



Corporate Policy and Performance Board

Tuesday, 29 January 2019 6.30 p.m.  
Civic Suite - Town Hall, Runcorn

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

**Chief Executive**

**BOARD MEMBERSHIP**

Councillor Robert Gilligan (Chair)	Labour
Councillor Ged Philbin (Vice-Chair)	Labour
Councillor John Abbott	Labour
Councillor Harry Howard	Labour
Councillor Martha Lloyd Jones	Labour
Councillor Chris Loftus	Labour
Councillor Alan Lowe	Labour
Councillor Angela McInerney	Labour
Councillor Norman Plumpton Walsh	Labour
Councillor Joe Roberts	Labour
Councillor Kevan Wainwright	Labour

*Please contact Gill Ferguson on 0151 511 8059 or [gill.ferguson@halton.gov.uk](mailto:gill.ferguson@halton.gov.uk) for further information.  
The next meeting of the Board is on a date to be agreed.*

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

**Part I**

<b>Item No.</b>	<b>Page No.</b>
<b>1. MINUTES</b>	<b>1 - 5</b>
<b>2. DECLARATION OF INTEREST (INCLUDING PARTY WHIP DECLARATIONS)</b>	
Members are reminded of their responsibility to declare any Disclosable Pecuniary Interest or Other Disclosable Interest which they have in any item of business on the agenda, no later than when that item is reached or as soon as the interest becomes apparent and, with Disclosable Pecuniary Interests, to leave the meeting during any discussion and voting on the item.	
<b>3. PUBLIC QUESTION TIME</b>	<b>6 - 8</b>
<b>4. EXECUTIVE BOARD MINUTES</b>	<b>9 - 24</b>
<b>5. MEMBER DEVELOPMENT GROUP NOTES</b>	<b>25 - 29</b>
<b>6. DEVELOPMENT OF POLICY ISSUES</b>	
<b>(A) ICT &amp; SUPPORT SERVICES - SERVICE UPDATE</b>	<b>30 - 33</b>
<b>7. PERFORMANCE MONITORING</b>	
<b>(A) PROPERTY SERVICES UPDATE</b>	<b>34 - 42</b>
<b>(B) PERFORMANCE MANAGEMENT REPORTS FOR QUARTER 3 OF 2018/19</b>	<b>43 - 63</b>

*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.*

**CORPORATE POLICY AND PERFORMANCE BOARD**

*At a meeting of the Corporate Policy and Performance Board on Tuesday, 6 November 2018 in the Civic Suite - Town Hall, Runcorn*

Present: Councillors Gilligan (Chair), Philbin (Vice-Chair), Abbott, Howard, M. Lloyd Jones, C. Loftus, A. Lowe, A. McInerney, N. Plumpton Walsh, Joe Roberts and Wainwright

Apologies for Absence: None

Absence declared on Council business: None

Officers present: M. Reaney, I. Leivesley, E. Dawson, G. Ferguson, C. Dinsdale and N. Goodwin

Also in attendance: None

**ITEM DEALT WITH  
UNDER DUTIES  
EXERCISABLE BY THE BOARD**

	<i>Action</i>
CS18 MINUTES	
<p>The Minutes from the meeting held on 4<sup>th</sup> September 2018 were taken as read and signed as a correct record.</p>	
CS19 PUBLIC QUESTION TIME	
<p>The Board was advised that no public questions had been received.</p>	
CS20 EXECUTIVE BOARD MINUTES	
<p>The Board was presented with the Minutes relating to the Corporate Services Portfolio which had been considered by the Executive Board since the last meeting of the Board.</p> <p>RESOLVED: That the minutes be noted.</p>	
CS21 ICT & SUPPORT SERVICES - SERVICE UPDATE	
<p>This item was deferred until the next meeting.</p>	

CS22 COUNCIL TAX SECTION 13A DISCOUNT POLICY

The Board considered a report of the Strategic Director Enterprise, Community and Resources, which proposed an amendment to the Council Tax Section 13A Discount Policy, in relation to the provision of discretionary council tax discount for Halton Foster Carers who were resident within the Borough. Work was currently being carried out to increase the availability of foster carer placements within the Borough, both for the benefit of children and also to utilise more cost effective placements.

In order to encourage new Foster Carers and to help retain Halton's existing Foster Carers within the Borough, it was proposed to amend the Council Tax Section, 13A Discount Policy to provide 100% discretionary council tax discount for all Foster Carers resident within the Borough who foster Halton children directly on behalf of the Council. The discount would not apply to Foster Carers associated with Independent Fostering Agencies.

Arising from the discussion it was agreed that the following suggestions would be considered prior to the final report being submitted to Executive Board:

- Individuals appointed under a Special Guardianship Order should have the same rights as Foster Carers;
- A Foster Carer who had been fostering for at least three months should be given the discretionary council tax discount for the full financial year; and
- Any appeals should be heard by the Council's Appeals Panel.

RESOLVED: That the amendment to the Council Tax Section 13A Discount Policy proposed in the report regarding Foster Carers and the updated Policy document presented in the Appendix, be recommended to Executive Board for approval.

Strategic Director  
Enterprise,  
Community and  
Resources

CS23 INTERIM CORPORATE ACCIDENT/INCIDENT REPORT  
1.4.2018 - 1.9.2018

The Board was provided with a report from the Strategic Director, Enterprise, Community and Resources, which presented details of corporate accident statistics with associated trends, from 1 April 2017 to 31 March 2018.

Officers commented that the report highlighted the national and local health and safety information, and together with performance and incident trends, these formed

the basis for the recommended actions for 2018/19. In order to be proactive in health and safety management the report also indicated the number of completed risk assessments and training delivered to staff.

The report highlighted:

- an increase in complex display screen equipment assessments due to staff suffering upper body injuries and musculoskeletal disorders;
- The Fire Precautions Log Book had now been implemented in Halton schools;
- The number of defibrillators had increased in Council buildings with the most recent unit installed in Lowerhouse Lane Depot; and
- A recent incident at Fairfield Primary School.

Members discussed the possibility of defibrillator training for Councillors and it was agreed that this would be raised with Councillor J Stockton as part of his Member training role.

RESOLVED: That the report be noted.

*(N.B. Councillor Wainwright declared a disclosable other interest in the following item of business as he was an employee of Ineos)*

#### CS24 AREA FORUMS ANNUAL REPORT FOR 2017/18

A report was presented to the Board by the Strategic Director, Enterprise, Community and Resources, which informed Members of the project delivery of the Local Area Forums for the financial period 1 April 2017 to 31 March 2018.

Members were advised that Local Area Forums (LAF) provided a mechanism for Councillors to respond to community needs and aspirations. Community initiatives and projects were generated which were delivered collaboratively with other partner organisations to help secure funding from a variety of sources.

It was reported that in 2017/18, £300,000 was allocated to the Area Forums which was allocated on a per capita basis across the seven LAF's that covered the Borough. Details of each area's funding, case study information and resident feedback was provided in the report to demonstrate the impact the LAF projects had for Halton's communities. Projects funded through the LAF's were

categorised into the following key areas:-

- Children and Youth Facilities;
- Community Events;
- Community Initiatives;
- Community Resources and Equipment;
- Improved parks;
- Landscapes;
- Pedestrian and Highway Improvements; and
- Community safety.

It was highlighted that the Area Forum budget had enabled the leverage of other grants and had secured access to funds from other bodies. Overall, an additional amount of £60,427.11 was levered in to support area forum projects providing a total spend of £275,822.59. It was noted that for a significant part of the reporting period the Community Development Team was operating with a reduced capacity.

The Board discussed the Section 106 agreement which was part of the previously approved incinerator planning application. It was noted that as part of the Section 106 agreement the Council received a sum of money annually to be spent on environmental schemes. Information on how the Section 106 funds were allocated was submitted to Development Control Committee (DCC). It was agreed that the last report submitted to the DCC on the Section 106 funds would be circulated to the Board for information.

RESOLVED: That the report be received.

CS25 PERFORMANCE MANAGEMENT REPORTS FOR QUARTER 2 OF 2018/19

The Board received a report from the Strategic Director, Enterprise, Community and Resources, which presented the Performance Monitoring Reports for Quarter 2 of 2018/19.

The reports related to the following functional areas which reported to the Board and detailed progress against service objectives and milestones, and performance targets and provided information relating to key developments and emerging issues that had arisen during the period:

- Finance;
- Human Resources and Organisational Development;
- ICT and Administrative Support;

- Legal and Democracy;
- Policy and Performance;
- Property Services; and
- Catering, Stadium and Registration Services.

Arising from the discussion the Board commented on the following:

- The excellent progress made by the Council regarding the new apprenticeships;
- The progress on the transfer of staff based at Kingsway House to their new base at Halton Stadium;
- Ongoing financial discussions with Widnes Vikings;
- An update on the Leisure Centres since they had transferred back to the Council;
- Delays in recruitment of staff and the actions being taken to improve this; and
- Widnes Market – a further report would be submitted to a future meeting regarding arrears and the cost of maintenance work on the roof, heating and air conditioning.

RESOLVED: That the second quarter performance monitoring reports be received and noted.

*Meeting ended at 8.30 p.m.*

**REPORT TO:** Corporate Policy & Performance Board

**DATE:** 29<sup>th</sup> January 2019

**REPORTING OFFICER:** Strategic Director, Enterprise, Community and Resources

**SUBJECT:** Public Question Time

**WARD(s):** Borough-wide

### **1.0 PURPOSE OF REPORT**

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

### **2.0 RECOMMENDED: That any questions received be dealt with.**

### **3.0 SUPPORTING INFORMATION**

- 3.1 Standing Order 34(9) states that Public Questions shall be dealt with as follows:-
- (i) A total of 30 minutes will be allocated for dealing with questions from members of the public who are residents of the Borough, to ask questions at meetings of the Policy and Performance Boards.
  - (ii) Members of the public can ask questions on any matter relating to the agenda.
  - (iii) Members of the public can ask questions. Written notice of questions must be given by 4.00 pm on the working day prior to the date of the meeting to the Committee Services Manager. At any one meeting no person/organisation may submit more than one question.
  - (iv) One supplementary question (relating to the original question) may be asked by the questioner, which may or may not be answered at the meeting.
  - (v) The Chair or proper officer may reject a question if it:-
    - Is not about a matter for which the local authority has a responsibility or which affects the Borough;
    - Is defamatory, frivolous, offensive, abusive or racist;
    - Is substantially the same as a question which has been put at a meeting of the Council in the past six months; or

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

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

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

#### **4.0 POLICY IMPLICATIONS**

None.

#### **5.0 OTHER IMPLICATIONS**

None.

