

## Corporate Policy and Performance Board– Priority Based Monitoring Report

Reporting Period: **Quarter 3 – Period 01<sup>st</sup> October to 31<sup>st</sup> December 2013**

### 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 2013/14 for service areas within the remit of the Corporate Policy and Performance Board.
- 1.2 Key priorities for development or improvement in 2013-16 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to the Board in relation to the Council's priority of Corporate Effectiveness and Business Efficiency i.e.:
- Financial Services
  - Human Resources & Organisational Development
  - ICT Infrastructure
  - Legal and Democracy
  - Policy & Performance
  - 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:-

#### *Financial Management*

- Although processing times remain one of the best in the region the implementation of the Governments welfare reforms continues to impact upon the administration of Housing Benefit with over 90% of the Council's Discretionary Housing Payment having now been allocated.
- The collection of Council Tax has saw a reduction of 1.67% as compared to the same period last year and there has been a significant increase in recovery action which has largely resulted from changes to the benefits system.
- As has been anticipated the wider implementation of reforms to the state benefit system continues to result in a high demand for welfare advice services with increased recovery activity placing additional demands on the Contact Centre.

- The movement of the Halton People into Jobs service to the Direct Link facility in Widnes has achieved accommodation savings and further consolidated front-line service delivery.
- The Councils Contact Centre Team has been awarded Team of the Year in the Councils inaugural Employee Recognition and Award Scheme.
- The Medium Term Financial Strategy (MTFS) was approved by Executive Board on 21<sup>st</sup> November 2013, which set out an expected funding gap of up to £46m over three years (2014-2017) and the key assumptions upon which this was based. The Council's 2014/15 base budget has been prepared within the framework of the MTFS.
- The Government announced the Local Government Finance Settlement on 18<sup>th</sup> December 2013 which provided details of the Provisional Grant Settlement for Halton for 2014/15 and indicative grant settlement figures for 2015/16. Overall the settlement inclusive of specific grants was broadly in-line with that forecast as part of the MTFS. This will require budget savings to be achieved of £15.1m in 2014/15.
- On 21<sup>st</sup> November 2013 Executive Board recommended initial 2014/15 budget reductions of £6.5m be considered and approved by Council on 11<sup>th</sup> December 2013. These budget proposals will be implemented immediately and will contribute to keeping spend within budget for the current financial year.

#### *Human Resources and Organisational Learning and Development*

- Following a period of consultation a process has now commenced for the transition to new reduced structures for the future delivery of Learning and Development and transactional processes for recruitment and pay.
- During the period work has continued to reduce the number of equal pay claims, provide support to a Members Topic Group on the Living Wage, a working group to formalise arrangements for Agile Working.

#### *ICT and Administration Support Services*

- Key corporate project requirements have continued to be delivered such as the continued implementation of SharePoint, web site development, electronic social care records, printer replacement and other major system upgrades.
- The Halton iPhone App will become live during February 2014 with a further development for Android devices being planned for release in early summer. The development was undertaken in-house and provides mobile public accessibility to a comprehensive range of information including job vacancies, traffic updates, public health data and waste collection timetables.

- The Windows to learning platform has now been released into the schools environment with a number of locations having already taken up this opportunity and a large number now interested. A short video of this new solution can be accessed via:

<http://www.halton.gov.uk/WindowsToLearning/index.html>

#### *Legal and Democratic Services*

- Labour intensive and time-critical work has continued throughout the reporting period to develop a constitution and operating agreement for the Combined Authority in addition to extensive support being provided to the Mersey Gateway Team in advance of financial close anticipated in Quarter 4.
- Following a review the Inside Halton resident's magazine will be circulated 3 rather than 4 times a year which will result in a saving of approximately £7,000 per year.

#### *Policy, Planning, and Transportation (Policy & Performance)*

- Through the Halton Strategic Partnership Board work has commenced to develop the Local Service Support Framework for Universal Credit to ensure a joined-up approach for support to vulnerable groups.
- A Peer Challenge, undertaken as part of the LGA's self-improvement initiative and supported by the Policy and Performance Team, was undertaken and completed during quarter 3. Work that has been identified in light of recommendation is now being taken forward in conjunction with other developments such as the annual business planning cycle and the refresh of key documents such as the Corporate Plan and Sustainable Community Strategy.
- Work is being undertaken to pilot a Corporate Social Responsibility scheme called Halton CARES (Companies Acting Responsibly and Ethically), under which local businesses can join and achieve accreditation. Local businesses would provide pro bono work (free of charge assistance) in local communities for example to vulnerable individuals or community groups. The pilot proposal is being put before Environment and Urban Renewal PPB for support on 21<sup>st</sup> January.
- A Social Value Policy has been produced to meet our procurement commitments under the Public Services (Social Value) Act. Work is continuing as part of a core group of officers from HBC, the CCG and Voluntary and Community Sector, working with and funded by Social Value UK to produce a borough wide Social Value Charter with the aim to establish Halton as an area at the forefront of promoting the Social Value agenda. This is a year-long piece of work, however, the Charter and principles of Social Value are expected to be agreed by February 2014. Policy staff are also be involved in 'social proofing'

the commissioning intentions within the Clinical Commissioning Group (CCG) 2 year plan as part of this work.

