturday Run” every Saturday that has attracted very large numbers of both serious and fun runners. The Mini Fun Fair will be arriving in the park in the next few weeks.

Naughton Fields: This a new venture taken on having been approached by Halton Housing Trust. We operate the Bistro which provides a selection of meals, afternoon tea, and very popular on a Sunday is, a roast dinner on a Sunday. We are exploring the possibility of offering high tea to run alongside the bingo nights with food offers such as fish and chips or hot pot suppers.

Sports and Recreation

In quarter 1, the Sports Strategy 2015/16 has been progressed through the following key actions:

- Increased the number of people participating in sports and exercise through various programmes and Groups such as Get Active Project, Get Halton Cycling, Walking Football Group, Sportivate; taster sessions – Tai Chi, Yoga, archery and tennis; special events such as Founders Walk which will be organised by the Rugby League and take place in July 2015.
- Delivered over 100 hours of coaching to schools, clubs, charities and other organisations. Sports coaching and support Schools SLA provides a professional coaching service, 27 packages have been purchased for 2015. Street Games dance activators course delivered at Brookvale Recreation Centre in partnership with Ormiston Bolingbroke Academy (OBA).
- Assisted clubs in their development by informing them of useful tools such as Club Matters Sport England, new online tool providing free guidance, support and learning. New Boxing Club support for set up – Riverside Boxing Club.
- Conducting sports-specific development work with local clubs continues to support talented athletes, coaches and officials to reach their full potential.
- Improved number of visits to sports centres which has been slightly up on last year’s performance. The sales team has been working diligently to recruit new members in light of a large number of members moving to the new low cost gyms in Runcorn and Widnes.
- Secured a Children in Need grant of £9,700 to deliver four multi sports clubs across Halton and aimed at engaging young people aged 8 to 18 years.
- Provided bursaries and group grants (£800) to local teams and individuals for development support, training and representation on the national arena.
- Progressed Liverpool Road Playing Fields Project; the building has been partially handed over and contractors are working through the snagging list with a view to having the building fully operational over the summer.
- Assisted a number of clubs with their facility improvement plans and funding applications including: St Michaels Football Club, Widnes Tennis Academy, West Bank Bears RL, Runcorn Rowing Club, Halton & District Junior League, Runcorn Boys Club, Halton Borough Football Club, Cronton Villa Football Club.

School Meals

School meals price: The school meals price increased to £2.40 on the 1st April 2015 it was expected that there could be a significant reduction in the numbers of meals served,

however, the decrease in numbers having meals is difficult to assess as numbers generally reduce due in the Summer term as the pupils prefer to bring a packed lunch

Salad Bar Option: A salad bar is daily available in all primaries to try and increase the consumption of fruit and vegetables

High school staffing restructure: Negotiations are continuing to take place with HR, Unions and catering staff to arrange an increase in permanent hours. This increase in hours is required due to the increased volumes of sales in the high schools.

Universal Infant Free School Meals: The new UIFSM have been very well received, Halton has one of the highest uptakes across the Country with a higher than anticipated uptake of 88%

Open Space Service

The Brindley Theatre: The Brindley Theatre had its best ever Q1 period in terms of ticket sales and income. Sales were up by 104% compared to the same period last year. There has been a drive to make the theatre more financially viable and since 2011.

Cemeteries & Crematorium: The cemeteries and crematorium section had a very busy first quarter. Registered deaths were up during the quarter on the previous year. As a result the section dealt with 17% more burials and 11% more cremations which meant that it was stretched at times. One of the issues was the increase in deaths ran into the mowing season and additional resources had to be deployed from other sections within the Open Space Service.

All of the necessary permissions for the creation of a new cemetery (Peel House Cemetery) had been put in place during Q1 and it is expected that work will start on the ground in Q2/3.

Design & Development: The Runcorn Hill & Heath Park Café building was completed in Q1 and an internal kitchen fit out commenced. Caldwell Road Playground was provided with a new climbing piece of equipment that replaced an out dated multi-play unit. Over 800 school children had become engaged with the Forest Schools activities as part of the Runcorn Hill & Heath Park HLF project.

Parks: During Q1 the ice cream kiosk at Victoria Park opened for business. Operated through a franchise early indications are that the kiosk has done very well. Park users have made many positive comments on social media about the venture.

The pavilion at Phoenix Park was successfully let as a café franchise during Q1. Work began on an external and internal refurbishment during Q1 and it is hoped that the café will be open by the end of the summer period.

3.0 Emerging Issues

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

I COMMISSIONING AND COMPLEX CARE SERVICES

Housing

The Queen's speech and July Budget have heralded a number of significant changes that will impact on the housing sector which include the following:

- Extension of the Right to Buy to Housing Association tenants.
- Rents for social housing to reduce by 1% for each of the next four years starting in 2016.
- 18–21 yr. olds will not be eligible to claim Housing Benefit if they are not working, with some exceptions for the vulnerable (yet to be defined) and those who were in work in the 6 months prior to application.
- Local Housing Allowance rates frozen for the next 4 years for private rented sector tenancies.
- Tax relief for Buy to Let investments is to be reduced to basic rate, potentially leading to rent increases to recoup costs.
- The Universal Credit cap will be reduced from £26,000 to £20,000, further increasing the risk of the Housing Benefit element being insufficient to cover rent payments.
- Social housing tenants with incomes above £30,000 will be charged a market rent.
- Further planning reforms to remove obstacles to house building.

Halton Community Day Services

After a recent period of consultation, HBC Adult Placement Service and Halton Community Day Services have merged to create one joined-up service. The collaboration is very much in its early stages but hopes to create a seamless service to the people they support.

Halton Supported Housing Network

The Network is currently involved in an efficiency review of the service and on the 4th August will start a month's consultation period regarding a new proposed structure. This will be an anxious time for all and communicating effectively with tenants, staff, carers and other professionals will be important.

II PREVENTION AND ASSESSMENT SERVICES

Care Management

We have developed a "Making a Difference" a strategy for transforming care management in Halton that is aimed at staff and partner agencies. The overall purpose is to provide with a shared vision of the future of care management services and a plan to shape our future, over the next five years. This Care Management strategy has stemmed from the growing need to identify a future vision of assessment and care management services that are fit for purpose to meet the many challenges at national and local level whilst maintaining high quality, effective and safe practice. The strategy has been

presented to Communities Senior Management Team and the Health Policy and Performance Board and is out for wider consultation.

Thresholds Model

After a period of consultation and a pilot, the implementation of the thresholds model for safeguarding will be implemented from July. Due to the scale and varying needs of adults at risk, it is crucial that all agencies working with adults at risk are involved in the prevention of abuse. However, identifying when safeguarding referrals should be made is not always clear cut. In order to give some clarity to when a referral should be raised with Halton's Integrated Adults Safeguarding Unit, the safeguarding referral "thresholds" have been compiled. This threshold guidance aims to ensure adult protection issues and concerns are reported and investigated at the appropriate level.

III COMMUNITY AND ENVIRONMENT SERVICES

No emerging issues in this quarter.

4.0 Risk Control Measures

Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements. During the development of the **2014/15** Business Plan, the service was required to undertake a risk assessment of all key service objectives with high risks included in the Directorate Risk Register.

As a result, monitoring of all relevant 'high' risks will be undertaken and progress reported against the application of the risk treatment measures in Quarters 2 and 4.

5.0 Progress against high priority equality actions


There have been no high priority equality actions identified in the quarter.




6.0 Performance Overview

The following information provides a synopsis of progress for both milestones and performance indicators across the key business areas that have been identified by the Communities Directorate. The way in which the Red, Amber and Green, (RAG), symbols have been used to reflect progress to date is explained at the end of this report.