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

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

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

6.3 **A Healthy Halton** – none.

6.4 **A Safer Halton** – none.

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

**7.0 EQUALITY AND DIVERSITY ISSUES**

7.1 None.

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

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

**REPORT TO:** Corporate Policy and Performance Board

**DATE:** 29th January 2019

**REPORTING OFFICER:** Chief Executive

**SUBJECT:** Executive Board Minutes

**WARD(s):** Boroughwide

**1.0 PURPOSE OF REPORT**

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

**2.0 RECOMMENDATION: That the Minutes be noted.**

**3.0 POLICY IMPLICATIONS**

- 3.1 None.

**4.0 OTHER IMPLICATIONS**

- 4.1 None.

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

**5.1 Children and Young People in Halton**

None

**5.2 Employment, Learning and Skills in Halton**

None

**5.3 A Healthy Halton**

None

**5.4 A Safer Halton**

None

**5.5 Halton's Urban Renewal**

None

**6.0 RISK ANALYSIS**

6.1 None.

**7.0 EQUALITY AND DIVERSITY ISSUES**

7.1 None.

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

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

**APPENDIX 1**

**Extract of Executive Board Minutes Relevant to the Corporate Policy and Performance Board**

**EXECUTIVE BOARD MEETING HELD ON 18<sup>th</sup> OCTOBER 2018**

**RESOURCES PORTFOLIO**

**EXB43 DISCRETIONARY NON-DOMESTIC RATE RELIEF**

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, on an application for discretionary non-domestic rate relief.

The Board was advised that, under the amended provisions of the Local Government Finance Act 1988, the Council was able to grant discretionary rate relief to any business rate payer. Since 1 April 2017, the Council had been responsible for meeting the full cost of all mandatory and discretionary rate relief granted, as part of the Liverpool City Region 100% Business Rates Retention Pilot Scheme.

The report set out details of an application from a registered charity for rate relief on premises used for storage facilities in Runcorn. The goods were then distributed to the Charity's shops and sold to raise funds for the work carried out by the Charity. The report set out details of the request for Members' consideration.

**RESOLVED:** That the request for discretionary rate relief of 15% from 1 July 2018, for Halton Haven Hospice be approved, for their premises at Canal Walk, Halton Road, Runcorn.

Strategic Director  
- Enterprise,  
Community and  
Resources

**EXB44 RE-TENDERING OF INSURANCE CONTRACTS**

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, which sought approval to commence a procurement process to re-tender various insurance services.

The Board was advised that in April 2014, the Council entered into five year contracts for a range of insurance services. It was reported that these contracts were due to end on 31 March 2019 and that it was necessary to commence a procurement process to renew the policies.

It was noted that, as the public sector insurance market was a specialised area, the Council's insurance broker would manage the tender process with support from the Procurement Team

RESOLVED: That approval be given to undertake an open procurement process via the Council's electronic procurement system (The Chest), with the purpose of securing the following insurance services:-

- Public and Employers' Liability cover;
- Officials' Indemnity cover;
- Professional Indemnity cover;
- Engineering Inspection cover; and
- Engineering Insurance cover.

Strategic Director  
- Enterprise,  
Community and  
Resources

#### EXB45 POLICY CHANGES RELATING TO TAXI LICENSING CONDITIONS

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, on the adoption of policy changes to both Hackney Carriage and Private Hire conditions.

The Regulatory Committee considered a report on miscellaneous policy changes at its meeting on 4 July 2018. These changes had gone through a consultation process via the Taxi Consultative Group.

It was noted that the recommendations from the Regulatory Committee related to a number of changes in existing and additional policy elements of the Taxi Licensing Policy, Single Status Driver's, Hackney Carriage and Private Hire Vehicle and Private Hire Operator's conditions. The policy changes approved by the Regulatory Committee, as set out in Appendix 1 attached to the report, were required to be adopted by the Executive Board.

RESOLVED: That

- 1) the Policy changes, as recommended by the Regulatory Committee, Minute Number REG4, detailed in the Regulatory Committee Agenda of 4 July 2018, be adopted as Council Policy; and

Operational  
Director, Legal  
and Democratic  
Services

- 2) the Operational Director, Legal and Democratic Services, be authorised to make all appropriate changes to the existing relevant policies and guidance to ensure that they are updated accordingly.

EXB46 POLICY CHANGES RELATING TO HACKNEY CARRIAGE STANDS

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, on the adoption of policy changes which related to the review of Hackney Carriage Stands in Halton.

The Regulatory Committee had considered the outcomes of the Hackney Carriage Stands review at its meeting on 4 July 2018. These changes had gone through a consultation process via the Taxi Consultative Group and the Council's Highways section had been involved in various discussions associated with the consultation process.

The differences between the new Taxi Rank Order and the existing Order were summarised in Appendix B and C, attached to the report.

RESOLVED: That

- 1) a Taxi Rank Order entitled "The Halton Borough Council (Various Hackney Carriage Stands, Widnes and Runcorn) Order 2018" ("the 2018 Order") be made; and
- 2) the wording of the Schedule to the 2018 Order as set out in Appendix B of the Regulatory Committee report dated 4 July 2018, be approved except that in respect of stand number 8 (Appleton Village) in column 5 delete "any" and substitute

"The permitted times of use of the rank –

00.00 to 08.00  
09.30 to 14.30  
16.30 to 00.00"

- 3) the existing Taxi Rank Order be revoked;
- 4) the 2018 Order shall come into effect on 1

Operational  
Director, Legal  
and Democratic  
Services

November 2018; and

- 5) the Operational Director, Legal and Democratic Services, be authorised to complete the drafting of the 2018 Order and to fulfil all procedural requirements in accordance with Section 63 of the Local Government (Miscellaneous Provisions) Act 1976.

## **EXECUTIVE BOARD MEETING HELD ON 15<sup>TH</sup> NOVEMBER 2018**

### **RESOURCES PORTFOLIO**

#### **EXB49 ANNUAL EXTERNAL AUDIT LETTER 2017/18**

The Board received a report of the Strategic Director, Enterprise, Community and Resources, which presented the Annual Audit Letter 2017/18.

The Board was advised that the Annual Audit Letter (the Letter) summarised the findings from the 2017/18 external audit, completed by Grant Thornton, the Council's external auditor. Mark Heap, Audit Lead and Georgia Jones, Audit Manager for the external auditor, Grant Thornton UK LLP, attended the meeting and reported that an unqualified opinion had been issued on the Council's financial statements. The Letter also provided an unqualified conclusion that the Council had adequate arrangements to secure economy, efficiency and effectiveness in its use of resources.

As this was the final visit by Georgia Jones to Halton due to her recent promotion, the Board wished to place on record their thanks to the external auditors. Ms Jones also wished her thanks to Officers and Board Members for their assistance in the preparation of previous audits, be recorded.

Strategic Director  
- Enterprise,  
Community and  
Resources

**RESOLVED:** That the Annual Audit Letter 2017/18 be approved.

#### **EXB50 DETERMINATION OF COUNCIL TAX BASE 2019/20 - KEY DECISION**

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

each of the Parishes.

The Board was advised that the Tax Base was the measure used for calculating Council Tax and was used by both the billing authority (the Council) and the major precepting authorities (Cheshire Fire Authority and the Cheshire Police and Crime Commissioner), in the calculation of their Council Tax requirements. It was arrived at in accordance with a prescribed formula which represented the estimated full year number of chargeable dwellings in the Borough expressed in terms of the equivalent Band "D" dwellings. Taking account of all the relevant information and applying a 97% collection rate, the calculation for 2019/20 gave a base figure of 34,950 for the Borough as a whole.

It was noted that since 2013/14 the tax base calculation had included an element for the Council Tax Reduction Scheme (the replacement for Council Tax Benefit). In addition, the tax base calculation would include an element for Care Leavers Discretionary Discount, as approved by the Executive Board on 19 July 2018.

Reason(s) for Decision

To seek approval for the 2019/20 Council Tax Base for the Borough.

Alternative Options Considered and Rejected

There was no alternative option, as unless the Council Tax Base was approved, it would not be possible to set the level of Council Tax to be charged for 2019/20.

Implementation Date

The 2019/20 Council Tax Base would be implemented from 1 April 2019.

RESOLVED: That Council be recommended to approve

- 1) setting the 2019/20 Council Tax Base at 34,950 for the Borough, and that the Cheshire Fire Authority, the Cheshire Police and Crime Commissioner and the Environment Agency be so

Operational  
Director - Finance

notified; and

- 2) the Council Tax Base for each of the Parishes be set as follows:

<b>Parish</b>	<b>Tax Base</b>
<b>Hale</b>	<b>660</b>
<b>Halebank</b>	<b>526</b>
<b>Daresbury</b>	<b>173</b>
<b>Moore</b>	<b>329</b>
<b>Preston Brook</b>	<b>359</b>
<b>Sandymoor</b>	<b>1,216</b>

**EXB51 MEDIUM TERM FINANCIAL STRATEGY 2019-2022 - KEY DECISION**

The Board considered a report of the Operational Director, Finance, on the Medium Term Financial Strategy (MTFS) for the period 2019/20 to 2021/22.

The Board was advised that the MTFS set out a three year projection of resources and spending based on information currently available.

The projections in the MTFS showed that there was a continued need to make a significant level of savings over the next three years. This was the effect of the projections of public spending through to 2020 resulting from the 2015 Comprehensive Spending Review and uncertainty from 2020 on Government plans for public spending and continuity of the austerity programme. The MTFS took into account the:

- Budget 2018 announced by the Chancellor of the Exchequer on 13 March 2018;
- Comprehensive Spending Review 2015 announced by the Chancellor of the Exchequer on 25 November 2015; and

- The Local Government Finance Settlement 2018/19 dated 6 February 2018.

The MTFS provided initial guidance to the Council on its financial position into the medium term. Revenue savings of approximately £9.8m, £8.2m, and £3.3m would be required over the next three years. It was noted that as a result, a total of £21.3m would need to be removed from the Council's budget, by reducing spending or increasing income. This represented 19.5% of the net budget and continued to be a significant challenge to find sufficient savings over the medium term in order to balance the budget.

The Board was advised that the MTFS had a number of objectives, as listed in the report. The report set out the Council's budget strategy, with budget savings proposals and areas identified for further savings. The report contained details of the Council's Capital Strategy for the management of assets such as land and buildings in Council ownership.

#### Reason(s) for Decision

To seek approval for the Council's Medium Term Financial Strategy for 2019/20 to 2021/22.

#### Alternative Options Considered and Rejected

The alternative option of not maintaining a MTFS had been considered. However, this would not follow good financial management practice, as the MTFS was a key element in informing the Council's financial planning and budget setting processes.