#### *Catering, Stadium and Registration Services*

- The school meals team are continuing to review the service in preparation for September 2014 when all infant children will be served a free school meal. Capital funding has been made available to the Community and Voluntary controlled schools and a separate amount to the Diocese schools. This funding needs to be prioritised to ensure that each school can prepare and serve all the infants with a meal within the lunchtime period.
- National School meals week took place at the beginning of November. The National promotion was to serve a free school meal to every child. However due to the forthcoming introduction of Universal free school meals for infants in September when all infants will get a free meal Halton Catering team felt it was more beneficial to raise the awareness to children as to how tasty school meals can be.

All schools were invited to serve their own schools favourite meals for a complete week. This promotion was one of the most successful ever arranged by school meals, it is hoped to repeat this favourite meals week each term.

- Due to the on-going challenge of food inflation a mini competition was held to make sure that we were getting the best possible price for all our groceries. A new supplier Trevor's (part of the Country Range Group) came in lower by several thousand pounds. Trevor's are now the new supplier.
- Many schools were supplied with buffets from the Stadium during the autumn term, this arrangement provides the schools with a cost effective quality service.
- Several key activities made use of the i-Pitch over the quarter, including:
  - Widnes played Warrington in a festive friendly on 29th December.
  - Liverpool Ladies signed another contract to continue playing at the Stadium. Also renting office and the Stadium will be promoted as the home of Liverpool Ladies
  - Lancashire Rugby League Cup Final hosted by Rugby League on 13th October.
  - Women's Rugby League Final hosted by Rugby League on 20th October
  - Hatton Solicitors National Conference Rugby League Final on the 17th November.
  - USA Team based at the Stadium for RLWC 2013
  - USA team Sport event with the local community on the pitch
  - Pitch used on a regular basis most nights for community use

- The stadium made use of its hosting facilities during the third quarter:
  - Christmas – Over 600 pensioners Christmas meals
  - Sportsman’s evening with Andrew Johns and Brad Fitler, Australian Rugby League legends) as guest speakers in the Marquee.
  - Mayor hosted Americans at Halloween Night
  - Civic Reception for the USA team
  - Numerous parties and three weddings
  - Numerous meetings and conferences including:
    - North West Psychology Conference
    - Riverside Group Annual Conference
    - Mersey Gateway meetings
    - Councils’ Peer assessment
  
- Other notable items to report are:
  - Sure Move signed a new three year deal for hiring of Executive Box
  - Eight box holders renewed for another season
  - Cheshire Police training in various areas of the Stadium
  - Prayer Room opened
  - South West Concourse has been modernised allowing for “spinning” and fitness classes to take place

*Property Services*

- The proposed improvement works to Lowerhouse Lane Depot, following a Health & Safety Executive, visit have now commenced on site with the demolition of the former welfare block and archive store and the refurbishment of the workshop welfare facilities. The main resurfacing works will commence on site in January 2014.
  
- Planning approval has now been obtained for the proposed Travellers site on Warrington Road in Runcorn. Works are continuing with the procurement process with works anticipated to start on site in the new-year, completion being due in the autumn of 2014.

**3.0 Emerging Issues**

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

*Financial Management*

- I. In December 2013 the Government announced the introduction of the Single Fraud Investigation Service (SFIS), which will investigate Social Security welfare benefit and Tax Credit fraud across Local Authorities, HM Revenue and Customs, and the Department for Work and Pensions (DWP). This will result in

Council Benefit Investigation staff transferring to the DWP. Time scales provided by the DWP indicate that national rollout should commence in October 2014 and will be completed by March 2016.

- II. On 6th February 2014 the Executive Board will recommend budget proposals to be considered by Council on 5th March 2014. This will include additional budget reductions required in order to deliver a balanced budget for 2014/15.
- III. Support continues to be provided on the financial aspects of the Mersey Gateway development, partnership arrangements on the pooled budget with Halton CCG and the joint venture arrangements with the Science & Technology Facilities Council and Langtree for the development at Sci-Tech Daresbury. Progress continues to be made with Equal Pay Claims, to date over 900 claims have been cleared.
- IV. Planning has begun for preparation of the 2013/14 final accounts, the Council's External Auditor (Grant Thornton UK LLP) have commenced work in refreshing their understanding

#### *Human Resources and Organisational Development*

- I. Significant changes to the Local Government Pension Scheme will be introduced from April 2014 with a move away from Final Salary to career average earnings. This will have an impact for both employees and the Councils processes. HR staff will begin detailed communication over the coming months with both employees and Cheshire Pensions, to ensure the successful implementation of the new arrangements.