Commissioning and Complex Care Services

Key Objectives / milestones

Ref	Milestones	Q1 Progress
CCC1	Continue to monitor effectiveness of changes arising from review of services and support to children and adults with Autistic Spectrum Disorder. Mar 2016. (AOF 4)	

CCC1	Continue to implement the Local Dementia Strategy, to ensure effective services are in place. Mar 2016. (AOF 4)	
CCC1	Continue to work with the 5Boroughs NHS Foundation Trust proposals to redesign pathways for people with Acute Mental Health problems and services for older people with Mental Health problems. Mar 2016. (AOF 4)	
CCC1	The Homelessness strategy be kept under annual review to determine if any changes or updates are required. Mar 2016. (AOF 4, AOF 18)	

Supporting Commentary

CCC1 - Services / Support to children and adults with Autism:

Autism Strategy Action Plan is being reviewed in order to align with the Think Autism 2014 National review. Special Education Needs and Disability (SEND) reforms and the Care Act are to be considered in the Autism Strategy 2016 onwards.

CCC 1 Dementia Strategy:

The Dementia Delivery Board continues to oversee the delivery of the strategy and report progress to the Mental Health Oversight Group. The majority of the actions contained in the strategy have a RAG rating of Green. There are a couple with an Amber rating (due to time scales for delivery, but are not of any concern at this stage), and there are no Red ratings. During Q1 Halton NHS CCG have led on the commissioning of an Admiral Nurse Service for Halton, to be operational by Autumn 2015. The Dementia Delivery Group are also overseeing the review of the Dementia Community Pathway provision, to ensure that it continues to reflect value for money and delivers the evidence based elements of best practice. This review will continue into Q2.







CCC 1 Mental Health:

Both the Acute Care Pathway and the Later Life and Memory services have been in place for some time, with full support from social services. However the joint CCGs across the 5Boroughs have commissioned an independent review of both services, to be reported later in the summer of 2015. In addition, an internal review of the delivery of mental health social care services within the Communities Directorate has been taking place. Both of these reviews will result in action plans which will be delivered jointly with the 5Boroughs to continue service improvement.

CCC 1 Homelessness Strategy:

The homelessness strategy 2014 – 2018 is a working document that captures future change, trends, and demands. A consultation event was held in June 2015 to review the strategy and action plan, which involved both statutory and voluntary agencies to determine the key priorities for next 12 months. The main priorities identified for 2015/16 are Health and Homelessness, and Complex needs. The focus will be around the key priorities, with additional emphasis placed upon achieving the objectives outlined within the St Mungo's report, which will be incorporated within the reviewed strategy action plan.

Key Performance Indicators

Ref	Measure	14/15 Actual	15/16 Target	Q1 Actual	Q1 Progress	Direction of travel
CCC 3	Adults with mental health problems helped to live at home per 1,000 population	2.64	3.0	2.30		
CCC 4	The proportion of households who were accepted as statutorily homeless, who were accepted by the same LA within the last 2 years (Previously CCC 5).	0	1.2	0		
CCC 6	Number of households living in Temporary Accommodation (Previously NI 156, CCC 6).	19	11	9		

Supporting Commentary**CCC 3 Adults with mental health problems helped to live at home per 1,000 population:**

Although this figure has reduced since the end of 2014/15, this appears to be because some aspects of service delivery are not being captured by the data collection processes. Further work is being undertaken to remedy this and report a more accurate figure at the next quarter.

CCC 4 The proportion of households who were accepted as statutorily homeless, who were accepted by the same LA within the last 2 years:

The authority places strong emphasis upon homelessness prevention and achieving sustainable outcomes for clients. Halton will continue to strive to sustain a zero tolerance towards repeat homelessness within the district and facilitate reconnection with neighbouring authorities.



CCC 5 Number of households living in Temporary Accommodation:

The Housing Solutions Team (HST) has taken a proactive approach to preventing homelessness. Staffing stability within the team has contributed towards the reduction in temporary accommodation placements, resulting in the devised target being achieved. There are established prevention measures in place and the HST fully utilise and continue to promote all service options available to clients. The changes in the temporary accommodation process and amended accommodation provider contracts have had a big impact upon allocation placements. The emphasis is focused on early intervention and empowerment to promote independent living. The improved service process has developed stronger partnership working and contributed towards an

effective move on process for clients. The authority will strive to sustain the reduced temporary accommodation provision.

Prevention and Assessment Services

Key Objectives / milestones

Ref	Milestones	Q1 Progress
PA 1	Monitor the effectiveness of the Better Care Fund pooled budget ensuring that budget comes out on target (AOF 21, 25) March 2016.	
PA 1	Implement the Care Act (AOF 2,4,10, 21) March 2016.	

Supporting Commentary










PA 1 Monitor effectiveness of Better Care Fund pooled budget:



Governance arrangements are in place and on target to achieve a balanced budget.

PA 1 Implement the Care Act:

Strategic group continues to monitor and oversee. We are on target for full compliance with the requirements of the Care Act.

Key Performance Indicators

Ref	Measure	14/15 Actual	15/16 Target	Q1 Actual	Q1 Progress	Direction of travel
PA 1	Numbers of people receiving Intermediate Care per 1,000 population (65+)	80	77	20.4 (414 referrals)		
PA 2	Percentage of VAA Assessments completed within 28 days	86.8%	85%	79.3%		
PA 6a	Percentage of items of equipment and adaptations delivered within 7 working days	95.5%	97%	98.7%		
PA 6b	Percentage of items of equipment and adaptations delivered within 5 working days – new indicator	89.5%	95%	93.6%		n/a
PA 11	Permanent Admissions to residential and	600.8	635.1	177.3 (36)		

Ref	Measure	14/15 Actual	15/16 Target	Q1 Actual	Q1 Progress	Direction of travel
	nursing care homes per 100,000 population,65+ (ASCOF 2A1) <i>Better Care Fund performance metric</i>			admissions)		
PA 12	Delayed transfers of care (delayed days) from hospital per 100,000 population <i>Better Care Fund performance metric</i>	tbc	2235	407 (vs target 472)	n/a	n/a
PA 14	Total non-elective admissions in to hospital (general & acute), all age, per 100,000 population <i>Better Care Fund performance metric</i>	tbc	12771.8 <small>Admissions: 16,141 Pop: 126,380</small>	2206.04 (Apr-May)	n/a	n/a
PA 15	Hospital re-admissions (within 28 days) where original admission was due to a fall (aged 65+) (directly standardised rate per 100,000 population aged 65+) <i>Better Care Fund performance metric</i>	823.89	884.2	Not yet available	n/a	n/a
PA 16	Proportion of Older People (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services (ASCOF 2B1) <i>Better Care Fund performance metric</i>	65.6	70%	n/a	n/a	
PA 20	Do care and support services help to have a better quality of life? (ASC survey Q 2b) <i>Better Care Fund performance metric</i>	93.3%	91%	n/a	n/a	

Supporting Commentary

PA 1 Numbers of people receiving Intermediate Care per 1,000 population (65+):
Q1 figures may be subject to change as some data cleansing is currently taking place

which may result in a potential increase in the total number of referrals received. The total number of Intermediate Care referrals is up on the same quarter last year (approximately a 7% increase).

PA 2 Percentage of VAA Assessments completed within 28 days:

We are on target with current progress but the same time last year we had met a higher percentage. The introduction of the new care concerns model may be the reason for this since we are doing more complex cases. However, we will be monitoring closely with the performance team.

PA 6a Percentage of items of equipment and adaptations delivered within 7 working days:

Performance issues with one of four service providers continue to be managed. At the moment we are maintaining a positive position to meet our target.

PA 6b Percentage of items of equipment and adaptations delivered within 5 working days:

This stretch target has been introduced this year and at present we are making good progress towards achieving it.

PA 11 Permanent Admissions to residential and nursing care homes per 100,000 population, aged 65+:

We are currently on course with this target. We are closely monitoring and continuing to on an ongoing basis evaluate the data closely with the performance team.

PA 12 Delayed transfers of care (delayed days) from hospital per 100,000 population: Data relates to period April to May 2015.

PA 14 Total non-elective admissions in to hospital (general & acute), all age, per 100,000 population:

Performance is within target in that there have been 2788 admissions (compared with planned figure of 3051).

PA 15 Hospital re-admissions (within 28 days) where original admission was due to a fall, aged 65+:

Q1 data will not be available until September 2015.

PA 16 Proportion of Older People (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services:

This indicator is reported annually around May/June. 2014/15 outturn reports slight performance improvement on 2013/14 outturn.