#### Implementation Date

The MTFS 2019/22 would be implemented from 1st April 2019.

RESOLVED: That

- 1) the Medium Term Financial Strategy be approved;

Operational  
Director - Finance

- 2) the 2019/20 base budget be prepared on the basis of the underlying assumptions set out in the Strategy;
- 3) the Budget Strategy and Capital Strategy be approved;
- 4) the Reserves and Balances Strategy be approved; and
- 5) the award of Council Tax Support for 2019/20 remains at the 2018/19 level of 21.55%.

EXB52 INITIAL BUDGET PROPOSALS 2019/20 - KEY DECISION

The Board considered a report of the Operational Director, Finance, which presented the revenue budget proposals for 2019/20.

The Board was advised that the Medium Term Financial Strategy forecast potential revenue budget funding gaps of £21m over the next three years. This figure assumed that the Council would apply a general council tax increase of 2.9%.

Appendix 1 presented the first set of proposals totalling £4.7m and it was proposed to implement these immediately in order to achieve a part-year saving in 2018/19. This would assist in keeping the Council's overall spending in line with budget. In addition, a number of proposals would take time to implement and therefore commencing this process as soon as possible would assist with ensuring they were fully implemented from 1 April 2019.

It was reported that a second set of budget saving proposals currently under consideration by the Budget Working Group, would be recommended to Council on 6 March 2019, in order to deliver a balanced budget for 2019/20.

Reason(s) for Decision

To seek approval for the initial set of revenue budget proposals for 2019/20.

Alternative Options Considered and Rejected

There was no alternative option, as failure to set a balanced budget would put the Council in breach of statutory requirements.

Implementation Date

The 2019/20 revenue budget would be implemented from 1 April 2019.

RESOLVED: That Council

- 1) be recommended to approve the initial budget proposals for 2019/20 as set out in Appendix 1, attached to the report; and
  
- 2) determine the position of the Council on a proposal to continue the 4 days unpaid leave arrangement.

Operational  
Director - Finance

EXB53 2018/19 QUARTER 2 SPENDING

The Board considered a report of the Operational Director, Finance, which reported on the 2018/19 Quarter 2 spending as at 30 September 2018.

A summary of spending against the revenue budget up to 30 September 2018 was attached to the report at Appendix 1, along with individual statements for each department. The Board was advised that, in overall terms, revenue expenditure was £2.515m above the budget profile at this stage. It was reported that over the last quarter, the rate of spending had continued at a faster pace than for the first three months of the financial year. If current spending patterns continued, projections showed that the Council would have a year-end outturn overspend position of approximately £5.3m, if no corrective action was taken.

It was further noted that within the overall budget position for the quarter, the key budget variances were in the Children and Families Department (Out of Borough Residential Places and Out of Borough Fostering);

Community and Environment Department; Complex Care Pool; Education, Inclusion and Provision; and Corporate and Democracy.

The Capital Programme had been revised to reflect a number of changes in spending profiles and funding as schemes had developed and these were detailed in Appendix 2, attached to the report.

RESOLVED: That

- 1) all spending continues to be limited to only absolutely essential items;
- 2) Strategic Directors take appropriate action to ensure overall spending is contained as far as possible within their total operational budget by year-end; and
- 3) Council be recommended to approve the revised Capital Programme as set out in Appendix 2 attached to the report.

Operational  
Director - Finance

EXB54 TREASURY MANAGEMENT HALF YEAR REPORT 2018/19

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

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

One of the key Treasury Indicators set by the Council as part of the Treasury Management Strategy was the Operational Boundary (the limit beyond which external debt was normally expected to exceed) and the Authorised Limit (the limit beyond which external debt was prohibited). Due to the valuation of the Mersey Gateway Bridge being required to be included during

the preparation of the 2017/18 Statement of Accounts, an additional £644m was added to the Council's Capital Financing Requirement. This represented the capital element of the future Unitary Payments the Council were due to make over the next thirty years, funded from toll income. It should be noted that this was a purely accounting adjustment and did not reflect any additional borrowing over and above what was already taken.

RESOLVED: That

- 1) Council be recommended to adopt the updated Operational Boundary and Authorised Limits as detailed in paragraph 3.18 of the report; and
- 2) the report be noted.

Operational  
Director - Finance

EXB55 DISCRETIONARY NON DOMESTIC RATE RELIEF

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, on an application for discretionary non-domestic rate relief.

The Board was advised that, under the amended provisions of the Local Government Finance Act 1988, the Council was able to grant discretionary rate relief to any business rate payer. Since 1 April 2017, the Council had been responsible for meeting the full cost of all mandatory and discretionary rate relief granted, as part of the Liverpool City Region 100% Business Rates Retention Pilot Scheme.

The report set out details of an application from a registered charity for rate relief on premises in Victoria Road, Widnes, for Members' consideration.

RESOLVED: That the request for 15% discretionary rate relief from Child Bereavement UK for the period 26 September 2018 to 31 March 2019, be refused on the grounds of being a charity which operates nationally.

Strategic Director  
- Enterprise,  
Community and  
Resources

**EXECUTIVE BOARD MEETING HELD ON - 13<sup>TH</sup> DECEMBER 2018**

**RESOURCES PORTFOLIO**

**EXB67 DISCRETIONARY NON DOMESTIC RATE RELIEF**

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, on the receipt of two applications for discretionary non-domestic rate relief.

The Board was advised that the Council became responsible for meeting the full cost of all mandatory and discretionary rate relief from 1 April 2017, as part of the Liverpool City Region 100% Business Rates Retention Pilot Scheme.

Details of two applications received were set out in the report. One was from a not-for-profit organisation that worked with young people in the community, based in Widnes. The second was from a registered charity also based in Widnes, which automatically received 80% mandatory relief with a 15% discretionary top-up rate relief from the Council. Members considered and discussed the individual merits of each application.

RESOLVED: That

- 1) Discretionary Rate Relief of 90% be awarded to Power in Partnership Ltd, from 4 January 2016 until 31 March 2022; and
- 2) the application for an additional 5% Discretionary Rate Relief from Widnes Sea Cadet Corps in respect of their premises in Cliffe Street, Widnes, be refused.

**EXB68 COUNCIL TAX SECTION 13A DISCOUNT POLICY**

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, on a

Strategic Director  
- Enterprise,  
Community and  
Resources

proposed amendment to the Council Tax Section 13A Discount Policy.

It was reported that over recent years, the Council had experienced a significant increase in the number of children coming into care, resulting in pressures on availability of foster care placements in the Borough. It was reported that a key objective was to increase the number of Foster Carers in the Borough.

At its meeting on 6 November 2018, the Corporate Policy and Performance Board (PPB) considered a report proposing a change to the Council Tax Section 13A Discount Policy, in respect of Foster Carers, to provide a 100% discretionary council tax discount, as detailed in Appendix 1, attached to the report. In addition, the PPB also recommended that Executive Board consider whether to provide a 100% discretionary council tax discount for all Special Guardians resident within the Borough who had responsibility for Halton children.

RESOLVED: That

- 1) the amendment to the Council Tax Section 13A Discount Policy, outlined in paragraph 3.4 of the report, in respect of Foster Carers, be approved;
- 2) Council Tax Relief to Special Guardians, as outlined in paragraph 3.6 of the report be not approved; and
- 3) the Council Tax Section 13A Discount Policy presented within Appendix 1, attached to the report, be approved.

Strategic Director  
- Enterprise,  
Community and  
Resources

EXB69 CHANGE TO THE RATE OF COUNCIL TAX EMPTY HOMES PREMIUM

The Board considered a report of the Operational Director, Finance, on proposed changes to the rate of Council Tax Empty Homes Premium.

The Board was advised that the Local Government Finance Act 2012 allowed billing authorities to levy an empty

homes premium of up to 50% in addition to the full council tax on dwellings unoccupied and unfurnished for more than two years.

Since 1 April 2013, Halton Borough Council had levied the maximum 50% on all such properties which did not fall into any statutory exemptions. It was reported that additional legislation gave billing authorities further powers to increase the level of empty homes premium, as detailed in the report. Since the introduction of the Empty Homes Premium, the number of properties in Halton empty for more than two years had reduced from 250 to 157, as at 1 November 2018.

RESOLVED: That the level of Empty Homes Premium on dwellings that have been unoccupied for more than two years, be applied as follows:

- 1) from 1 April 2019, 100% premium in addition to the full council tax charge for each dwelling unoccupied and unfurnished for more than two years;
- 2) from 1 April 2020, 100% premium in addition to the full council tax charge for each dwelling unoccupied and unfurnished between two and five years, and 200% premium for dwellings unoccupied for more than five years; and
- 3) from 1 April 2021, 100% premium in addition to the full council tax charge for each dwelling unoccupied and unfurnished between two and five years, 200% for dwellings unoccupied between five and ten years, and 300% for properties unoccupied for more than ten years.

Operational  
Director - Finance

**REPORT TO:** Corporate Policy and Performance Board

**DATE:** 29 January 2019

**REPORTING OFFICER:** Strategic Director, Enterprise, Community and Resources

**PORTFOLIO:** Resources

**SUBJECT:** Member Development Group Notes

**WARDS:** N/A

### **1.0 PURPOSE OF THE REPORT**

1.1 To consider the notes of the Member Development Group held on 22 March and 6 September 2018.

**2.0 RECOMMENDED:** That the report be noted.

### **3.0 SUPPORTING INFORMATION**

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

**4.0 POLICY IMPLICATIONS – None.**

**5.0 OTHER IMPLICATIONS – None.**

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

6.1 **Children and Young People in Halton – None.**

6.2 **Employment, Learning and Skills in Halton – None.**

6.3 **A Healthy Halton – None.**

6.4 **A Safer Halton – None.**

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

**7.0 RISK ANALYSIS – None.**

**8.0 EQUALITY AND DIVERSITY ISSUES – None.**

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

None.