#### *ICT and Administration Support Services*

- I. Following the finalisation of discussions with the supplier new Contact Centre software will become operational during May 2014 that will provide enhanced capability and exceed the original tendered requirements.
- II. Picow Farm Road Records Management and data Centre is now complete and plans are now in place to develop the Scanning Centre and the necessary operating processes and procedures with the intention that commercial opportunities to further attract inward investment will be sought.
- III. The ICT Data Centre will form a major part of the authority's on-going disaster recovery and business continuity arrangements and the 2014/15 capital programme will be aligned with developing this facility.
- IV. Arrangements to meet the continued requirements of Public Services Network compliance, which form the Code of Connection the authority has to maintain to transact electronically, are now underway and the authority will be subject to an external audit during June 2014.

#### *Policy, Planning, and Transportation (Policy & Performance)*

- I. Phase 2 of the 2013/14 carriageway structural reconstruction has been delayed due to poor weather conditions and has been rescheduled for completion in February 2014.
- II. The DfT launched guidance for the next round of LSTF in late December 13. Funding will be available for 1 year (2015-16) and is for revenue projects only with an overall value of a bid is set a £1m, or for the LCR as a whole £5m. Applications to this fund need to be submitted by the end of March 2014 and currently there are discussions taking place amongst the Liverpool City Region on how best to proceed.

#### *Property Services*

- I. We have now started to look at income generation from our corporate building stock linked to the move to agile working which is having the effect of freeing up space. This is an area that we will be increasingly focussing on in the future as there is an opportunity to generate a significant amount of income. The Department of Health have now moved into Rutland house.

This reflects a proactive approach to sharing our accommodation, an example of which is working with the Clinical Commissioning Group (CCG) who have previously moved into Runcorn Town Hall. We are also currently in discussions with other public sector partners with a view to them taking some space in Rutland House.

#### **4.0 Risk Control Measures**

Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements.

As such progress concerning the implementation of all high risk mitigation measures will be monitored in Quarter 2 and Quarter 4.

#### **5.0 Progress Against High Priority Equality Actions**

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.




As a result the Board will receive further information following the completion of the Annual Equality Assessment which will be undertaken during Quarter 3.

#### **6.0 Performance Overview**

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

### Financial Services







#### Key Objectives / milestones

Ref	Milestones	Q3 Progress
FS O1	Report Medium Term Financial Strategy to Executive Board <b>November 2013</b> .	
FS O3	Complete the Draft Abstract of Accounts for certification by Chief Financial Officer by <b>30<sup>th</sup> June 2013</b> .	
	Publish the Abstract of Accounts by <b>30<sup>th</sup> September 2013</b> .	

#### Supporting Commentary

Medium Term Financial Strategy was reported to Executive Board on 21st November 2013 with the Draft Abstract of Accounts being certified by the Chief Finance Officer on 28th June 2013 as planned. Statement of Accounts for 2012/13 was approved by Business Efficiency Board on 18th September 2013 and published on the Councils web-site on 30th September 2013.

#### Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q3 Actual	Q3 Progress	Direction of travel
FS LI 05	Proportion of Council Tax that was due that was collected.	97.11	96.00+	83.83		
FS LI 06	The percentage of Business Rates which should have been received during the year that were received.	97.13	96.00+	78.51		
FS LI 10	Average time for processing new claims (Housing & Council Tax Benefit).	11.78	18	14.44		

#### Supporting Commentary

When compared to the same period last year there has been a reduction in the levels of collection of Council Tax (1.67%) and Business Rates (6.32%).





With regards to Council Tax this has largely resulted from the negative impact of the new Council Tax Reduction Scheme and changes to Empty Property Discounts.

Despite the significant impact that the Welfare Reform is having on the Revenues and Benefits Division, performance remains excellent and well within target.

Though slightly below the performance achieved as the same point last year (11.51 days), this remains one of the best performances in Merseyside and Greater Manchester.

### Human Resources & Organisational Learning and Development

#### Key Objectives / milestones





Ref	Milestones	Q3 Progress
HRLD O1	To commence Real Time Tax information reporting to HMRC by <b>June 2013</b> . To further enhance the i-Trent system capabilities. <b>March 2014</b>	
HRLD O2	Promote and take forward the delivery of actions identified within the Corporate People's Plan. <b>March 2014</b> Monitor & review implementation of revised Employee Development Review (EDR) process. <b>December 2013</b>	

#### Supporting Commentary

The Council now complies with the requirements of HMRC in the provision of real time information to the tax office and iTrent capabilities are being enhanced through the introduction of e-payslips which are currently being tested prior to any roll-out being agreed between management and trade unions.

Learning and Development opportunities continue to be provided in support of the Corporate People's Plan and the means by which learning needs can be identified continue to be explored, for example through the analysis of staff forums.

#### Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q3 Actual	Q3 Progress	Direction of travel
HRLD LI 01	The number of working days / shifts lost due to sickness.	10.06	8.5	7.99		
ODHR LI 05	% of training delegates attending as a proportion of places reserved.	88	85	81		
ODHR LI 06	The percentage of top 5% of earners that are:					

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q3 Actual	Q3 Progress	Direction of travel
	a) women	55.04	50	55.56		
	b) From BME communities.	2.91	1.0	2.73		
	c) With a disability	0.65	5.0	0.68		
ODHR LI 07	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	1.36	7.50	1.44		
ODHR LI 08	Minority Ethnic community staff as % of total workforce.	0.89	1.00	1.16		

### Supporting Commentary


Sickness absence has increased when compared to the same period last year (6.61) and work continues with service managers to explore mitigating actions that can be pursued.