PA 20 Do care and support services help to have a better quality of life?:

This indicator is reported annually around May/June. However, between 2013/14 and 2014/15, there has been improved performance on clients indicating that their quality of life had improved due to interventions they received from social services.

Community and Environmental Services**Key Objectives / milestones**

Ref	Milestones	Q1 Progress
CE 1	Continue to deliver new Sports Strategy (2012-15) – March 2016.	
CE 1	Active people survey results report adult sports participation rates in Halton continue to be maintained or increase compared to previous years – March 2016	
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	Not yet available
CE 3	Deliver a promotion and educational campaign (AOF 1) September 2015 and January 2016	
CE 4	Implement the action plan for delivery of the Library Strategy 2013-16 - March 2016	
CE 4	Deliver a programme of extended informal learning opportunities including support for digital inclusion meeting identified local targets - March 2016	

Supporting Commentary**CE 1 Sports Strategy Implementation:**

A range of actions have been taken this quarter in keeping with 2015/16 sports strategy. As highlighted within the key developments, progress towards identified goals and objectives has been advanced.

CE 1 Active people survey results:

During June, Sport England released Active People results; Halton's participation rates were:

- 3 x 30 minutes per week, formerly NI8, **25.2%** (highest rate Halton has recorded in the survey) compared with Wirral 26.3%; Warrington 25.3% and all other Merseyside L.A's below Halton with Liverpool showing a significant decrease 18.9%
- 16+ years 1 x 30 per week **35.1%** (up on last year but down on results from last quarter 36.8%)
- 14+ years 1 x 30 per week **37.2%** (same as previous results)

CE 2 Business Plan and Marketing Plan:

Data not yet available.

CE 3 Promotion and educational campaign:

Data not yet available.

CE 4 Library Strategy:

Seven schools have been engaged in activities with the service this quarter with 426 children and young people participating in class visits. Seventeen reading group sessions have been held this quarter with 90 attendees. Rhymetime sessions (42) this quarter have been attended by 690 children and parents attended.

CE 4 Extended Informal Learning Opportunities:

Weekly IT clinics have been delivered at both Halton Lea and Widnes Libraries. Weekly work clubs sessions supported by GMB have been delivered this quarter.

Key Performance Indicators

Ref	Measure	14/15 Actual	15/16 Target	Q1 Actual	Q1 Progress	Direction of travel
CE LI 2	Diversity – number of community groups accessing stadium facilities	24	15	Not yet available		
CE LI 4	Number of new members of the library service during the last 12 months		16,500	13576	?	
CE LI 4a	Number of physical and virtual visits to libraries (annual total)	598,632	612,000	Unable to report	?	
CE LI 5	% of adult population (16+) participating in sport each week (Previously NI8).	25%	24%	Not yet available		
CE LI 6	% Take up of free school meals to those who are eligible - Primary Schools	91.7%	85%	Not yet available		
CE LI 7	% Take up of free school meals to those who are eligible - Secondary Schools	77.1%	75%	Not yet available		

Supporting Commentary

CE LI 4 Number of community groups accessing stadium facilities:

Data not yet available.

CE LI 4 Number of new members of the library service during the last 12 months:

This figure reflects use of physical resources only.

CE LI 4a Number of physical and virtual visits to libraries (annual total):

The people counters at Halton Lea, Runcorn and Widnes have all had technical faults this quarter so no figures are available.

CE LI 5 Percentage of adult population (16+) participating in sport each week:

Data not yet available.

CE LI 6 % Take up of free school meals - Primary Schools:




Data not yet available.

CE LI 7 % Take up of free school meals - Secondary Schools:

Data not yet available.




APPENDIX: Explanation of Symbols

Symbols are used in the following manner:

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

Direction of Travel Indicator

Where possible performance measures will also identify a direction of travel using the following convention

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

Performance Overview Report - Policy & Resources Directorate

Reporting Period: **Quarter 1 – Period 01st April 2015 to 30th June 2015**

1.0 Introduction

1.1 This report provides an overview of issues and progress within the directorate that have occurred during the period.

2.0 Key Developments

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

Finance

- 1) The final accounts process for 2014/15 has been underway during the quarter. The draft Statement of Accounts was signed off by the Chief Finance Officer on Tuesday 30 June and passed to Grant Thornton UK LLP on the same day for them to start the audit of the accounts. Findings of the audit will be reported to the Business Efficiency Board on 23 September 2015.
- 2) The 2014/15 outturn was reported to the Executive Board on 2 July 2015. Net expenditure for the year was £0.2m under the approved budget of £108.2m. Capital spending for the year was £32.1m, which represented 75% delivery of the revised capital programme budget. There was slippage during the year to some of the larger capital projects which has been rolled forward to the current financial year.
- 3) It is mandatory for all local authority maintained schools to complete the Schools Financial Value Standard (SFVS) and submit it to the local authority by 31 March each year. The SFVS comprises a series of questions to enable governing bodies and management committees to satisfy themselves of the robustness of the controls in place at their schools.
- 4) All the schools in Halton submitted the returns for 2014/15 to Internal Audit. The self-assessments provide the Council with assurance over the standard of financial management in schools. The information provided also helps to inform Internal Audit's planning process and its programme of school audits.
- 5) The Council has recently signed up to a service operated by CIFAS (the UK's Fraud Prevention Service) that will add a layer of protection from financial crime for 230 individuals for whom the Council acts as corporate appointee or deputy. The service provides extra checks on any financial applications made in the individual's name, either to confirm that the application is genuine or to stop attempts to defraud the individual.
- 6) The Council recently established contempt of court in committal proceedings regarding a fraudulent insurance claim. The judge held that the contents of the claimant's particulars of claim and witness statement were false and concluded that the claimant's false account was intended to interfere with the course of justice. The claimant was sentenced to six months in prison and the case has attracted considerable publicity in the national media.
- 7) The Council has recently undergone an inspection by BACS and has received accreditation to operate as a BACS Approved Bureau (Commercial Bureau). This will allow the Council the opportunity to generate additional income by undertaking BACS processing for other organisations in a similar way to those arrangements that are already in place for the Mersey Gateway Crossings Board.

- 8) The Single Fraud Investigation Service rollout is now gathering momentum, and on 7th July 2015 the Department for Work and Pensions (DWP) are holding a migration and service provision workshop at Halton. At this workshop the DWP will be informing us of the tasks we need to complete up to 01st September 2015 when staff will transfer to SFIS. In addition DWP will be outlining our role following September 2015 in terms of providing them with ongoing information for their investigations.
- 9) The effects of the implementation of Council Tax reform continues to have an impact and the increased levels of recovery activity experienced last year continue.
- 10) Changes to both Adult Social Care and the introduction of the charges for garden waste collection have had a considerable impact upon Customer Services and the Contact Centre.
- 11) Publicity for the Garden Waste scheme started in early May and the scheme commenced on 1st June 2015. In the first 2 months of the scheme being publicised there was a significant increase in Waste Management enquiries in both the One Stop Shops and the Contact Centre. One Stop Shop and online queries generated 2519 Waste Management enquiries in May and June 2015, an increase of 362% compared to the same two months last year. Contact Centre advisors handled 3828 enquiries in total which was an increase of 84% from the previous year. 13,700 green waste subscriptions had been sold by the end of June, generating income of £352,310, without any increase in staff resources.
- 12) Final Testing of the new Contact Centre system took place during the quarter. The system is now working well and training of the advisors will be rolled out during quarter 2 with a target go-live date of 31st August 2015. Once the new system is in place it is intended to develop a Web Chat facility, which will offer customers an alternative method of contacting the Council and should help to reduce current waiting times for the Contact Centre.