### Member Development Group

At a meeting of the Member Development Group held on 22nd March 2018  
at the Municipal Building, Kingsway, Widnes

**Present:** Councillors B. Gilligan, J. Stockton (Chairman) and G. Zygadlo.

**Officers:** K. Mackenzie and A. Scott.

**Apologies for absence:** Councillors J. Abbott, J. Bradshaw, C. Rowe, K. Wainwright, P. Wallace and M. Wharton.

<b>MDG11</b>	<b>NOTES OF THE LAST MEETING</b>	
	The notes of the last meeting held on 23 November 2017 were approved as a correct record.	
<b>MDG12</b>	<b>REVIEW OF CURRENT PERFORMANCE AGAINST TARGETS</b>	
	<p><b>LOD2 – Number of Members with a Member Action Plan (MAP)</b></p> <p>The Number of Members with a MAP to date since April 2017 was 55 of 56.</p> <p>Electronic MAP forms would be re-issued for all Members following the local election in May.</p>	
	<p><b>LOD3 – Percentage of Members attending at least one organised training event in the current financial year.</b></p> <p>Since April 2017, 78% (44 of 56 Members) had attended at least one training and development event. The target was 100% for the year 2017-18.</p>	
<b>MDG13</b>	<b>LEARNING AND DEVELOPMENT UPDATE</b>	
	<p><b>Training Events:</b></p> <p><b>Induction Programme for newly elected Members:</b> this would be held over two days during the week following the local election on Thursday 3 May. New Member Mentors (officer and Member) would be allocated and would be invited to attend the 2nd Induction day.</p> <p><b>Emergency Planning:</b> a refresher training session would be arranged for June 2018.</p> <p><b>North West Employers: 21st Century Councillor: 360 Feedback</b></p> <p>Following on from the last meeting, the Chairman of the Group had contacted members seeking volunteers. A small pilot of four Members had met with North West Employers to complete the process. A final report would be prepared and this would be shared with the group.</p>	

	<b>E-learning site:</b> This was available for all Members and would be updated as and when necessary.	
<b>MDG 14</b>	<b>ANY OTHER BUSINESS/MEMBER SUPPORT ISSUES</b>	
	No other issues to report.	
<b>MDG 15</b>	<b>DATE OF THE NEXT MEETING</b>	
	<b>RESOLVED:</b> The next meeting to be held in July 2018 at 4pm – date to be confirmed.	
	The meeting closed at 4.50pm	

### Member Development Group

At a meeting of the Member Development Group held on 6th September 2018  
at the Municipal Building, Kingsway, Widnes

**Present:** Councillors J. Bradshaw, B. Gilligan, P. Wallace, M. Wharton and  
G. Zygadlo.

**Officers:** K. Mackenzie and Alison Scott.

**Apologies for absence:** Councillors J. Stockton (Chairman) J. Abbott, C. Rowe and  
K. Wainwright.

In the absence of Councillor J. Stockton, Councillor M. Wharton chaired the meeting.

<b>MDG16</b>	<b>NOTES OF THE LAST MEETING</b>	
	The notes of the last meeting held on 22 March 2018 were approved as a correct record.	
<b>MDG17</b>	<b>REVIEW OF CURRENT PERFORMANCE AGAINST TARGETS</b>	
	<p><b>LOD2 – Number of Members with a Member Action Plan (MAP)</b></p> <p>The Number of Members with a MAP to date since April 2018 was 55 of 56.</p> <p>Electronic MAP forms would be re-issued for all Members following the local election in May.</p>	KM
	<p><b>LOD3 – Percentage of Members attending at least one organised training event in the current financial year.</b></p> <p>Since April 2018, 45% (25 of 56 Members) had attended at least one training and development event. The target was 100% for the year 2018-2019.</p>	
<b>MDG18</b>	<b>LEARNING AND DEVELOPMENT UPDATE</b>	
	<p><b>Induction Programme for newly elected Members:</b> this had been held over two days during the week following the local election on Thursday 3 May for three new Members. New Member Mentors (officer and Member) had been allocated.</p> <p><b>Tour of the Borough for new Members</b> – arrange for 10 July 2018 to visit Norton Priory, Sci-Tec Daresbury, Brindley Theatre and Halton Stadium.</p> <p><b>To be held:</b> Emergency Planning – 3 July GDPR On-line training – Ongoing Domiciliary Care Briefing – 13 November Suicide Awareness – 4 December</p>	

	<p>On-line Courses: The take up for courses remained low. There were over 100 courses on offer. The Group suggested the link for the site be e-mailed as a reminder to all Members. Kathryn would update the MAP to show which training offers were available on-line.</p> <p>It was suggested and agreed that members of the Group bring their I-pads to the next meeting to go on-line and look at the courses on offer.</p>	GROU P/ AS
<b>MDG 19</b>	<b>ANY OTHER BUSINESS/MEMBER SUPPORT ISSUES</b>	
	No other issues to report.	
<b>MDG 20</b>	<b>DATE OF THE NEXT MEETING</b>	
	<b>RESOLVED:</b> The next meeting to be held in December 2018 at 4pm – date to be confirmed.	
	The meeting closed at 4.40pm	

**REPORT TO:** Corporate Policy & Performance Board

**DATE:** 29 January 2019

**REPORTING OFFICER:** Strategic Director - Enterprise, Community & Resources

**SUBJECT:** ICT & Support Services Service Update.

**WARDS:** Borough-Wide

### **1.0 PURPOSE OF THE REPORT**

- 1.1 To define the service delivery capability of the ICT & Support Services Divisions and specialist teams within. To update the board on three Key project areas, The Halton Cloud, The Agresso Financial Management Collaboration, and The Records Management Unit. To update the board in relation to the department's additional commercial development opportunities.
- 1.2 To summarise the presentation to be delivered to the board by the Operational Director ICT & Support Services.

### **2.0 RECOMMENDATION: That the Board supports the ongoing efforts of the department within the key project areas.**

### **3.0 SUPPORTING INFORMATION**

- 3.1 As part of the presentation the Operational Director ICT & Support Services would like to take the opportunity to detail the makeup of the Support Services department in order to highlight the number of service delivery teams within the department and the breadth of services delivered through these teams.
- 3.2 To summarise the department has expanded its portfolio quite considerably over the last eight years from that of a single ICT Support Service focused upon the internal support of Halton based system users. Financial pressures placed upon the authority and the consolidation of services and staffing has brought with it new pressures as well as new and innovative opportunity.
- 3.3 ICT & Support Services is made up of 332 members of staff, 178 of whom are based within the 34 teams that make up the central Administrative Support Service. This service was developed and designed by the department to support the authority enabling an agile support solution that now cost effectively supports the needs of the business and its partner organisations through the efficient use generic administrative resource across the authority.
- 3.4 The Customer Services teams have now moved over to the department and 65 members of staff have now been linked to the Administrative Division. Plans are in place to link further process and efficiencies in service delivery through these teams. The wider administrative process and aspects of the front line ICT

support services for call handling and increased self-service opportunity will be reviewed in line with the new technology stack that is currently within the final implementation phase.

- 3.5 The Print Unit is now part of the Administrative Division allowing the centralisation of the service, releasing considerable savings and technology advantages, and making efficiencies as well as links to the use of MFD printing and the reduction in printed waste and the associated costs.
- 3.6 In order to support the consolidation of office space and the delivery of agile working, the delivery of the Records Management Unit has been huge success for the authority and should be recognised for the considerable efforts made in not only designing the solution but the considerable amount of work involved in reducing and organising the authority's paper mountain. As part of the presentation, the scale of the task will be discussed along with the successful development that is now in place delivering commercial opportunity as well as securing efficient services in the authority and its partners.
- 3.7 The ICT teams and the size of the department have reduced by over half over the last 10 years. Yet the efficiencies delivered through the effective use of technology and the dedication of those working within the many specialist areas have allowed the authority to change in line with its efficiency targets. The combination of innovative technology and the dedication of the staff has allowed the authority to not only offer leading edge services to its user base but expand upon these platforms, enabling innovative service solutions into its internal customer base as the authority consolidates and requires a greater reliance upon technology to operate. The department has also taken the opportunity to offer similar innovative platforms to external organisations raising levels of income and additional opportunity for growth.
- 3.8 Such opportunity has been enabled through the delivery of three key platform projects the Halton Cloud, The Records Management Unit and the Agresso Collaboration. The presentation will cover these projects in greater detail in order to enable a greater understanding of the scale of the deliveries and the opportunities ahead. It must be noted that the commitment shown by a small number of people within the associated teams has delivered the success. The Agresso team is made up of only 5 people now delivering services into thousands of users across multiple authorities (HBC, Sefton, Mersey Travel) and schools. The Halton Cloud was delivered through a small team of 6 people initially. The Records Management Unit is a small team of just 7 people.
- 3.9 The department's commercial opportunities continue to expand through the growth and development of our Schools clients, now linked to further offerings such as GDPR support on top of the traditional Technical and Networking support. The authority has always maintained and developed a strong system development resource. This resource is responsible for the development of hundreds of internally written and supported applications removing the need for expensive and often inferior support systems. Some of note that are currently in development or recently released are the transport co-ordination and route planning systems, the new in-house Cemeteries System that has now been sold externally to a commercial operator of crematoria, hundreds of interfaces

into external partners' systems and the continued development of the Halton CRM and Web based systems - all developed in-house.

#### **4.0 POLICY IMPLICATIONS**

4.1 None

#### **5.0 OTHER IMPLICATIONS**

5.1 All external ICT & Support Services contractual arrangements will continue to be scrutinised by the ICT Strategy Board, Corporate Management Team, monthly meetings with the Strategic Director Resources, monthly review with Financial Services and monthly meetings with the Portfolio Member for the ICT & Support Service.

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

6.1 Children and Young People in Halton

The work programme will enhance partnership and collaborative targets as well as continue to support staff in delivering the service efficiently and in modern ways.

6.2 Employment, Learning and Skills in Halton

As above

6.3 A Healthy Halton

As above

6.4 A Safer Halton

As above

6.5 Halton's Urban Renewal

As above

#### **7.0 RISK ANALYSIS**

7.1 The key risk of the project is ensuring that there is an effective balance between supporting evolving business needs and maintaining existing working practices within all teams. By implementing the correct technology, alignment with an effective training programme and project management, project analysis and reporting linked to an agreed communications strategy, this key risk will be mitigated.

7.2 The reliance upon key members of staff continues to be a risk as teams reduce in size and the workloads increase due to the appetite for technology to support wider efficiency needs.

**8.0 EQUALITY AND DIVERSITY ISSUES**

8.1 There are no specific issues arising from this report.

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

9.1 None for the purposes of the Act

<b>REPORT TO:</b>	<b>Corporate Policy &amp; Performance Board</b>
<b>DATE:</b>	<b>29<sup>th</sup> January 2019</b>
<b>REPORTING OFFICER:</b>	<b>Strategic Director Enterprise Community &amp; Resources</b>
<b>PORTFOLIO:</b>	<b>Physical Environment</b>
<b>SUBJECT:</b>	<b>Property Services Update</b>
<b>WARDS:</b>	<b>Borough-wide</b>

### **1.0 PURPOSE OF THE REPORT**

The purpose of the report is to provide an update to Members on initiatives and actions which Property Services has delivered during the past 12 months. The report also identifies some future work priorities which it is hoped will be of interest to Members.