In relation to the workforce profile it is unlikely that the Council's ambitious targets in relation to disability can be achieved although both measures have shown a marginal increase when compared to the same period last year.

### ICT & Administrative Support

#### Key Objectives / milestones

Ref	Milestones	Q3 Progress
ICT O1	SharePoint and Records Management enhancement. <b>March 2014</b>	
	Continued Social Care Systems Service Support Programme. <b>March 2014</b>	
	Schools Cloud Services developments. <b>September 2013</b>	
ICT O1	Interactive Web Services and further SharePoint integration. <b>March 2014</b>	
	Development of commercial ICT opportunity within desktop. Hosting and Disaster Recovery provision. <b>March 2014</b>	
ICT O2	Continued development of document management and distribution services. <b>March 2014</b>	
ICT O3	Deliver operational Records Management Unit services. <b>August 2013</b>	

Ref	Milestones	Q3 Progress
ICT 04	Conduct and evaluate point of contact satisfaction survey for ICT & Support Services. <b>March 2014</b>	

### Supporting Commentary









All objectives are progressing as planned or having been completed at this stage.

In relation to Social Care Systems support developments with regards to children's Services are complete and in line with requirements and a project to consider Adult Services has commenced with requirements being mapped and planned for test during the second quarter of 2014.

The development of commercial opportunities is progressing well with services now being delivered for the Mersey Gateway Project and the Halton Clinical Commissioning Group.

The results of the contact satisfaction services have now been received and analysed. Results have been largely positive and encouraging and work is now being undertaken to identify the ways in which services can be improved further. The full details of the survey findings will be published in the March Team Brief and the April 2014 issue of the InTouch magazine.

### Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q3 Actual	Q3 Progress	Direction of travel
ICT LI 01	Average availability of the Council's operational servers (%).	99	99	99.99		
ICT LI 02	Average availability of the Councils WAN infrastructure (%).	99	99	99		
ITC LI 04	% Of all responsive repairs completed within 2 working days.	92	80	93		
ITC L1 08	Average working days from order to completion of a new PC	9	10	8		



### Supporting Commentary

Infrastructure and availability remains robust and although there have been some one-off outages as a result of power issues at Rutland House these have been resolved within 30 minutes of each event.

Responsive repair and PC completion times remain extremely positive.

### Legal & Democracy









#### Key Objectives / milestones

Ref	Milestones	Q3 Progress
LD O1	Secure renewal of Lexcel & ISO Accreditation. <b>January 2014</b>	
LD O3	To ensure that all members have been given the opportunity of a having a MAP meeting <b>March 2014</b>	

#### Supporting Commentary

Work to secure renewal of accreditations is progressing according to plan, although it has been agreed that the inspection will be held on 31st March 2014, Member MAP meetings continue to place as we move throughout the year.

#### Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q3 Actual	Q3 Progress	Direction of travel
LD LI 01	No. Of Members with Personal Development Plans (56 Total)	46 (79%)	56 (100%)	54% (96%)		
LD LI 03	Average Time taken to issue prosecutions from receipt of full instructions (working days).	7	10	10		
LD LI 04	Average time taken to send out first draft business lease from receipt of complete instructions from Property Services (working days)	15	20	20		
LD LI 05	Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client	1	3	1		

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q3 Actual	Q3 Progress	Direction of travel
	department (working days).					
LD LI 11	% who believe internal communications service has improved.	71	87	N/A	N/A	N/A
LD LI 15	% satisfaction with Inside Halton.	99	90	95%	N/A	N/A

### Supporting Commentary


All measures remain on track to achieve annual target.

A survey to look at the percentage of users who believe that the internal communications service has improved was held during December but due to a low response this has been extended into January. The results of the survey will be made available during Q4.

The Inside Halton reader's survey showed that 95% of readers were either satisfied, or very satisfied with the magazine. Readers complimented the 'What's On' section and updates in the magazine on the Mersey Gateway.

### Policy & Performance

#### Key milestones

Ref	Milestones	Q3 Progress
PPT 04	Review the Sustainable Community strategy and monitor performance b-annually <b>March 2014</b>	






### Supporting Commentary

A review of the SCS is concluding. This review has sought to update key aspects of terminology, legislation and resolve other editorial amendments. Work has taken place on focusing and reducing the outcomes and aligning measures more closely with performance indicators.

A simplified, interactive single page document has also been completed and will be made available on the new Partnership website [www.haltonpartnership.com](http://www.haltonpartnership.com) following approval of the refreshed strategy in March by Executive Board. Performance is measured and reported on a bi-annual basis to the Halton Local Strategic Partnership.