People, Policy, Performance and Efficiency

- 13) On 1st July 2015, a number of services come together into a new division under single manager. The Policy, People, Performance & Efficiency Division now encompasses the HR, Payroll and Learning & Development functions, along with the corporate Policy & Strategy team, the corporate Performance & Improvement team, and the Efficiency Programme Office. This change has enabled sustainable revenue savings as a result of streamlining the management structure, along with an opportunity to exploit synergies between the service areas and generate more effective cross-discipline working.
- 14) Improved HR processes have been developed, with new electronic processes to request changes to the staffing establishment, and to advertise posts, having been tested during the reporting period and confirmed for implementation on 1st August 2015. This will reduce bureaucracy and use of paper documentation whilst at the same time increase accuracy, response times, and the audit trail
- 15) Learning and Development activity has seen the commencement of the ILM Coaching programme commence and 10 delegates successfully completing the ILM Level 3 in Leadership and Management. Various courses have also been delivered including Conflict Resolution training being delivered to Ormiston Bolingbroke Academy and Team Building Sessions to the Complex Care Team (Adult Social Care) as well as support to newly appointed Library Managers.
- 16) The Review of Library Services has now been completed, with a new structure implemented on 13th April 2015. The new service model and structure has become well established at an early stage, with sustainable revenue savings of £400,000 having been achieved as a result.
- 17) The Halton Cares Foundation will enable individuals, families, companies, entrepreneurs, and charitable trusts to support Halton's communities in a cost effective way. This philanthropy will take many forms, including funding, volunteering, donating goods and services, sharing expertise and providing in-kind support. The Foundation was approved by Executive Board at the beginning of July.

ICT and Administration Support Services

- 18) Work continues in relation to the provision of shared services with a neighbouring Authority and the provision of a Records Management facility and the installation of some minor local procedural requirements to the Agresso system.
- 19) Following a minor management restructure of the department the Administration Service and the Business Analysis Teams have been brought together to secure further financial savings.
- 20) The Council has successfully complied with ICT security audit requirements for a further 12 months.

Legal and Democratic Services

- 21) The parliamentary elections were conducted successfully in May and the revised Council Constitution was approved in April this year.
- 22) Significant work has been carried out in the promotion of the foster care service. The marketing activity related to this service has for a number of years been provided by an external consultant. This arrangement has now ceased with the Communications, Design and Marketing team now responsible for the development and implementation of a marketing strategy for the recruitment and retention of foster carers.

Planning and Transportation

Bridge & Highway Maintenance

- 23) A major Maintenance Outline Business Case is to be submitted to the Liverpool City Region Combined Authority by the end of July, the full business case is expected to be completed in early autumn. The scheme will ensure steady state maintenance for the SJB for the next 3yrs post 2016/17. The overall value of the scheme is £3.3m, however, an option to extend the scheme to 5 years has also been submitted which would cover the wider SJB complex.

Highway Schemes

- 24) The Lunts Heath Road / Wilmere Lane junction improvement scheme was completed in early June 2015. The scheme comprised the installation of traffic signals to reduce delays at the junction aimed at assisting bus services, improving safety and providing improved pedestrian and cycle crossing facilities in the developing area of North Widnes. The finished scheme has been well received with several positive comments being received from residents, pedestrians and road users.

Logistics

- 25) Real Time Bus Passenger Information Systems continue to be rolled out across the Borough with a further 12 units having been installed. The remaining 5 units are due to be installed within the next few months. A number of units have been subject to vandalism and considerations are now being given to the ongoing suitability of some original site locations in order that maintenance and operational costs can be managed effectively.

Transport Policy

- 26) Halton has been awarded funding from the Liverpool City Region Local growth Fund to deliver a number of Sustainable Transport Enhancement Packages which includes the continuation of the A56 cycle route from Preston on the Hill to Warrington with a scheme value of approx. £230k.

- 27) Also the delivery of the Ditton to Jaguar Land Rover factory, via 3MG, cycle network will provide residents with a clear and safe route between the locations. Halton is leading on the scheme which has a value of £330k, and is the only cross-boundary scheme in this round of funding.
- 28) Halton and Knowsley MBC have also been awarded £90k to deliver sustainable travel information within the locality and Halton will lead on the procurement of services with the key aims of the project to promote new and existing cycle routes to employment and education locations.
- 29) The delivery of the 'Get Halton Cycling' initiative has provided cycling sessions across the borough being organised every 3 weeks with maintenance checks, cycle skills and organised rides taking place and bikes being available to loan providing equality of opportunity for the Halton community.
- 30) Phoenix Park in Castlefields, Runcorn, is to provide the first cycle café in Halton. Urban Trikes, a Halton based company, will provide bike rental, a bike maintenance service, as well trike carriage rides around the Town Park. It is hoped the Café will be open in early August 2015 and will help provide an element of sustainability to the 'Get Halton Cycling' project.
- 31) The governments July budget announcement confirmed that £30M will be made available for the North of England over the next 3 years for the development of Smartcard technology and more detail will be provided as this becomes available.
- 32) Halton as part of the LCR is currently developing an alternative freight fuelling strategy. A workshop is to be held in Sefton to discuss the needs and aspirations of local hauliers/ bus operators with regard to future fuel technologies.
- 33) Halton is presently working with the Liverpool City Region to develop a bid to ULEV (Ultra Low Emission Vehicles) which will provide a grant to the LCR to lease (at extremely low rates) electric vehicles and charging points to local authorities. Halton has requested a grant for two vehicles (small vans) with an option for a third. The grant would provide a 75% discount on a 2 year lease.
- 34) Works on the Mersey Gateway, predicted to open in autumn 2017, continue with a number of notable developments including:-
 - The Trestle Bridge was completed in May and the installation of the moving span continues,
 - Remediation works at Ditton Road are progressing as planned and the reconstruction of the Central Expressway to Weston Link Road has commenced along with retaining wall earthworks for Junction 12 of M56,
 - The Moving Scaffolding System, which filled 90 shipping containers currently being assembled on Catalyst Trade Park and the Tower Crane for the south pylon has been erected,
 - Signed diversion routes are being introduced in order to maximise traffic flows and minimise disruption for drivers.
 - The UK and South Korean Ambassadors led a group of Korean trade representatives and UK Dept. of Trade and Industry officials on a tour of the site.

Public Health

- 35) HPV vaccine which protects girls from developing cervical cancer in later life is on target and reaching the England average. Child development is particularly good as the healthy child programme continues to be delivered across Halton, conducting screening, immunisations and health reviews.
- 36) The number of older people experiencing hip fractures from falls has decreased from 156 during 2013/14 to 89 during 2014/15. This figure is lower than that seen in any year in the published data from 2010/11 onwards. (However, the 2014/15 figure is based on provisional local data and the 2013/14 data is verified published data.) A new falls triage system has seen a reduction in the waiting time for assessment of 6%, this equates to an actual reduction of 163 days and this has been achieved despite the fact that there has been an 8% increase in the number of referrals into the service.

- 37) An awareness raising campaign on the harms of drinking alcohol during pregnancy was launched in February 2015. It was initially launched with a month long publicity campaign with posters and flyers across the Borough, supported with ongoing social media campaigns and dissemination through the midwives. The full campaign ended on 20th July 2015.
- 38) The children and young people's emotional health and wellbeing service has been jointly commissioned by the CCG and public health. It has been mobilizing and went live on 1st July 2015. This service will provide therapeutic support to children and families with emotional health difficulties, and will provide workforce training on the recognition and early treatment of mental health issues. The service also includes an online counselling service.

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

- a) Work is underway to update the Medium Term Financial Strategy. The Budget Working Group reconvened during the quarter to consider how the forecast budget gap for 2016/17 will be met. Directorates are being asked, with support from the Financial Management Division, to identifying budget savings proposals which will be considered by Members during the second quarter.
- b) The Chancellor announced his Summer budget on 8 July 2015, which included confirmation that the Public Health grant allocations for 2015/16 would be reduced by £200m. It is not yet known how the reductions will be applied to individual councils although the Department of Health will issue a consultation to gain views on the options available.
- c) The Chancellor also announced there would be a slight change of pace to public spending cuts over the medium term. Local government funding reductions of £20bn in total would be phased over three, rather than two years from 2016/17 to 2018/19. The detailed implications of this reduction in government grant allocation for individual councils will not be known until the outcome of the Comprehensive Spending Review is announced in the autumn 2015.
- d) Three unsuccessful attempts have been made by fraudsters to obtain payments of over £137,000 by using counterfeit Halton Borough Council cheques. All three incidents have been reported to the Council's bank and to Action Fraud for further investigation.
- e) A project will commence shortly to implement the Income Manager module of the Agresso system. The module will provide the Council with improved online payments functionality and deliver revenue savings through lower support and maintenance costs. It is anticipated that the system will go live before the end of the 2015/16 financial year.
- f) We are now in the third year since the changes made to the level of unoccupied property discounts and the replacement of Council Tax Benefit with the Council Tax Reduction Scheme (CTRS) in April 2013. The increased amount to be collected has significantly impacted on collection rates. Collection from CTRS claimants, who have limited finances, is likely to be impacted if they still have arrears from previous years as well as new-year liability.