### **2.0 RECOMMENDATION: That Members note the content of the report and welcome the progress being made on a wide variety of Property related matters.**

### **3.0 SUPPORTING INFORMATION**

For the purposes of this report the term 'Property Services' refers to the Asset Management and Operational teams which sit within the Council's Economy Enterprise and Property Department (EEP). The Asset Management Team's main focus is the management of the Council's land, property and strategic assets. They also support the wider Council in bringing forward and implementing the Borough's major physical development sites which includes town centres, housing regeneration, watersides and brownfield reclamation.

The Operations team is responsible for a number of areas of work, the main purpose of which is to ensure that the Council's accommodation is fit for purpose and meets the needs and expectations of Members, officers and the public alike.

Following an internal restructure it should be noted that from October 1<sup>st</sup> 2018 the management of the Council's Markets now sits within the Operational Team. The responsibility for the strategic lead is now the responsibility of the Technical & Property Support Manager who leads the Technical Support and Market teams.

A snapshot of the initiatives and actions that the respective teams have worked on and overseen during the past 12 months, and will be prioritising over the next 12 months is set out below.

### **3.1 Property Services - Asset Management**

The asset management team has focussed on a wide range of projects during the last 12 months

#### Disposals

Generated £1.9 m in capital receipts, including for land sold for employment and residential development.

Continue to prepare sites for marketing for residential development at Canalside, Castlefields and for employment use at HBC Field, Widnes and plots at Johnsons Lane, Widnes.

Option agreement for the Waterloo Centre, Library and land at Egerton St Runcorn completed.

Background preparation for a draft disposal programme of potentially surplus sites, subject to member consideration and approval.

#### Acquisitions

Acquisition of Broseley House Widnes completed

Supported the acquisition of care homes , Madeleine McKenna , Mill Brow Widnes, former assisted living at Orchard House Hough Green Road Widnes and land at Crow Wood Lane Widnes as a site for a potential care facility.

Commenced negotiations for the acquisition of properties in connection with the Widnes Loops highway scheme.

#### Asset valuations

This year's programme commenced Oct 2018 and the team are working closely with Finance to ensure the project will be completed within agreed timescales and to the satisfaction of internal and external audit.

The non-operational assets producing an income have been categorised into commercial and investment properties in the Council's ledger. Previously the income was allocated to a number of different codes which made final account purposes difficult. The categorisation was based on the CIPFA definition of investment but the definitions have not been formally documented. The definition of the investment and commercial categories has been agreed with Finance and the assets allocated accordingly.

#### Insurance valuations

The team have been working closely with the Insurance and Legal services to keep such valuations up to date.

Estate management

Negotiated 12 lease renewals; 6 rent reviews, with 8 new leases – underway.

Lease for Unit 37 Astmoor completed.

Re tendering of the provision of property guardians contract as a way to secure the Council's vacant buildings whilst the future use is under consideration or pending a sale.

Belvedere, Runcorn – assisting with the consideration of the vacant property to be converted to a residential nursing home.

Management of the Hive development with appointed agents Matthews Goodman.

Commencing work on the termination of the lease for Kingsway House Widnes, to provide revenue savings to support the Council's budget challenges.

Occupancy levels of the revised commercial portfolio are at 97% and the investment portfolio at 100%.

Mersey Gateway Regeneration Key Impact Areas

To continue to provide support in terms of advice on all property matters, strategic development, cost estimates, landlord and tenant matters and appointing and managing external property consultants where required.

The Projects that the team is focussing on supporting are:

- Runcorn Vision and in particular the Runcorn Station Quarter
- Kingsway development and leisure relocation
- Mersey Gateway handback land
- St Michael's golf course lease
- HBC Fields and management of Newstead Farm
- Gorse Point
- Widnes Loops
- Sci-Tech Daresbury
- Astmoor masterplan

### **3.2 Property Operations**

Indicated below are the main projects that have been managed by the team over the past 12 months.

#### Widnes Market refurbishment

The market has been substantially reroofed within the past 12 months which has created a much brighter environment internally. The electrics and lighting have also been upgraded which has helped to reduce energy consumption, and over the coming weeks we will be assessing other possible improvement works.

#### Crow Wood Park New Pavilion Building

Works are currently on site in respect of the new Pavilion building for Crow Wood Park, with completion being anticipated in early Summer. This along with other external works carried out by our open spaces colleagues will help transform the facilities within the park for the benefit of local residents.

#### The Bridge School Vocational centre.

The new vocational centre was developed by refurbishing a vacant industrial unit on Arkwright Road in Runcorn. The works were undertaken throughout the early part of the year and the facility was opened for the start of the school year in September 2018.

#### Belvedere- Proposed Care Home

A feasibility study has been carried out in respect of converting Belvedere, which is currently surplus to requirements, into a 30 bed care facility for older vulnerable people with complex needs whose numbers are steadily increasing and who can no longer live independently without 24-hour care and support. Capital funding is currently being sought and a bid has also been submitted to the One Public Estate fund to obtain funds for developing the project to tender stage.

#### Oakmeadow- Refurbishment

Works to convert the first floor offices back into residential accommodation to again create more bed space for the elderly started on site prior to Christmas with the relocation of staff members out of the building to other office space. The actual works to convert the space are due to start in January.

#### Millbrow Care Home

A significant amount of improvement works have been carried out at Millbrow, over the past 12 months. Externally redecoration works, roof repairs and resurfacing of the car park have all been completed together with improvements to the grounds. Internally the heating has been upgraded by the provision of new boilers, and the fire alarm system has also been significantly upgraded as have other fire safety measures.

#### Karalius Suite refurbishment

The refurbishment of the Karalius Suite is currently on site and due for completion by March. The works are to enlarge and upgrade the facility to

enable the Stadium to operate in the future with 2 function suites rather than 3, thus allowing the Halton Suite to be refurbished in due course for Office accommodation to fit with our accommodation strategy.

### Halton Lodge Primary & Beechwood Primary SEMH units

Feasibility studies have been completed at both Halton Lodge and Beechwood Primaries with regards the provision of Social, Emotional and Mental Health (SEMH) units. The units will each cater for up to 6 pupils in foundation stage/Key Stage 1 with Social, Emotional and Mental Health challenges. Documentation is currently being progressed with a view to tender the works in the near future.

### Kingsway Quarter- Master Planning.

The master planning exercise in respect of the Kingsway Quarter site was completed early in 2018. There were 5 main options highlighted with regards the proposed future redevelopment of the area, and consideration in respect of how the site is best developed will now be considered over the coming months.

### Education maintenance programme

Works on the 2018/19 schools maintenance programme have progressed throughout the year with 13 of the 15 projects having been completed at a total cost of circa £825K. The final 2 projects will be completed in due course. We have also been working with Education colleagues on the draft programme for 2019/10, and a report in respect of this is due to go to Exec Board this month.

### Corporate Maintenance programme

Works on the 2018/19 Corporate maintenance programme have also been progressing throughout the year with numerous projects having been completed. One of the larger projects currently on site is the reroofing of the old archive store at Picow Farm Depot which is due for completion in late January following which an internal refurbishment of the space will be undertaken to improve storage facilities for Open Spaces

### Merseygateway Handback Sites

Property Services have been working with the Mersey Gateway Crossing Board and Merseylink over the past 12 months in respect of all the temporary use areas that will ultimately be handed back once all works are completed. Numerous meetings and site visits have taken place with a view to ensuring the sites are handed back in accordance with the requirements of the project agreement which will enable the sites to be brought forward for development in the future.

### Consultant Services Contract

The existing consultant services contract was retendered during 2018 as the existing arrangements expired in November. The new contract was awarded to Cassidy & Ashton and commenced in mid-November. We are now in a transitional period where the previous consultant, Arcus, will be finishing the

existing contracts they were working on, all new work now going to Cassidy & Ashton.

#### Accommodation Moves

Throughout 2018 plans have been put in place to ensure we vacate Kingsway House by October 2019 when the lease expires, saving in the region of £300k revenue costs in the process. To facilitate this we completed the refurbishment of some of the 1<sup>st</sup> floor accommodation within Kingsway Learning Centre in 2018 to create 2 office bases and a large agile working area, the Revenue & Benefits staff having moved into the office space.

On completion of the refurbishment of the Karalius Suite at Halton Stadium, previously mentioned, further works will be undertaken at the Stadium in order to create enough capacity to relocate the majority of the remaining staff from Kingsway House, to facilitate us vacating the building by Oct 2019.

### **3.3 Facilities Management**

The general day to day running of the operational estate from a Facilities Management perspective has been ongoing throughout the past 12 months. Cleaning, response maintenance, the asbestos management regime, the water hygiene management regime, the provision of condition surveys, fire risk assessment surveys, mechanical and electrical testing together with all other servicing of plant & equipment is a constant throughout the year which requires extensive management to ensure these functions are undertaken appropriately and the comply with current legislation where applicable.

#### Energy

Carbon emissions were again reduced slightly in the period 1<sup>st</sup> April 2017 to 31<sup>st</sup> March 2018, which was the last full reporting year.

The overall emissions for 2016/17, excluding Academies which are now no longer included in the Authorities figures, amounted to 16,043 tonnes, the emissions for 2017/18 were 14,811 tonnes which equates to a 7.6% reduction. Energy consumption did actually rise slightly but as the kw/h-CO2 conversion factor has been reduced due to the greater mix of renewable energy being generated the overall CO2 emissions have reduced.

The breakdown is as follows:- School Buildings 4894t, Corporate buildings 5252t, Unmetered supply 3045t, Fleet Transport 1277t, & Business Mileage 343t. Street Lighting had the largest annual reduction in the amount of 22%.

The target for 2018/19 has been set at 14,663 tonnes CO2e, a 1% reduction over 2017/18. It should be noted however that since the last full reporting year the Authority has acquired both Millbrow and Madeline McKenna care homes which will generate a significant amount of consumption in the current year, so whilst a 1% target appears small, in reality it will be very difficult to achieve.

Reducing carbon emissions is again something we will be focussing on over the next 12 months following on from the publication of the Government's Clean Growth Strategy in October 2017 and further guidance published in July 2018 in respect of the new voluntary target of 30% reduction in carbon emissions by 2020/21, based on a baseline year of 2009/10. The guidance also outlines the new 'Emissions Reduction Pledge 2020' which has been introduced, which local authorities as well as the wider public sector are encouraged to sign up to and report against the new targets.