### Catering and Stadium Services

## Key Objectives / milestones

Ref	Milestones	Q3 Progress
CE O2	Measure customer satisfaction with Stadium Community Services - <b>January 2014</b> .  Promote off peak opportunities at the start of each quarter to charitable and community organisations to utilise Stadium facilities at a reduced price - <b>March 2014</b> .	  
CE O3	School Lunches - Deliver a promotion and educational campaign - <b>September 2013 and January 2014</b> .	
	Review and update the strategy and action plan to increase the uptake of free school meals - <b>July 2013</b> .	
CE O3	Develop effective joint working and agree funding, with the private/public sector to address childhood obesity - <b>Sept 2013</b> .	

### Supporting Commentary

Stadium Community Services are continuing to measure customer satisfaction.







As previously reported this initiative has had a significant effect on filling some of the untaken dates within the Stadium and at the same time opening the Stadium up to a range of disadvantaged groups.





A “youth” alcohol free 'Open Mic' night is planned for early February 2014.

All Primary schools have been provided with a themed calendar with a selection of poster for 2013-2014 to promote National Days, Festivals, Sporting occasions etc.

All Reception children’s parents have been given an information pack on the benefits of school meal and have increased the number of tasting opportunities for children.

### Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q3 Actual	Q3 Progress	Direction of travel
CE LI 01	No. of meals served versus hourly input of labour (Previously SH1).	9.85	10.00	10.19		
	% Take up of free school meals to those who are eligible (Previously SH LI 8)					
CE LI 08	a) Primary Schools	77.46%	85%	86.52		
CE LI 09	b) Secondary Schools	76.59%	75%	70.66		
	% Take up of school lunches (%) – (Previously NI52).					

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q3 Actual	Q3 Progress	Direction of travel
CE LI 10	a) Primary Schools	51.71%	55%	51.88%		
CE LI 11	b) Secondary Schools	53.64%	55%	48.7%		

### Supporting Commentary

CE LI 1: Actual has already exceeded target this year, this is an excellent result.

CE LI 8: The target has already been exceeded, an excellent position to be in at this time of year.



CE LI 9: Although the actual is slightly below target this target will be achieved at year end.

CE LI 10: Although the actual is slightly down on target it has already exceeded last year's total, this target should be achieved at year end.

CE LI 11: Although the actual is slightly down on target, it is likely the target will be reached by year end.

### Property Services

#### Key Objectives / milestones

Ref	Milestones	Q3 Progress
EEP O1	Review accommodation in light of budget decisions by <b>July 2013</b> .	
	Identify further property to be considered for sales and implement asset disposals by <b>March 2014</b> .	





### Supporting Commentary

As previously reported, the Council has been consolidating its accommodation portfolio. In light of this, this has made space available to encourage external partners to share office accommodation in Runcorn.

List of assets for disposal has been prepared and approved by Executive Board. It is intended that this list will be reviewed in March 2014, as part of this process ward members have been consulted in regard to assets in their respective areas.

#### Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q3 Actual	Q3 Progress	Direction of travel
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Ref	Measure	12 / 13 Actual	13 / 14 Target	Q3 Actual	Q3 Progress	Direction of travel
DIS LI 01	Occupancy of HBC industrial units.	86%	85%	85%		
DIS LI 02	Occupancy of Widnes Market Hall.	92%	90%	88%		

### Supporting Commentary

Occupancy of our industrial estates remains high and recent upturn in the market suggests that the target for 2013/14 will be met.

A number of traders have given notice to leave the market in this quarter, however there are five new applications which will be considered in the next quarter therefore it is anticipated that this target will be met.

## 7.0 Financial Summaries

### FINANCE DEPARTMENT

#### Revenue Budget as at 31<sup>st</sup> December 2013

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000
<b><u>Expenditure</u></b>				
Employees	7,157	5,414	5,195	219
Supplies & Services	588	413	368	45
Other Premises	133	115	58	57
Agency Related	1	0	0	0
Insurances	1,537	1,129	1,129	0
Charitable Relief	120	0	0	0
Concessionary Travel	2,247	1,499	1,499	0
Discretionary Support Scheme	601	50	50	0
Rent Allowances	52,985	41,457	41,457	0
Non HRA Rebates	60	45	45	0
Contribution to Reserves	820	0	0	0
<b>Total Expenditure</b>	<b>66,249</b>	<b>50,122</b>	<b>49,801</b>	<b>321</b>
<b><u>Income</u></b>				
Fees & Charges	-69	-52	-137	85
SLA to Schools	-763	-763	-725	(38)