- g) The demands upon the Welfare Rights Team are expected to increase further as welfare reform both escalates and continues to impact. Whilst the core values and priorities of the team will remain unchanged, the methods of service delivery will be examined to meet the growing demands for assistance.

People, Policy, Performance and Efficiency

- h) The announcement in the government's Emergency Budget around the planned introduction of the 'National Living Wage' will provide the whole team with a number of considerations. The Division is extracting and assembling data to enable a number of scenarios to be produced for consideration.
- i) The first year of the revised Local Government Pension Scheme has now passed. The Division is working with Cheshire Pension Fund to ensure that all appropriate system interfaces are in place to process employee enquiries in the most efficient and effective way, and to enable the calculation of benefits under multiple schemes.
- j) A Stress Risk Management survey has been undertaken based on the Health & Safety Executive (HSE) Management Standards. This is to ensure that any risks from work related stress are being effectively managed and controlled. As a result of the survey a review of existing training is being undertaken to ensure that it provides effective support to managers and staff.

ICT and Administrative Support Services

- k) The next stage of the Council's ICT Cloud based strategy will look at the Desktop solution that is currently in place which utilises laptop devices for all users. A process to install low cost yet high performance terminal devices to non-mobile users will begin and this will help to reduce the cost base further.
- l) Further work will be undertaken to deploy the most effective solution for mobile users and the use of the virtual desktop will be stepped up as we move forward in the current financial year. The closure of a hardware tender in July will allow this development to move forward quickly in line with project objectives.

Legal and Democratic Services

- m) With considerable legal support having already been given to the Daresbury project, it is anticipated that the team will continue to be heavily involved in the coming months. This applies equally to the Runcorn Town Centre Development.

Planning and Transportation

Emergency Planning

- n) Due to changes in ownership of parts of the Ineos site in Runcorn, it is now classed as having six top tier Control of Major Accident Hazards (COMAH) sites. Originally it was one site and then became three sites under previous ownership changes. The full impact on the requirement for off-site emergency plans is under discussion with the Health & Safety Executive (HSE). Due to these changes there are now eight top tier COMAH sites within Halton.

Mersey Gateway / CCTV

- o) Construction of the Mersey Gateway is progressing and beginning to impact on the road network. This is particularly evident in Runcorn at present but will increase particularly on the Widnes side as Ditton roundabout is re-modelled to a signalised junction and Watkinson Way is removed between Ashley Way and the Silver Jubilee Bridge. These works are impacting on service delivery and require staff resources to co-ordinate the works to minimise the impact on the Borough. More options are being discussed but every endeavour is being made to minimise the impact on the travelling public.
- p) In Runcorn Town Centre, wireless links are being installed to reduce the operating costs of the Town Centre CCTV system. At present it is difficult to say what the expected saving will be but it could be up to £10k per year and would give better control over communication faults.

Planning

- q) In its budget government has proposed changes to the planning system that pose a significant challenge to councils. In the Treasury's productivity document 'Fixing the Foundations', it is stated: "The government will also take steps to ensure that local plans are more responsive to local needs".
- r) In the future large development schemes with a housing element can be determined nationally. Local plans may be imposed in councils and housing on brownfield sites will, in principle, receive automatic planning permission.
- s) The Statement to Cooperate on Local Planning document has been prepared at officer level by the Liverpool City Region (LCR) Chief Planning Officers Group with aims of:
 - Providing an agreed position of how strategic planning is currently being undertaken;
 - Providing a description of those strategic thematic topics the authorities have agreement upon;
 - Providing an approved mechanism for ongoing strategic planning; and
 - Identifying those areas of joint working that will be required in the period 2015 to 2020.

This document aims to help fulfil the Duty to Cooperate that became a statutory requirement under the Localism Act. The document will be presented to members via the LCR Housing and Spatial Planning Board

- t) Guidance from the Government requires that Councils assess the "Objectively Assessed Need for Housing (OAN)" and that this should be considered at a Strategic Housing Market Area (HMA) level.

Halton is presently working with St. Helens and Warrington Councils to assess the Mid-Mersey HMA and have commissioned consultants to undertake a SHMA which will be a key evidence base document informing the development of the emerging Local Plan. Draft results are expected during the latter part of July 2015

Public health

- u) Work continues to ensure the safe transition of the Health Visiting Service and Family Nurse Partnership service. These services were previously commissioned by NHS England and will move to the Local Authority by October 2015. Stage 3 UNICEF baby friendly inspection of Bridgewater Community Health service is taking place in July 2015. The inspection is the final stage of BFI inspections and focuses on the women's experience of community midwifery and health visiting services, and any venue from which the services operate.

- v) A pathway for low-level prevention, postural stability and environmental checks has now been incorporated into the overall falls pathway. Plans are being developed to further develop this with information providers in the voluntary sector. This will be supported by additional training that will be available.

4.0 Risk Control Measures

Risk control forms an integral part of the Council’s Business Planning and performance monitoring arrangements. As such Directorate Risk Registers were updated in tandem with the development of the suite of 2015 – 16 Directorate Business Plans.

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

5.0 High Priority Equality Actions

The Council must have evidence that it reviews its services and policies to show that they comply with the Public Sector Equality Duty (PSED) which came into force in April 2011. The PSED also requires us to publish this information as it is available.




As a result of undertaking a Departmental Equality Impact Assessments no high priority actions were identified for the Directorate to quarter 2 2012 – 2013.

6.0 Performance Overview

The following information provides a synopsis of progress for both milestones and performance indicators across the key business areas that have been identified by the Directorate.

Financial Management







Key Objectives / milestones

Ref	Milestones	Q1 Progress
FS 01	Report Medium Term Financial Strategy to Executive Board, November 2015	
FS 03a	Complete the Draft Statement of Accounts for certification by Chief Financial Officer by 30th June 2015 .	
FS 03b	Publish the Statement of Accounts by 30th September 2015 .	

Supporting Commentary

On target to report the Medium Term Financial Strategy to Executive Board in November 2015. The 2014-15 Statement of Accounts was certified as planned and this has been shared with the Councils external Auditor and the Audit of the Statement of Accounts has commenced

Key Performance Indicators


Ref	Measure	14 / 15 Actual	15 / 16 Target	Q1 Actual	Q1 Progress	Direction of travel
FS LI 04	Proportion of Council Tax that was due that was collected.	95.47%	94.75%+	28.63%		
FS LI 05	The percentage of Business Rates which should have been received during the year that were received.	97.04%	95.00%+	28.90%		
FS LI 06	Exceed investment returns for the period higher than the LIBID benchmark for 7 day, 1 month, 3 month, 6 month and 12 month investments.	95.47%	94.75%+	28.63%		

Supporting Commentary

Both Council Tax and Business Rates collection are slightly down when compared to the same time last year by 0.02% and 0.87% respectively.

Benchmark rates exceeded for Council investments. 12 Month rate not achieved for Mersey Gateway investments due to shortage of appropriate counterparties.













Human Resources & Organisational Development**Key Objectives / milestones**

Ref	Milestones	Q1 Progress
HRLD 01	On-going enhancements to i-Trent system capabilities March 2016	

Supporting Commentary

This is an iterative process and will link into service improvement projects to be drawn up and implemented following creation of the new Policy, People, Performance, & Efficiency Division.