### **3.4 Technical Support & Markets Team**

#### Accommodation Moves

The Technical Support team has delivered several staff relocations in the last twelve months:-

1. April 2018 – relocation of Benefits team from Kingsway House to Kingsway Learning Centre, being the 1st phase of emptying Kingsway House by October 2019 when the lease runs out.
2. June 2018 - Relocation of approx 70 staff from 3rd floor West Rutland House, to 1st floor Rutland House and Grangeway Community Centre.
3. December 2018 - To allow for the refurbishment of 1st floor Oakmeadow Centre back to residential units, the relocation of over 40 staff to Peelhouse Family Centre, Warrington Road Childrens Centre and Kingsway Learning Centre

#### Technical Support Team

Responsible for the effective handling of enquiries through the Property Services Helpdesk, and the processing of maintenance requests to ensure the council's accommodation remain fit for purpose.

Processing approx 3,000 emergency response orders annually, and processing 13,000 invoices annually with a value of approx £12million. Assisting the Facilities Management team by updating P2 property database with asbestos surveys, fire risk assessment, condition surveys, servicing records and energy information.

Keeping the terrier and P2 updated with land and building ownership details along with new leases/licenses for tenanted properties.

#### Markets

Following a restructure within Economy, Enterprise and Property from 1st October 2018 the Markets are now managed by the Technical and Property Support Manager.

#### Christmas 2018

The Widnes Market traders set up and arranged for a free Santa's Grotto which included a photo with Santa and a present for every child. This was run

every Saturday in December upto Christmas and Sunday 23rd December. It included a festive waiting area with face painting and characters walking around the market. Over 1500 children met Santa over the 5 days.

Saturday 15th December we had the Santa's reindeer parade and the local Harts and Voices Christmas choir singing festive favourites.

WireFm carried out regular broadcasts daily throughout December advertising the free Santa's grotto and photo with Santa. Also WireFM carried out a live broadcast from the Market on Saturday 8th December carrying out interviews with traders and customers.

BBC Radio Five Live visited Widnes Market on Christmas Eve morning to do an outside broadcast. Interviews with traders and members of the public started from 8am and the discussions were about markets and the high street and how trade has been affected by the rise of internet shopping.

BBC Radio Merseyside brought their Christmas Toy Appeal Bus to the Market on Saturday 1st December collecting toys for local children.

### Future promotional events

As part of the restructure in October 2018 a new part time position was created at Widnes Market office for a Sales, New Business and Marketing officer, the main purpose of the job being to promote the positive image of the market by developing and leading on a wide range of marketing and communications events, and to be responsible for attracting new traders to the market and to work with existing traders to ensure their businesses thrive and grow.

We are going to begin a programme of promoting the traders themselves through a "meet the traders" profile system. Information will be collected from each trader including their trading history, along with photos and these will be turned into a profile to be used on the market website and also on the main social media platforms (twitter, facebook and Instagram).

Promotions to be run on the TV screen in the public/events area of what's on and the stallholder profiles.

Market Traders have access to their own promotions budget and the market staff will support the traders on the delivery of their promotion activities and also ensure they complement the current market promotions. Some events being looked into for the future are:-

- Young Traders Market
- Easter Egg Hunt
- Art Competition
- Spring Instagram selfie comp
- Mothers Day promotion
- Street food festival
- Farmers Market

These events will need to be properly evaluated and staff are currently developing an in depth programme.

#### Market Arrears and Debt Management

As at the 4th January 2019 the rental arrears totalled £136,945. This was made up of:-

- £52,921 from ex traders, most of which are on payment plans.
- £82,024 from current traders, however £64,527 of this was from the latest issued invoice dated January 2019. The remaining £17,497 is being actively pursued by the Debt Recovery team,

A new regime of issuing letters to traders for unpaid invoices has seen the rental arrears reducing recently.

#### Market Protocols

The market protocols were last updated in 2014 and some of these are now outdated and do not reflect the current operation of the market. Some of the items which will be reviewed will be the opening/closing times of the market, encroachment, new trader applications and request for new commodities.

### **4.0 POLICY IMPLICATIONS**

4.1 There are no further policy implications associated with this report

### **5.0 OTHER IMPLICATIONS**

There are no negative financial implications for the Council arising out of this report.

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

#### **6.1 Children and Young People in Halton**

None

#### **6.2 Employment, Learning and Skills in Halton**

None

#### **6.3 A Healthy Halton**

None

#### **6.4 A Safer Halton**

None

#### **6.5 Halton's Urban Renewal**

None

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

7.1 None for the purposes of the Act

**REPORT TO:** Corporate Policy and Performance Board

**DATE:** 29<sup>th</sup> January 2019

**REPORTING OFFICER:** Strategic Director Enterprise, Community & Resources

**SUBJECT:** Performance Management Reports for Quarter 3 of 2018/19

**WARDS:** Boroughwide

## **1.0 PURPOSE OF REPORT**

- 1.1 To consider, and to raise any questions or points of clarification, in respect of performance management for the third quarter period to 31<sup>st</sup> December 2018.
- 1.2 Key priorities for development or improvement in 2018-19 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to the Board as detailed below:
- Finance
  - Human Resources & Organisational Development
  - ICT and Administrative Support
  - Legal and Democracy
  - Policy & Performance
  - Property Services
  - Catering, Stadium and Registration Services

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

- 1.3 Information concerning the implementation of high risk mitigation measures relevant to this Board is provided in Appendix 1

## **2.0 RECOMMENDED: That the Policy and Performance Board**

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

## **3.0 SUPPORTING INFORMATION**

- 3.1 Departmental objectives provide a clear statement on what services are planning to achieve and to show how they contribute to the Council's

strategic priorities. Such information is central to the Council's performance management arrangements and the Policy and Performance Board has a key role in monitoring performance and strengthening accountability.

**4.0 POLICY IMPLICATIONS**

4.1 There are no policy implications associated with this report.

**5.0 OTHER IMPLICATIONS**

5.1 There are no other implications associated with this report.

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

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

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

**7.0 RISK ANALYSIS**

7.1 At the time at which Annual Business Plans are developed Directorate Risk Registers are also refreshed and updated. Progress concerning the implementation of any high risk mitigation measures which are relevant to the Board were reported at quarter 2.

**8.0 EQUALITY AND DIVERSITY ISSUES**

8.1 Not applicable.

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

Not applicable

## Corporate Policy and Performance Board– Priority Based Monitoring

Reporting Period: **Quarter 3 – 01<sup>st</sup> October 2018 – 31<sup>st</sup> December 2018**

### 1.0 Introduction

- 1.1 This report provides an overview of issues and progress against key service objectives/milestones and performance targets, during the third quarter of 2018/19 for service areas within the remit of the Corporate Policy and Performance Board.
- 1.2 Key priorities for development or improvement in 2018-19 were agreed by Elected Members and included in Directorate Plans, for the various functional areas reporting to the Board in relation to the Council's priority of Corporate Effectiveness and Business Efficiency i.e.:
- Financial Services
  - Human Resources, Organisational Development, Policy, Performance and Efficiency
  - ICT Infrastructure
  - Legal and Democracy
  - Catering, Stadium and Registration Services
  - Property Services
- 1.3 The way in which traffic light symbols have been used to reflect progress to date is explained within Section 8 of this report.

### 2.0 Key Developments

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

#### Finance

##### *Revenues and Financial Management*

- 2.2 Government announced the provisional local government finance settlement on 13 December 2018. The main points were:
- Settlement announcement was broadly in line with settlement figures included in the Council's Medium Term Financial Strategy.
  - The council tax referendum limit for 2019/20 remains at 3% and the Government confirmed there is to be no change to how the New Homes Bonus grant is to be calculated.
  - Halton will continue to be a member of the Liverpool City Region pilot scheme for 100% business rate retention.
  - The Public Health grant was reduced by 2.6%, in line with forecasts. The Government also made an additional £180m available to local authorities by way of the surplus held on the business rate retention levy/safety net account. The allocation for Halton is £0.545m and is a one-off amount only.

- An additional £650m was made available nationally for social care funding in 2019/20, consisting of a Winter Pressures Grant (£240m) and Social Care Support Grant (£410m), with allocations for Halton being £0.639m and £1.092m respectively.

- 2.3 On 12 December 2018 Council approved initial budget savings for 2019/20 totalling £4.653m and where possible budget proposals will be implemented immediately, which will also help towards reducing spending in the current financial year.
- 2.4 Indicative 2019/20 School budgets have been calculated and will be circulated to primary and secondary schools. Final budgets will be confirmed following approval by the Education Funding Agency.
- 2.5 The Council's spending position for the first half of the financial year was reported to Executive Board on 15 November 2018. Net expenditure was £2.515m over the profiled budget to date figure of £32.282m. Capital spending as at 30 September 2018 totalled £9.418m, which is 25% of planned capital spend for the financial year.

#### *Audit, Procurement & Operational Finance*

- 2.6 In April 2014 the Council entered into five year contracts for a range of insurance services covering public and employers' liability, officials' indemnity, professional indemnity, engineering inspection and engineering insurance. These contracts end on 31 March 2019. An OJEU procurement process is therefore currently underway to renew these policies.
- 2.7 As part of the exercise a review of the Council's insurance programme has been undertaken and quotations are being sought with alternative levels of deductibles and indemnity limits. The closing date for tender submissions is 29 January 2019.
- 2.8 An upgrade of the Agresso system software is currently underway with a scheduled go live date of 11 February 2019. This is a significant undertaking and the upgraded system will provide improved functionality for self-service users, particularly relating to the authorisation of tasks within the system. There will also be some changes to the way in which invoices are processed within the system.

#### **Human Resources, Organisational Development, Policy, Performance and Efficiency**

##### *Payroll*

- 2.9 Further work has been completed during the quarter on the new pay spines that are to be introduced as a result of the NJC 2019/20 pay award. The pay spines can be introduced in a way that is compliant with NJC instruction with minimum disruption to the Council's grading structure, and the integrity of the grading structure remaining as originally intended. An equality impact assessment has been undertaken and no detrimental factors have been identified. Management Team agreed the approach to implementation in December 2018 and the revised NJC pay spines have been worked into the Council's 2019/20 budgets.

##### *Apprenticeships*

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

*Recruitment, Pay and Pensions*

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

*Organisational Development*

2.12 Within the Organisational Development Service, the focus on coaching to enhance the effectiveness of colleagues within a range of workplace situations continues to be progressed. A new 'Coaching Skills in Practice' programme has been designed to prepare managers and leaders to use coaching skills and principles to support and develop their staff for higher performance and productivity. The models and skills taught during this training can be applied formally and informally in a wide range of workplace situations to support a culture of continuous improvement. By developing effective coaching skills, delegates will develop an effective method of developing individuals and teams to raise confidence and competence in the workplace.