NNDR Administration Grant	-169	0	0	0
Hsg Ben Administration Grant	-1,166	-875	-875	0
Rent Allowances	-52,370	-40,609	-40,609	0
Discretionary Support Scheme	-787	-787	-787	0
Reimbursements & Other Grants	-1,153	-1,104	-1,269	165
Liability Orders	-373	-361	-361	0
Non HRA Rent Rebates	-60	-49	-49	0
Transfer from Reserves	-295	-9	-9	0
<b>Total Income</b>	<b>-57,205</b>	<b>-44,609</b>	<b>44,821</b>	<b>212</b>
<b>Net Controllable Expenditure</b>	<b>9,044</b>	<b>5,513</b>	<b>4,980</b>	<b>533</b>
<b>Recharges</b>				
Premises	426	320	320	0
Transport	60	45	38	7
Asset Charges	24	0	0	0
Central Support Service	2,838	2,130	2,130	0
Support Service Income	-7,464	-5,588	-5,588	0
<b>Net Total Recharges</b>	<b>-4,116</b>	<b>-3,093</b>	<b>-3,100</b>	<b>7</b>
<b>Net Department Total</b>	<b>4,928</b>	<b>2,420</b>	<b>1,880</b>	<b>540</b>

**Comments on the above figures:**

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

With regards to expenditure, employee costs are below the budget profile due to vacant posts that exist within the Procurement, Revenues and Benefits and Financial Management Divisions. The majority of these posts have now been filled and the remaining posts will either be filled before the end of the year or contribute towards the 14/15 savings target.

Other premises costs are below the budget due to two HDL One-Stop Shops having been omitted from the Valuation Office Agency's (VOA) rating list. Provision had been made for back-dated business rates however the VOA have now confirmed that charges will only be back-dated to 1<sup>st</sup> April 13 meaning the balance of the provision can now be released and contribute towards the 14/15 savings target.

With regards to income, fees & charges are slightly above the budget which is a result of increased income generated from the sale of Concessionary Travel bus passes and blue badges. Reimbursements and Other Grants income is also in excess of the budget due to the receipt of a number of one-off Revenues and Benefits reform grants. Some of these grants will contribute towards the 14/15 savings target.

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

## HUMAN RESOURCES DEPARTMENT

### Revenue Budget as at 31<sup>st</sup> December 2013

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
<b><u>Expenditure</u></b>				
Employees	1,697	1,313	1,306	7
Employee Training	320	206	70	136
Supplies & Services	193	170	174	(4)
<b>Total Expenditure</b>	<b>2,210</b>	<b>1,689</b>	<b>1,550</b>	<b>139</b>
<b><u>Income</u></b>				
Fees & Charges	-136	-132	-204	72
School SLA's	-390	-382	-391	9
Transfers from Reserves	-32	0	0	0
<b>Total Income</b>	<b>-558</b>	<b>-514</b>	<b>-595</b>	<b>81</b>
<b>Net Operational Expenditure</b>	<b>1,652</b>	<b>1,175</b>	<b>955</b>	<b>220</b>
<b><u>Recharges</u></b>				
Premises Support	72	54	54	0
Transport Recharges	16	11	11	0
Asset Charges	1	0	0	0
Central Support Recharges	505	379	379	0
Support Recharges Income	-2,207	-1,660	-1,660	0
<b>Net Total Recharges</b>	<b>-1,613</b>	<b>-1,216</b>	<b>-1,216</b>	<b>0</b>
<b>Net Departmental Total</b>	<b>39</b>	<b>-41</b>	<b>-261</b>	<b>220</b>

#### Comments on the above figures:

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

With regards to expenditure, employee training costs are below the budget profile which is due to reduced spending on Corporate and Communities training provision.

With regards to income, fees and charges are above the budget profile which is mainly due to charges made to Schools and Academies for the provision of additional HR support services.

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

## ICT AND SUPPORT SERVICES DEPARTMENT

### Revenue Budget as at 31<sup>st</sup> December 2013

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
<b><u>Expenditure</u></b>				
Employees	5,728	4,335	4,228	107
Supplies & Services	635	426	400	26
Computer Repairs & Software	606	472	449	23
Communications Costs	407	305	326	(21)
Other Premises	15	11	20	(9)
Capital Financing	303	252	260	(8)
<b>Total Expenditure</b>	<b>7,694</b>	<b>5,801</b>	<b>5,683</b>	<b>118</b>
<b><u>Income</u></b>				
Fees & Charges	-409	-364	-206	(158)
Reimbursements & Other Grants	-39	-29	-39	10
SLA to Schools	-537	-537	-549	12
Transfers from Reserves	-40	0	0	0
<b>Total Income</b>	<b>-1,025</b>	<b>-930</b>	<b>-794</b>	<b>(136)</b>
<b>Net Controllable Expenditure</b>	<b>6,669</b>	<b>4,871</b>	<b>4,889</b>	<b>(18)</b>
<b><u>Recharges</u></b>				
Premises	434	325	325	0
Transport	20	15	14	1
Asset Charges	1,646	0	0	0
Central Support Services	1,090	818	818	0
Support Service Income	-9,468	-7,100	-7,100	0
<b>Net Total Recharges</b>	<b>-6,278</b>	<b>-5,942</b>	<b>-5,943</b>	<b>1</b>
<b>Net Department Total</b>	<b>391</b>	<b>-1,071</b>	<b>-1,054</b>	<b>(17)</b>

### Comments on the above figures

In overall terms spending is in excess of the budget profile at the end of quarter three. With regards to expenditure, employee related expenditure is lower than the budget profile due to increased staff turnover within the Admin Division.