Key Performance Indicators





Ref	Measure	14 / 15 Actual	15 / 16 Target	Q1 Actual	Q1 Progress	Direction of travel
HRLD LI 1	The number of working days / shifts lost due to sickness (Corporate).	10.44	10	2.33		
HRLD LI 05 ¹	The percentage of top 5% of earners that are:					
	a) women	55.62	50	54.71		
	b) from BME communities	1.85	1.5	1.80		
	c) with a disability	0.71	8.0	0.73		
HRLD LI 06	No of staff declaring that they meet the definition of disability within the Equality Act 2010 as a % of the total workforce.	1.44	10.0	1.26		
HRLD LI 07	Minority of Ethnic Community staff as a percentage of the total workforce.	1.22	1.0	1.23		

Supporting Commentary







Sickness absence is subject to change as it is cumulative throughout the year although Quarter 1 outturn shows a reduction over same period in 2014/15 (2.78 days).

Remaining measures are showing some minor variation when compared to the same period last year.

ICT Infrastructure**Key Objectives / milestones**

Ref	Milestones	Q1 Progress
ICT 01a	Continued Enhancement of the virtualization platform to enhanced or new technologies, March 2016 .	
ICT 01b	Further development of Cloud Services Platform, March 2016 .	
ICT 01c	SharePoint and Records Management enhancements March 2016 .	
ICT 01d	Continued Social Care Systems Service Support Programme March 2016 .	

¹ The performance targets for these measures take account of local demographic profiles.

ICT 01e	OC and Desktop OS Replacement Programme March 2016.	
ICT 01f	Continued Lync Enhancement Programme March 2016.	
ICT 01g	Interactive Web Services Enhancement and further SharePoint Integration March 2016.	
ICT 01h	Further development of commercial ICT opportunity within desktop, hosting and DR provision March 2016.	
ICT 02a	Continued development of document management and distribution services - March 2015.	
ICT 04b	Conduct & Evaluate point of contact Satisfaction survey for ICT & Support Services - March 2015.	

Supporting Commentary

With one exception all objectives are progressing as planned.

With the plan to develop not only the corporate server farms through the procurement of new hardware technologies and the opportunity to now rollout Virtual Desktop facilities to all users the programme of work to develop the Halton Cloud Facility has taken a major step forward. With the Project to finish March 2016.

SharePoint undertook a major upgrade to the latest version of the software solution just over a month ago – this seamless upgrade will allow changes to the user interface simplifying access and improving the facilities available. This will be an ongoing project with updates reviewed throughout the year.

Lync 2013 is currently under review and deployed across a number of trial users, the license implication and the associated costs are currently under review and updates will take place as part of this report. Deployment is envisaged to take place in line with the delivery of the full corporate Virtual desktop deployment.









The deployment of the Agresso Income Manager Module within HBC is now underway, this will enable the delivery of enhanced web based payment modules and further enhancements to the facilities currently available.

The department continues to develop this opportunity, through provision to schools, partners and commercial clients with some success. The enhancements to the Records Management Facility and the Virtual Desktop environment will only enhance this opportunity.

The records Management Unit is constantly developing its facilities – the delivery of the e-Retrieve solution based upon SharePoint has been developed in-house to enable the facility to offer online document retrieval and requests for physical data sets.

Due to other pressures and resource availability the satisfaction survey was not completed and will be scheduled for Q4 2015/16. Together with the development of the new desktop facilities it was thought this review would be better placed to be issued following this major deployment and change.

Key Performance Indicators


Ref	Measure	14 / 15 Actual	15 / 16 Target	Q1 Actual	Q1 Progress	Direction of travel
ICT LI 01	Average availability of the Council's operational servers (%).	99	99	99		
ICT LI 02	Average availability of the Council's WAN infrastructure (%).	99	99	100		
ICT LI 04	% of all responsive repairs completed within 2 working days.	86	80	83		
ICT LI 08	Average working days from delivery to completion of a new PC.	5	10	9		

Supporting Commentary

With regards to server availability an issue with the authorities existing centralised storage at the start of July caused downtime with the corporate facilities, although this was quickly rectified within 3 business hours causing some minor disruption to Agresso, SharePoint and the Intranet – arrangements are in place to monitor this issue until the data associated can be moved over to the new VPLEX facility towards the end of July. As always we endeavour to maximise the ROI on all equipment in place and it is timely that the new facility is now only a matter of weeks away before it is fully operational.

Although the times for responsive repairs and completion of PC's is slightly lower than the same period last year performance remains at an acceptable level.





Legal & Democracy**Key Objectives / milestones**

Ref	Milestones	Q1 Progress
LD 02	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	Q1 Actual	Q1 Progress	Direction of travel
LD LI 03	Average Time taken to issue prosecutions from receipt of full instructions (working days).	10	10	7		
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

Indicators are currently on target and levels of performance are being maintained.

Policy, Planning & Transportation**Key Objectives / milestones**











Ref	Milestones	Q1 Progress
PPT 01	Deliver 2015/16 major bridge maintenance works programme. March 2016.	
PPT 03	To deliver the 2015/16 LTP Capital Programme March 2016.	

Supporting Commentary

Annual bridge maintenance works Programme currently on Target. The Early Contractor Involvement (ECI) is anticipated to commence through the Summer regarding the outstanding land slip and footpath works on Moor Lane, Widnes.

The LTP Capital programme is progressing as planned with a detailed programme of sustainable transport improvements has been approved and design work on schemes is underway. Additionally the first phase programmes of carriageway resurfacing and footway reconstruction schemes have been designed and is currently being target costed by the Term Contractor.

Key Performance Indicators

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q1 Actual	Q1 Progress	Direction of travel
PPT LI 02	Net additional homes provided.	501	552	N / A	N / A	N / A
PPT LI 03	Number of affordable homes delivered (gross).	254	138	N / A	N / A	N / A
PPT LI 04	Processing of planning applications as measured against targets for:					
	a) 'Major' applications	75%	60%	84.6%		
	b) 'Minor' applications	43.75%	80%	82.9%		
	c) 'Other' applications	85.71%	80%	94.9%		
PPT LI 11	Damage to roads and pavements (% dangerous damage repaired within 24 hours).	98%	98%	98%		
PPT LI 12	Average number of days taken to repair street lighting fault: non-DNO (Street lights controlled by the authority). (Previously BVPI 215a).	5	5	5		






Supporting Commentary





Information relating to additional and affordable homes will become available during quarter 4.






Other measures are all showing positive levels of performance at this stage.

Public Health

Key Objectives / milestones

Ref	Milestone	Q1 Progress
PH01a	Work with PHE to ensure targets for HPV vaccination are maintained in light of national immunisation Schedule Changes and Service reorganisations.	
	<p>Supporting commentary</p> <p>Data is not yet available although indications are that performance is similar to previous years and target is likely to be achieved.</p>	
PH01b	Working with partners to identify opportunities to increase uptake across the Cancer Screening Programmes by 10%,	
	<p>Supporting commentary</p> <p>Progress is continuing. Health Improvement Team have undertaken an assessment of awareness/ reasons for failing to respond to Bowel screening test kits, data to be used to inform local targeted activity. Halton will be participating in a Cheshire and Merseyside / CRUK bowel screening awareness campaign. Be Clear on Cancer over 70 breast screening campaign is being supported locally. Activity will take some time to translate into a noticeable increase in uptake rates.</p>	
PH01c	Ensure Referral to treatment targets are achieved and minimise all avoidable breaches.	
	<p>Supporting commentary</p> <p>Treatment targets are currently being maintained.</p>	
PH02a	Facilitate the <i>Early Life Stages</i> development which focusses on a universal preventative service, providing families with a programme of screening, immunisation, health and development reviews, and health, well-being and parenting advice for ages 2½ years and 5 years. March 2016	
	<p>Supporting commentary</p> <p>The healthy child programme continues to be delivered across Halton, conducting screening, immunisations and health reviews. Work continues to ensure the safe transition of the Health Visiting service and Family Nurse Partnership to be commissioned by the Local authority by October 2015.</p> <p>Halton Health in the Early Years group is developing action plans to ensure the delivery of the 'high impact areas' that have been recommended by the department of health. Work is underway to develop an integrated assessment at 21/2 years, and to agree how we will measure 'readiness for school'.</p>	
PH02b	Fully establish the Family Nurse Partnership programme March 2016	
	<p>Supporting commentary</p> <p>The implementation of Halton's Family Nurse Partnership programme is complete and the service is fully operational, and has been recruiting families of mothers under the age of 19 since November 2014. Work to transfer the commissioning of this service from NHS England to HBC in October 2015 is underway.</p>	