2.13 Requests for 1 to 1 coaching have increased significantly over the last 12 months (13 requests since Oct 2018) and have been allocated out amongst the bank of qualified coaches – employees who have undertaken development to become coaches. Feedback from those completing the process has been very positive. Benefits stated include; "increased resilience both on a personal and business level", "I have been empowered quickly to make and own positive changes in my life", and "A consequence of the coaching process was that I regained my confidence, self-belief and motivation". This demonstrates a tangible return on investment, using the Council's own resources.

2.14 A continued focus on upskilling leaders and managers is demonstrated in the completion of the ILM 3 Leadership & Management, with certificates for 11 delegates due to be claimed at the end of January 2019.

2.15 The benefits of delivering effective tailored learning and development interventions continue to be evidenced in a range of areas, examples being:-

- Team Building delivered in a Social Care team of 29 people, designed to focus on collaborative practice and adaptability to change.
- E-learning training session for Elected Members
- Bespoke training around 'handling difficult conversations' delivered for the Registration Service, Quality Assurance Team and Halton Supported Housing Service
- Bespoke Project Management training delivered to Policy and Performance staff
- SWOT analysis and vision development workshops facilitated with Care and Care Leavers team and Runcorn Children Centres teams

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

## **ICT Infrastructure**

### *Halton BACS Bureau and Records Management*

- 2.17 BACS is an electronic system used to make payments directly from one bank account to another. The main two types of payment are Direct Debit and Bacs Direct Credit. Halton's new status as a BACS bureau is now facilitating and delivering BACS for other local authorities, Schools and partners. Linked to this project the development of a considerable number of digital interfaces have been developed in house to enable the ability to link additional partner organisations as this opportunity develops.
- 2.18 The records Management Unit is continuing to digitise the authorities paper based records systems and significant progress has been made across a number of areas. For example all Building Control, SEN Service User records, and CHC Client FILES (CCG) have now been completed with work continuing on Safeguarding and Direct Work Indexing files.

### *Contact Centre*

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

### *Key Projects*

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

## **Legal and Democracy**

- 2.24 The by-election in the Ditton ward took place during the period and the new Elected member has received their induction and Legal teams will continue prepare for the next stage of the Local Government Boundary Review.

## **Community and Environment (Catering, Stadium and Registration Services)**

### *Replacement Pitch*

- 2.25 The new pitch has now been laid at a cost lower than originally anticipated and is awaiting testing. Once complete it will again reach the standard for use for Rugby and Football. In addition discussions are underway with various parties for the use of the Stadium for non-sporting events.

### *The Karalius Suite/Fitness Suite*

- 2.26 Works are progressing for the redevelopment of the Karalius Suite which will see capacity increase by 50% from 100 to 150 allowing for further marketing opportunities. In addition the Halton and Fitness Suites will be used to accommodate up to 100 Council staff as part of the Council's wider accommodation strategy and the focus upon asset maximisation and cost reduction.
- 2.27 In light of these developments the present gym offering will reduce in size and cater for approximately 200 members and this will operate alongside the current table tennis facility.

### *School Meals*

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

## **Property Services**

- 2.29 The re-roofing of Widnes Market Hall has now been completed, which together with improved lighting has created a much brighter and inviting shopping environment. Separately works have commenced on site for the new Crow Wood Park Pavilion with completion being planned for early summer.
- 2.30 A feasibility study has been completed into the conversion of Belvedere, which is currently surplus to requirements, into a care facility for older people with complex needs. A bid has been submitted to the One Public Estate to develop the project to tender stage and the outcome of the bid is expected to become known during Quarter 4.
- 2.31 The movement of staff to allow works to convert the first floor of Oakmeadow from office to bed space started on site in December with actual conversion works commencing in January 2019.

### 3.0 Emerging Issues

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

#### Finance

##### *Benefits*

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

##### *Revenues and Financial Management*

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

##### *Audit, Procurement and Operational Finance*

- 3.4 Under current regulations all relevant procurement activity falls within EU Procurement rules. In the event of a ‘no deal’ Brexit situation arising the UK would need to establish its own procurement database which would be used by the public sector to advertise tenders following exit from the European Union
- 3.5 The UK Govt. has therefore announced provisional plans to create a new e-procurement system to replace the Official Journal of the European Union (OJEU). This arrangement would operate in line with the current requirements to send notices to the EU Publications Office for publication on OJEU. In essence, this would not represent a significant change other than where higher value procurement opportunities are advertised.
- 3.6 However whatever the final scenario it is likely that public procurement rules will continue to apply in substantially the same form as the Public Contract Regulations 2015 and in the event of a deal, the EU is likely to require substantial compliance with the current EU procurement rules. It is therefore anticipated at this stage that whatever the outcome of the Brexit negotiations the practical and resource implications for the Council will be minimal.
- 3.7 Work is underway assessing the new VAT reporting requirements for local authorities that will come into effect from October 2019. Under the new arrangements the Council will be required to maintain digital records and submit its VAT information to HMRC. There will also be a requirement for the records of the underlying financial transactions that support the Council’s VAT returns to be maintained electronically, which may necessitate some changes to processes and/or software.
- 3.8 In the coming months the Council will be withdrawing payment by cheque and relevant parties are now being advised of this. The transfer to a BACS payment scheme will provide for the quicker transfer of funds and will save approximately £700 per month in processing costs. The Council will however maintain a manual cheque payment method for use in exceptional circumstances.

- 3.9 The Council is also in the process of facilitating Blue Badge payments through the GOV.UK digital service which will provide 24 hour 7 day a week convenience for service users.

## **Human Resources, Organisational Development, Policy, Performance and Efficiency**

### *Staffing and Recruitment*

- 3.10 Signs of increasing spend and overriding of regionally agreed pay rates for agency staff in Children's Social care services across the city region remain, and also in non-qualified social care areas. Analysis of current spend and deployment against previous years has been considered by Management Team and the Efficiency Programme Board. A significant project-based recruitment exercise is in progress in Adult Social Care to grow the staffing establishment and reduce agency usage. When capacity allows a full examination of the resourcing mix for other services area will be undertaken (as outlined in service objective PPPE04).
- 3.11 Following the increase in recruitment activity reported in previous quarters, demand has continued unabated. The staffing complement in the Recruitment & Resourcing team has been increased further to work towards meeting the increased service demand, and training of new officers is taking place in January 2019. Work is ongoing with services to attempt to better understand the labour market issues (refer to service objective PPPE04 below). Whilst delays in recruitment continue at the current time, this will ease during Q4 as new staff become fully operational.

## **ICT Infrastructure**

### *Records Management*

- 3.12 Analysis is underway to re-analyse and reduce further printing costs across the authority by systematically targeting the largest print users based upon MFD usage reports and exploring how volumes can be reduced by electronic working internally as well externally for service clients or through hybrid mail services.
- 3.13 The service will implement a new online Free School Meals (FSM) application system to replace the current paper based system. This will build upon the existing online (Parent Portal) school admissions system and will allow parents to apply for FSM when applying for a school place or independently at any time of the year. Each Parent application will get an instant response to show their current entitlement as the portal is linked directly to DfE's ECS service (Eligibility checking service: Interface between DfE and DWP to provide entitlement checks). We envisage that the simple online nature of the new process will encourage more parents already receiving Universal infant free school meals (UIFSM) to apply for FSM, which in turn will lead to schools receiving the "Pupil Premium" funding which should lead to better outcomes for these children.

### *New Projects*

- 3.14 The development of the Halton Cloud Service is moving from strength to strength and will continue with the incremental roll out of the new desktop facilities to all officers with plans to start a roll out across the School's curriculum network centralising all data services as well as desktop provision reducing the associated hardware spend for schools.
- 3.15 New application developments will include the extensive and complex replacement of the existing Care Management Systems for both Adults and Children's Services, the replacement of the learning and libraries networks and associated systems, key web based developments will take place for the integration of new DWP and associated customer portals for the delivery of client driven access to

Revenues and Benefits data and services.

### **Legal and Democracy**

3.16 There are no issues to report this period.

### **Community and Environment (Catering, Stadium and Registration Services)**

3.17 There are no issues to report this period.

### **Economy, Enterprise and Property (Property Services)**

3.18 The handback schedule in respect of all the temporary use areas which are to be handed back to the Council has recently been updated by Merseylink. Joint site visits with the MGCB, Merseylink and Property Services have been ongoing for some time to agree boundary treatments, finished levels etc. We have also been advised that the anticipated completion date for the Mersey Gateway work is 19<sup>th</sup> June 2019, and it is anticipated that all the sites will be handed back by then.

## **4.0 Risk Control Measures**

4.1 Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements. As such Directorate Risk Registers were updated in tandem with the development of the suite of 2018 – 19 Directorate Business Plans.

Progress concerning the implementation of all high-risk mitigation measures were reported to the Board in Quarter 2.

## **5.0 High Priority Equality Actions**

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

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

<https://www3.halton.gov.uk/Pages/councildemocracy/pdfs/EandD/ObjectivesProgressReport.pdf>

## **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.

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

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

### Financial Management

#### Key Objectives / milestones

Ref	Milestones	Q3 Progress
FS 01a	Report 2019 – 22 Medium Term Financial Strategy to Executive Board - <b>November 2018.</b>	
FS 01b	Report 2019 – 22 revenue budget, capital programme and Council Tax to Council - <b>March 2019.</b>	
FS 02c	Provide <b>quarterly</b> monitoring reports on the overall budget to Executive Board.	
FS 03a	Publish the Statement of Accounts following external Audit by <b>31<sup>st</sup> July 2018.</b>	
FS 04a	Establish Treasury Management Policy and report to Council - <b>March 2018.</b>	
FS 04b	Provide monitoring reports to Executive Board on a <b>bi-annual</b> basis.	
FS 05a	Establish and report prudential indicators to Council - <b>March 2018.</b>	
FS 05b	Provide monitoring reports to the Executive Board on a <b>bi-annual</b> basis.	

#### Supporting Commentary

The Medium Term Financial Strategy (MTFS) will be reported to Executive Board on 15 November 2018 with the financial forecast regularly being updated.

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

2018/19 Q2 overall budget report was received by Executive Board on 15 November 2018, which highlighted a number of potential pressures emerging for which is required to keep spending within budget by year-end. Quarter 3 information will be reported on 21 February 2019.