Spend on supplies & services is also lower than the budget profile at the end of the quarter. This is a result of tighter budget controls being put in place with regards to the procurement of general equipment and furniture, stationery and printing services.

With regards to income, fees & charges income is lower than the budget profile which is partly due to significant increases to the target in both 2012/13 and 2013/14. This is a future budget pressure which is, at present, being mitigated by reducing expenditure on staffing and supplies & services.

**At this stage it is anticipated that the overall net Department spending will be slightly higher than the budget at the year end.**

**Capital Projects as at 31<sup>st</sup> December 2013**

Capital Expenditure	2013/14 Capital Allocation £'000	Allocation to Date £'000	Actual Spend to Date £,000	Total Allocation Remaining £'000
IT Rolling Programme	1,100	825	784	316
<b>Net Expenditure</b>	<b>1,100</b>	<b>825</b>	<b>784</b>	<b>316</b>

**Comments on the above figures.**

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

**LEGAL & DEMOCRATIC SERVICES DEPARTMENT**

**Revenue Budget as at 31<sup>st</sup> December 2013**

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
<b><u>Expenditure</u></b>				
Employees	1,976	1,491	1,422	69
Supplies & Services	339	239	221	18
Civic Catering & Functions	29	7	1	6
Mayoral Allowances	21	17	20	(3)
Legal Expenses	207	171	169	2
<b>Total Expenditure</b>	<b>2,572</b>	<b>1,925</b>	<b>1,833</b>	<b>92</b>
<b><u>Income</u></b>				
Land Charges	-97	-73	-75	2
School SLA's	-48	-48	-67	19
License Income	-268	-201	-199	(2)
Other Income	-28	-23	-40	17
Transfers from Reserves	-68	-59	-59	0
<b>Total Income</b>	<b>-509</b>	<b>-404</b>	<b>-440</b>	<b>36</b>
<b>Net Operational Expenditure</b>	<b>2,063</b>	<b>1,521</b>	<b>1,393</b>	<b>128</b>
<b><u>Recharges</u></b>				
Premises Support	122	91	91	0
Transport Recharges	33	25	21	4
Asset Charges	19	0	0	0
Central Support Recharges	484	363	363	0
Support Recharges Income	-1,945	-1,458	-1,458	0
<b>Net Total Recharges</b>	<b>-1,287</b>	<b>-979</b>	<b>-983</b>	<b>4</b>
<b>Net Departmental Total</b>	<b>776</b>	<b>542</b>	<b>410</b>	<b>132</b>

**Comments on the above figures:**

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

With regards to expenditure employee costs are lower than the budget profile due to vacant posts within the Legal team and Democratic Services team. Some of the posts will be filled during the course of the year and some have been proposed and approved to be deleted as part of the 2014/15 savings process. The in-year savings resulting from the vacant posts will act as contributions towards the Department's 2013/14 staff turnover savings target.

Spend on supplies & services is also lower than the budget profile which is due to savings that have been achieved by moving to an online provider of legal books and publications.

With regards to income School SLA income is above the budget profile at the end of the quarter which is due to a good take up of the Legal Services SLA.

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

**POLICY, PLANNING & TRANSPORTATION DEPARTMENT**

**Revenue Budget as at 31<sup>st</sup> December 2013**

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000
<b><u>Expenditure</u></b>				
Employees	4,958	3,822	3,875	(53)
Other Premises	236	80	73	7
Hired & Contracted Services	438	208	208	0
Supplies & Services	309	250	248	2
Street Lighting	1,791	1,070	1,070	0
Highways Maintenance	2,223	1,337	1,337	0
Bridges	96	48	38	10
Fleet Transport	1,235	945	945	0
Lease Car Contracts	622	622	622	0
Bus Support – Halton Hopper Tickets	231	182	182	0
Bus Support	531	356	341	15
Out of Borough Transport	51	34	33	1
Capital Financing	406	307	307	0
Grants to Voluntary Organisations	68	68	68	0
NRA Levy	62	62	59	3
Mersey Gateway	4,966	3,262	3,262	0
<b>Total Expenditure</b>	<b>18,223</b>	<b>12,653</b>	<b>12,668</b>	<b>(15)</b>
<b><u>Income</u></b>				
Sales	-310	-248	-271	23
Planning Fees	-506	-354	-373	19
Building Control Fees	-81	-71	-80	9
Other Fees & Charges	-519	-351	-387	36
Rents	-8	-4	-2	(2)
Reimbursements & Other Grants	-171	-128	-138	10
School SLAs	-39	-39	-44	5
Recharge to Capital	-2,736	-995	-995	0
	-2,567	-2,267	-2,267	0
Transfer from Reserves				
<b>Total Income</b>	<b>-6,937</b>	<b>-4,457</b>	<b>-4,557</b>	<b>100</b>
<b>Net Controllable Expenditure</b>	<b>11,286</b>	<b>8,196</b>	<b>8,111</b>	<b>85</b>