Ref	Milestone	Q1 Progress
PH02c	Facilitate the Halton Breastfeeding programme so that all mothers have access to breastfeeding-friendly premises and breastfeeding support from midwives and care support workers. Achieve UNICEF baby friendly stage 3 award March 2016	
<p>Supporting commentary</p> <p>The hospital and community breastfeeding support continues to be made available across the borough. Stage 3 UNICEF baby friendly inspection is taking place in July 2015.</p>		
PH03a	Development of new triage service between Rapid Access Rehabilitation Team and Falls Specialist Service.	
<p>Supporting commentary</p> <p>This has been completed and is operating well. The new triage service has seen a reduction in the waiting time for assessment of 6% and this has been achieved despite the fact that there has been an 8% increase in the number of referrals into the service.</p>		
PH03b	New Voluntary sector pathway developed to support low-level intervention within falls in the borough.	
<p>Supporting commentary</p> <p>Pathway for low-level prevention, postural stability and environmental checks has now been incorporated into the overall falls pathway. Plans are being developed to further develop this with information providers in the voluntary sector. This will be supported by additional training that will be available.</p>		
PH04a	Implement the Halton alcohol strategy action plan working with a range of partners in order to minimise the harm from alcohol and deliver on three interlinked outcomes: reducing alcohol-related health harms; reducing alcohol-related crime, antisocial behaviour and domestic abuse and establishing a diverse, vibrant and safe night-time economy.	
<p>Supporting commentary</p> <p>Good progress is being made towards implementing the Halton alcohol strategy action plan. Key activity includes:</p> <ul style="list-style-type: none"> ▪ Developing a coordinated alcohol awareness campaign plan. ▪ Delivery of alcohol education within local school settings (Healthitude, R U Different, Amy Winehouse Foundation, Cheshire Police, Alcohol education Trust, wellbeing web magazine). ▪ Ensuring the early identification and support of those drinking above recommended levels through training key staff members in alcohol identification and brief advice (alcohol IBA). ▪ Reviewing alcohol treatment pathways ▪ Working closely with colleagues from licensing, the community safety team, trading standards and Cheshire Police to ensure that the local licensing policy supports the alcohol harm reduction agenda, promoting more responsible approaches to the sale of alcohol (e.g. promotion of Arc Angel and the local pub watch schemes within Halton), promoting a diverse night-time economy. <p>Working to influence government policy and initiatives around alcohol: 50p minimum unit price for alcohol, restrictions of all alcohol marketing, public health as a fifth licensing objective.</p>		









Ref	Milestone	Q1 Progress
PH04b	<p>Deliver a local education campaign to increase the awareness of the harm of drinking alcohol when pregnant or trying to conceive.</p> <p>Supporting commentary</p> <p>An awareness raising campaign on the harms of drinking alcohol during pregnancy has been developed and launched. The campaign includes posters and flyers across the Borough.</p> <p>The campaign also includes PR and social media advertising. Midwives are using a new information leaflet, to provide more information to pregnant women when they book in with the midwife and at Early Bird ante natal sessions.</p> <p>The campaign will be evaluated by further insight work with the targeted audiences in July 2015.</p>	
PH04c	<p>Hold a community conversation around alcohol – using an Inquiry approach based on the citizen's jury model of community engagement and ensure recommendations for action are acted upon by all local partners.</p> <p>Supporting commentary</p> <p>The Halton Alcohol Inquiry group have now met for 9 weeks. 11 commentators presented to the group over this period this included the Halton Director of Public Health, and colleagues from Licensing enforcement, trading standards, Young Addaction, Cheshire Police, Drink Wise, Diageo, Beer and Pub Association, University of Manchester.</p> <p>The Inquiry group have developed recommendations for local action related to:</p> <ul style="list-style-type: none"> ▪ Alcohol education in schools and educating parents ▪ Alcohol licensing and promoting responsible retailing ▪ Alcohol advertising ▪ Education around alcohol especially awareness of alcohol units and recommended safe drinking levels. <p>Local stakeholders will now support the group in making these recommendations a reality.</p>	
PH05a	<p>Successfully implement a new tier 2 Children and Young Peoples Emotional Health and Wellbeing Service.</p> <p>Supporting commentary</p> <p>The children and young people's emotional health and wellbeing service has been jointly commissioned by the CCG and public health. It has been mobilizing and went live on 1st July 2015.</p>	
PH05b	<p>Monitor and review the Mental Health Action plan under new Mental Health Governance structures.</p> <p>Supporting commentary</p> <p>New governance structures for the Mental Health Action plans are in place and the processes for receiving assurance from each action plan is being implemented. New mental Health posts (one mental health lead and two mental health promotion practitioner) have been agreed and recruitment is underway.</p>	
PH05c	<p>Implementation of the Suicide Action Plan.</p> <p>Supporting commentary</p> <p>Good progress is being made towards implementing the Suicide strategy action plan. This work is being overseen by the Halton suicide prevention partnership.</p>	

Key developments include:

- Developing a local multi-agency suicide awareness campaign plan
- Developing a local training plan to deliver suicide awareness training for community members, local community groups and key professionals who interact with known groups at high risk of suicide

Halton being part of a pilot programme across Cheshire and Merseyside to provide a support service for individuals bereaved by suicide. The service became operational on the 1st April 2015 and is called Amparo.

Key Performance Indicators

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q1 Actual	Q1 Progress	Direction of travel
PH LI 01 ²	Mortality from all cancers at ages under 75 Directly Standardised Rate, per 100,000 population <i>Published data based on calendar year, please note year for targets.</i>	179.8 (2014)	185.6 (2015)	174.0 (Apr 14 – Mar 15)		
PH LI 02 ²	A good level of child development.	46% (2013/14)	TBC (Awaiting confirmation of new target definition)	N/A		N/A
PH LI 03	Falls and injuries in the over 65s. Directly Standardised Rate, per 100,000 population (PHOF definition).	3237.6	3263.9	N/A		N/A
PH LI 04	Alcohol related admission episodes - narrow definition Directly Standardised Rate, per 100,000 population	814.0 (2013/14)	808.4	766.3 (2014/15)		
PH LI 05	Under 18 alcohol-specific admissions Crude Rate, per 100,000 population	60.5 (11/12 to 13/14)	55.0	N/A		N/A
PH LI 06 ²	Self-reported wellbeing: % of people with a low happiness score	12.1% (2013/14)	11.1%	N/A		N/A

Supporting Commentary

The data methodology for cancer mortality has changed making it difficult to accurately compare with

² Please note, PH LI 01 and PH LI 03 are based on directly standardised rates. During 2014 the standard population used for such calculations was updated, as such the rates displayed here could differ substantially from those previously produced. In these terms, the rates stated here, and from now on, are not comparable to those previously stated.

² PH LI 02 and ²PH LI 06 - Actuals and targets are reported one year in arrears

previous years. However there is a positive trend showing a yearly decrease in premature deaths over recent years.




In relation to under 18 alcohol specific admissions an issue with the database will hopefully be resolved during the coming quarter.

For the remaining measures data will not become available until year end.




7.0 Application of Symbols

Symbols are used in the following manner:

Progress Symbols

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

Direction of Travel Indicator

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

REPORT TO: Executive Board

DATE: 17 September 2015

REPORTING OFFICER: Operational Director – Finance

PORTFOLIO: Resources

TITLE: Treasury Management 2015/16
Quarter 1: April- June

WARDS: All Wards

1.0 PURPOSE OF REPORT

- 1.1 The purpose of this report is to update the Board about activities undertaken on the money market as required by the Treasury Management Policy.

2.0 RECOMMENDED: That the report be noted.

3.0 SUPPORTING INFORMATION

- 3.1 Supporting information has been provided by Capita Asset Services, the Council's treasury management advisors

During the quarter ended 30 June 2015:

- The economic recovery slowed;
- Survey measures pointed to renewed vigour in the quarter;
- Wage growth picked up as the labour market tightens;
- Deflation lasted only one month, but the outlook remains subdued;
- The general election confirmed that the fiscal squeeze will re-intensify next year;
- A Monetary Policy Committee (MPC) split vote on an interest rise drew nearer, but a rate increase this year remains unlikely;
- The possibility of a Greek exit from the Eurozone became closer.