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

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

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

**Key Performance Indicators**

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
FS LI 01	Receive an unqualified external audit opinion on the accounts.	Yes	Yes	Yes		
FS LI 02	Receive positive annual comment from the External Auditor relating to the financial standing of the Council and the systems of internal financial control.	Yes	Yes	Yes		
FS LI 03	Proportion of Council Tax that was due that was collected.	94.62%	94.50%	82.12		
FS LI 04	The percentage of Business Rates which should have been received during the year that were received.	98.21%	97.00%	82.98		
FS LI 05	Average time for processing new claims (Housing & Council Tax Benefit).	18.79 (Days)	20 (Days)	17.94 (Days)		
FS LI 06	Average time for processing notifications of changes in circumstances.	5.3 (Days)	6 (Days)	9.75 (Days)		

**Supporting Commentary**

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

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

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

New claims processing times have improved when compared to this time last year; 20 (days) and partly automating processing from 8th October 2018 should continue to improve performance for changes of circumstances as we move into the final quarter of the year.

Policy, People, Performance & Efficiency Service

**Key Objectives / milestones**

Ref	Milestones	Q3 Progress
PPPE 01a	Promote and take forward the delivery of actions identified within the Organisational Development Strategy <b>May 2018</b>	
PPPE 01b	Review and refresh annual training calendar <b>September 2018</b> .	
PPPE 01c	Regular engagement with service managers to identify areas of challenge and develop appropriate bespoke solutions <b>April, September, December 2017, and March 2019</b> .	
PPPE 01d	Development of Management Development Programme <b>September 2018</b>	
PPPE 02a	Establish 10 new apprentice placements within the Council consistent with the requirements of legislation <b>March 2019</b>	
PPPE 02b	Establish 10 new existing employee apprenticeships to enable up-skilling in a range of business areas compliant with the requirements of Apprenticeships legislation <b>March 2019</b>	
PPPE 03a	Monitor the impact of Attendance policy quarterly – support with financial and data analysis – <b>June, September, December 18 and March 2019</b>	
PPPE 03b	Demonstrate improved wellbeing, cost reduction and productivity enhancement over the financial year 2018 – 19, through a review of data and engagement with managers and employees <b>March 2019</b> .	
PPPE 04a	Review analysis and consider most appropriate resourcing mix in collaboration with service management in areas of highest Agency usage <b>September 2018</b>	
PPPE 04b	Implement resourcing plans with service management in appropriate areas <b>September 2018</b>	
PPPE 04c	Ongoing monitoring of agency usage and spend <b>April, September, December 2018, and March 2019</b> .	

**Supporting Commentary**

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

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

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

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

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

During Q3, the recruitment workload has prevented as much resourcing activity taking place as desired, however the highest priority area was identified as Adult Social Care and project based recruitment has been undertaken in November / December 2018 to recruit a significant number of new employees. This will provide for a more stable establishment in the adult care service environment and reduce reliance on agency workers. Additional resources have been engaged in the Recruitment & Resourcing Team. Training is scheduled in January 2019, with increased productivity to follow during Q4.

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

### Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
PPPE LI01	The number of working days / shifts lost due to sickness absence (Corporate)	10.28 (Days)	10	8.26		
PPPE LI02a	Total Full Time Equivalent Staffing Establishment	3,470	For info only	3,376	For info only	For info only
PPPE LI02b	Total Staff (head count) (indicator for information only)	4,648		4,447		
PPPE LI02c	Total Agency Worker usage (number of placements – year to date)	685 Placements	650	361		
PPPE LI02d	Total Agency Worker usage (cumulative cost – year to date)	£1,718,283 (Gross Cost)	£1.5m (Gross Cost)	£1.54M (Gross Cost)		
PPPE LI03	% of training delegates attending as proportion of places reserved	89.00%	90.00%	90.90%		
PPPE LI04	The percentage of top 5% of earners that are					
	a) women	56.86%	50.00%	59.09%		
	b) from BME communities.	2.53%	1.50%	2.47%		
	c) with a disability	0.86%	8.00%	0.92%		

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
PPPE LI05	No of staff declaring that they meet the definition of disability within the Equality Act 2010 as a % of the total workforce.	1.45%	10.00%	1.36%		
PPPE LI06	Minority Ethnic community staff as % of total workforce.	0.99%	1.00%	0.99%		
PPPE LI07	Average time to recruit (Management Team approval to employee start date)	69 (Days) (Q3 2017/18)	Baseline to be determined 18/19	86.29 (Days)	N/A	N/A
PPPE LI08	Staff turnover rate (Permanent & temporary staff. Excludes casual)	4.70%	TBC	2.29%	N/A	N/A
PPPE LI09	Number of apprenticeship placements established in the Council (cumulative – year to date)	10	20 (Government target is 55)	14		N/A

### Supporting Commentary

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

In numerical terms placement numbers are moving in the right direction but this should be also be considered in light of costs which at the end of quarter 3 have failed to meet annual targeted levels.

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

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

Target for employees with a disability is based on wider community profile. Very unlikely to be met, however nominal movement in this indicator remains positive and in line with 2017/18 outturn. The indicator for BME staff remains static. Fluctuation may occur in year due to staff turnover, however forecasting this is difficult and recruitment practice remains focused on being open to all.

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

### ICT and Administrative Support Services

#### Key Objectives / milestones

Ref	Milestones	Q3 Progress
ICT 01a	Continued Enhancement of the virtualization platform to enhanced or new technologies - <b>March 2019</b> .	
ICT 01b	Further development of Cloud Services Platform - <b>March 2019</b> .	
ICT 01c	SharePoint and Records Management enhancements - <b>March 2019</b> .	
ICT 01d	Interactive Web Services Enhancement and further SharePoint Integration - <b>March 2019</b> .	
ICT 01e	Further development of commercial ICT opportunity within desktop, hosting and DR provision - <b>March 2019</b> .	
ICT 02a	Continuing improvements, enhancements and potential commercial use of Cloud system - <b>March 2019</b> .	
ICT 02b	Continuing workflow implementation - <b>March 2019</b> .	
ICT 02c	Improvement and enhancement of all web based customer interfaces - <b>March 2019</b> .	
ICT 02d	Continued development of document management and distribution services - <b>March 2019</b> .	
ICT 03a	Continual development of the I Want Admin Portal - <b>March 2019</b> .	
ICT 03b	Develop and enhance operational Records management Unit Services - <b>March 2019</b> .	

#### Supporting Commentary

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

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

#### Key Performance Indicators

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

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
ICT LI03	School support SLA - % of calls responded to within agreed target					
	Priority 1	93.00%	85.00%	100.00%		
	Priority 2	94.00%	90.00%	99.00%		
	Priority 3	100.00%	95.00%	100.00%		
	Priority 4	100.00%	95.00%	100.00%		
ICT LI04	Average working days from delivery to completion of a new PC.	10 (Days)	10 (Days)	10 (Days)		

### Supporting Commentary

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

### Legal & Democracy

### Key Objectives / milestones

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

### Supporting Commentary

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

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

### Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
LD LI01	No. Of Members with Personal Development Plans (56 Total).	55 (98.21%)	56 (100.00%)	56 (100%)		

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
LD LI02	Percentage of Members attending at least one organised Training Event.	86.00%	100%	87.00%		
LD LI03	Average Time taken to issue prosecutions from receipt of full instructions (working days).	7 (Days)	10 (Days)	7 (Days)		
LD LI04	Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days).	1 (Days)	3 (Days)	3 (Days)		
LD LI05	% of Executive Board minutes published within 5 working days after the meeting.	100%	100%	100%		

### Supporting Commentary

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

### Community & Environment

### Key Objectives / milestones

Ref	Milestones	Q3 Progress
CE 01a	Deliver a promotion and educational campaign (school lunches) - <b>September 2018</b> and <b>January 2019</b> .	

### Supporting Commentary

Visits to schools took place in September and further visits are planned for the new term.

### Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
CE LI 01	% Take up of free school meals to those who are eligible - Primary Schools.	78.20%	80%	79%		

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
CE LI 02	% Take up of free school meals to those who are eligible - Secondary Schools.	71.88%	75%	81%		
CE LI 03	Take up of school lunches (%) – primary schools.	63.36%	65%	59%		
CE LI 04	Take up of school lunches (%) – secondary schools.	61.22%	55%	60%		

### Supporting Commentary

Figures for the take up of school meals are presently within the expected range with take up in secondary schools being notably high. It has however been challenging to attract older primary school pupils into the service and this will continue to be given attention.

### Economy, Enterprise & Property

#### Key Objectives / milestones

Ref	Milestones	Q3 Progress
EEP 06a	To complete the construction of Widnes Market roof	
EEP 06b	Complete the construction of Crow wood park pavilion	
EEP 06c	To complete the refurbishment of the Halton Suite and relocation of staff – <b>March 2019</b>	
EEP 06d	To complete the retender of the property services consultant services contract	

### Supporting Commentary

The works on the Market roof are completed and works on Crow Wood Pavilion has started as explained within the Key developments section of this report. Work to the Halton Suite is now scheduled to start in March 2019 which is the result of the required works to the Karalius Suite taking longer than was anticipated.

The procurement process is now completed with the successful contractor Cassidy and Ashton being appointed.

**Key Performance Indicators**

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
EEP LI 01	Greenhouse gas (GHG) emissions indicator (Tonnes CO <sub>2</sub> e)	16,043 tonnes CO <sub>2</sub> e (Actual 16/17)	14,663 tonnes CO <sub>2</sub> e (Target 18/19)	14,811 tonnes CO <sub>2</sub> e (Actual 17/18)		
EEP LI 05	Occupancy of Widnes Market Hall.	83.0%	83%	83%		
EEP LI 06	Unit Costs – office accommodation (reported annually).	£1,153	£1,124	N / A	N / A	N / A

**Supporting Commentary**

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

The overall emissions for 2016/17 amounted to 16,043 tonnes. The emissions for 2017/18 are 14,811 tonnes which equates to a 7.6% reduction. Energy consumption has risen slightly however as the kw/h-CO<sub>2</sub> conversion factor has been reduced due to the greater mix of renewable energy being generated the overall CO<sub>2</sub> emissions have reduced.

The target for 2018/19 has been set at 14,663 tonnes CO<sub>2</sub>e, a 1% reduction over 2017/18. The annual figure for this indicator is a year behind and therefore only reported in the following year. The target for 2018/19 will be a 1% reduction on the 2017/18 figure.

The figure Unit Costs of office accommodation can only be calculated at year end due to the nature of the costs involved.

## 7.0 Financial Statements

Unfortunately given the proximity of this meeting to the Quarter 3 period end the Financial Statements relevant to the board are currently being prepared and will be presented to the Board in conjunction with the next Quarterly Monitoring Report cycle.

## 8.0 Application of Symbols

Symbols are used in the following manner:

### Progress Symbols

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

### Direction of Travel Indicator

Green 	Indicates that performance <b>is better</b> as compared to the same period last year.
Amber 	Indicates that performance <b>is the same</b> as compared to the same period last year.
Red 	Indicates that performance <b>is worse</b> 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.