After strong UK GDP growth in 2013 at an annual rate of 2.7% and 3.0% in 2014, January to March of 2015 was disappointing at only 0.4%, though subsequent data indicates that this could well be revised up further down the line and also indicates a return to stronger growth in quarter 2. In its May quarterly Inflation Report, the Bank of England reduced its GDP forecast for 2015 from 2.9% to 2.5% and from 2.9% to 2.7% in 2016, while increasing its forecast for 2017 from 2.4% to 2.7%.

Uncertainty around the likely result of the UK general election in May has obviously now evaporated although this has been replaced by some uncertainty around the potential impact on the UK economy of the EU referendum promised by, or in, 2017. In addition, the firm commitment of the Government to eliminate the deficit within the term of this Parliament will have an impact on GDP growth rates. However, the MPC is fully alert to this and will take that into account, and also the potential spill over effects from the Greek crisis, in making its decisions on the timing of raising the bank rate.

As for the American economy, confidence has improved markedly in this quarter due to a return to strong economic GDP growth after a disappointing start to the year (a contraction of 0.2%), after achieving 2.4% growth in 2014.

In the Eurozone, the European Central Bank provided a €1.1trillion programme of quantitative easing to buy up high credit quality government and other debt of selected Eurozone countries. This programme of €60bn of monthly purchases started in March 2015 and it is intended to run initially to September 2016. This already appears to have had a positive effect in helping a recovery in consumer and business confidence and a start to a significant improvement in economic growth, though it remains to be seen whether this will have an enduring effect as strong as the recovery in the US and UK.

3.2 Interest Rate Forecast

The following forecast has been provided by Capita Asset Services:

	Jun-15	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18
Bank rate	0.50%	0.50%	0.50%	0.75%	0.75%	1.00%	1.25%	1.25%	1.50%	1.50%	1.75%	2.00%
5yr PWLB rate	2.20%	2.30%	2.50%	2.60%	2.70%	2.80%	3.00%	3.10%	3.20%	3.30%	3.40%	3.50%
10yr PWLB rate	2.80%	3.00%	3.10%	3.20%	3.40%	3.50%	3.60%	3.70%	3.80%	3.90%	4.00%	4.10%
25yr PWLB rate	3.40%	3.60%	3.80%	3.90%	4.00%	4.20%	4.30%	4.40%	4.50%	4.60%	4.60%	4.70%
50yr PWLB rate	3.40%	3.60%	3.80%	3.90%	4.00%	4.20%	4.30%	4.40%	4.50%	4.60%	4.60%	4.70%

3.3 Short Term Borrowing Rates

The bank base rate remained at 0.50% throughout the quarter.

	Start	Apr		May		Jun	
		Mid	End	Mid	End	Mid	End
	%	%	%	%	%	%	%
Call Money (Market)	0.48	0.48	0.48	0.48	0.48	0.48	0.48
1 Month (Market)	0.51	0.50	0.51	0.51	0.51	0.51	0.51
3 Month (Market)	0.57	0.57	0.57	0.57	0.57	0.57	0.58

3.4 Longer Term Borrowing Rates

	Start	Apr		May		Jun	
		Mid	End	Mid	End	Mid	End
	%	%	%	%	%	%	%
1 Year (Market)	0.97	0.97	0.99	1.00	1.00	1.00	1.04
10 Year (PWLB)	2.53	2.47	2.74	2.90	2.75	2.91	2.97
25 Year (PWLB)	3.15	3.10	3.34	3.45	3.33	3.49	3.53

Market rates are based on LIBOR rates published at the middle and end of each month. PWLB rates are for new loans based on principal repayable at maturity.

3.5 Borrowing/Investments

Turnover during period

	No of deals	Turnover £m
Short Term Borrowing	-	-
Short Term Investments	11	83

Position at Month End

	Apr £m	May £m	Jun £m
Total Borrowing	183	183	183
Total Investments	188	188	193
Call Account Balance	31	28	32

Investment Benchmarking

Benchmark	Benchmark Return %	Performance %	Investment Interest Earned £000
7 day	0.36	0.49	59
1 month	0.38	0.00	-
3 month	0.44	0.50	19
6 month	0.58	0.66	82
12 month	0.87	0.77	250
Total			410

This shows that the Council has over achieved the benchmark for most maturities. Due to the Council's strict treasury management guidelines only Counterparties with a very high credit score can be used for 12 months investments. For this reason the returns are not as high as the benchmark return shown. The above figures reflect investment income over the last three months.

Budget Monitoring

Net Interest at 30th June 2015				
	Budget Year to Date £000	Actual Year to Date £000	Variance (o/spend) £000	Actual inc M Gateway £000
Investment	(97)	(215)	118	(410)
Borrowing	382	402	(21)	1,491
Total	285	187	98	1,081

As the borrowing and investments in relation to the Mersey Gateway scheme are to be capitalised they will have no effect on the revenue budget and have therefore been excluded from the budget monitoring figures above.

3.6 New Long Term Borrowing

No new loans have been taken in this quarter.

3.7 Policy Guidelines

The Treasury Management Strategy Statement (TMSS) for 2015/16, which includes the Annual Investment Strategy, was approved by the Council on 4th March 2015. It sets out the Council's investment priorities as being:

- Security of capital;
- Liquidity; and
- Yield

The Council will also aim to achieve the optimum return (yield) on investments commensurate with proper levels of security and liquidity. In the current economic climate and the heightened credit concerns it is considered appropriate to keep the majority of investments short term and to ensure all investments are in line with Sector's credit rating methodology.

3.8 Treasury Management Indicators

The Council has a duty to determine and keep under review the affordable borrowing limits. The Council's approved Treasury and Prudential Indicators were set out in the Treasury Management Strategy Statement approved by Council in March 2015.

Progress against the indicators has been reviewed at the end of quarter 1 as presented in Appendix 1, which confirms that treasury management activities are in line with the indicators.

4.0 DEBT RESCHEDULING

4.1 No debt rescheduling was undertaken during the quarter.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

5.1 There are no direct implications, however, the revenue budget and capital programme support the delivery and achievement of all the Council's priorities.

6.0 RISK ANALYSIS

6.1 The main risks with Treasury Management are security of investment and volatility of return. To combat this, the Authority operates within a clearly defined Treasury Management Policy and annual borrowing and investment strategy, which sets out the control framework

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 There are no issues under this heading.

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.

Treasury and Prudential Indicators – 2015/16 - Quarter 1

Prudential Indicators	2014/15	2015/16	
	Full Year Actual £000	Original Estimate £000	Quarter 1 Estimate £000
Capital Expenditure	32,157	40,202	61,543
Net Financing Need for the Year <i>(Borrowing Requirement)</i>	3,787	23,404	30,518
Increase / (Decrease) in CFR <i>(Capital Financing Requirement)</i>	853	20,208	27,693
Ratio of Financing Costs to Net Revenue Stream <i>(Proportion of cost of borrowing to Council's net revenue)</i>	2.9%	3.4%	2.9%
Incremental Impact on band D Council Tax (£) <i>(net cost of borrowing compared to tax base)</i>	8.19	17.21	2.15
External Debt	183,000	153,000	153,000
Operational Boundary <i>(Limit of which external debit is not expected to exceed)</i>	252,600	255,313	255,313
Authorised Limit <i>(Limit beyond which external debit is prohibited)</i>	270,000	270,000	270,000

Upper Limit for Interest Rate Exposure	Exposure Limit %	2014/15 Actual %	2015/16 Estimate %
Fixed Rate	100	100	100
Variable Rate	30	-	-

Maturity Structure of Fixed Rate Borrowing	Exposure Limit %	2014/15 Actual %	2015/16 Estimate %
Under 12 months	40	16	7
12 months to 24 months	40	5	7
24 months to 5 years	40	5	0
5 years to 10 years	40	0	0
10 years and above	100	73	87

Maximum Principal invested > 365 days	Investment	2014/15	2015/16
	Limit £000	Actual £000	Estimate £000
Principal Sums Invested over 365 days	30,000	10,000	0