<b>Recharges</b>				
Premises Support	770	333	332	1
Transport Recharges	568	430	430	0
Asset Charges	7,432	0	1	(1)
Central Support Recharges	3,200	2,400	2,401	(1)
Departmental Support Recharges	446	0	0	0
Support Recharges Income – Transport	-4,699	-2,823	-2,823	0
Support Recharges Income – Non Transport	-2,925	-806	-805	(1)
<b>Net Total Recharges</b>	<b>4,792</b>	<b>-466</b>	<b>-464</b>	<b>(2)</b>
<b>Net Departmental Total</b>	<b>16,078</b>	<b>7,730</b>	<b>7,647</b>	<b>83</b>

**Comments on the above figures:**

In overall terms revenue spending at the end of quarter 3 is below budget profile. This is due to a number of expenditure and income budget areas.

Expenditure on staffing is above the budget to date, this is linked to the staff savings turnover target not being met for the year to date.

Planning fees are currently above the income target to date due a number of individual developments across the borough. These consist of one off large fee applications which cannot be guaranteed in the future. At this stage income on planning fees for the year is forecast to be in line with the annual budget

Schools SLA income is above target in Risk Management due to higher than anticipated demand for the service for the year.

The increase in other fees and charges is mainly due to extra income being generated in the MOT bay; however as this is customer lead it cannot be guaranteed.

The increase in sales is mainly due to increased fuel sales and highway searches.

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

**POLICY, PLANNING & TRANSPORTATION**

**Capital Projects as at 31<sup>st</sup> December 2013**

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
<b>Local Transport Plan</b>				
<b>Bridges &amp; Highway Maintenance</b>				
Bridge Assessment, Strengthening & Maintenance	3,060	1,700	1,635	1,425
Road Maintenance	1,715	1,100	1,025	690
<b>Total Bridge &amp; Highway Maintenance</b>	<b>4,775</b>	<b>2,800</b>	<b>2,660</b>	<b>2,115</b>
<b>Integrated Transport</b>	<b>725</b>	<b>210</b>	<b>205</b>	<b>520</b>
<b>Total Local Transport Plan</b>	<b>5,500</b>	<b>3,010</b>	<b>2,865</b>	<b>2,635</b>
Early Land Acquisition Mersey Gateway	15,378	9,016	9,016	6,362
Development Costs Mersey Gateway	3,500	995	995	2,505
Street lighting – Structural Maintenance	105	22	22	83
Risk Management	118	26	26	92
Fleet Replacement	950	400	366	584
<b>Total Halton Borough Council</b>	<b>20,051</b>	<b>10,459</b>	<b>10,425</b>	<b>9,626</b>
<b><u>Grant Funded</u></b>				
<b>Surface Water Management Grant</b>	214	0	0	214
<b>Mid Mersey Local Sustainable Transport</b>	150	9	9	141
<b>Total Grant Funded</b>	<b>364</b>	<b>9</b>	<b>9</b>	<b>355</b>
<b><u>Local Pinch Point Fund</u></b>				
A558 Access Improvements	1,805	36	36	1,769
<b>Total Local Pinch Point Fund</b>	<b>1,805</b>	<b>36</b>	<b>36</b>	<b>1,769</b>
<b>Total Capital Programme</b>	<b>27,720</b>	<b>13,514</b>	<b>13,335</b>	<b>14,385</b>



**COMMUNITY & ENVIRONMENT DEPARTMENT**  
**Revenue Budget as at 31 December 2013**

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
<b><u>Expenditure</u></b>				
Employees	12,206	9,205	9,370	(165)
Other Premises	1,363	969	876	93
Supplies & Services	1,549	1,083	1,023	60
Book Fund	225	186	187	(1)
Promotional	290	206	205	1
Other Hired Services	991	528	542	(14)
Food Provisions	773	499	460	39
School Meals Food	1,660	917	887	30
Transport	70	52	33	19
Other Agency Costs	877	145	153	(8)
Waste Disposal Contracts	4,799	2,697	2,667	30
Leisure Management Contract	1,492	1,011	1,042	(31)
Grants To Voluntary Organisations	333	290	287	3
Grant To Norton Priory	222	222	224	(2)
Rolling Projects	185	42	42	0
Capital Financing	33	0	0	0
<b>Total Spending</b>	<b>27,068</b>	<b>18,052</b>	<b>17,998</b>	<b>54</b>
<b><u>Income</u></b>				
Sales Income	-2,216	-1,508	-1,431	(77)
School Meals Sales	-2,224	-1,154	-1,192	38
Fees & Charges Income	-2,729	-1,750	-1,676	(74)
Rents Income	-156	-97	-94	(3)
Government Grant Income	-111	-31	-43	12
Reimbursements & Other Grant Income	-510	-291	-330	39
Schools SLA Income	-278	-254	-226	(28)
Internal Fees Income	-104	-59	-48	(11)
School Meals Other Income	-2,265	-1,883	-1,916	33
Meals On Wheels	-188	-132	-135	3
Catering Fees	-173	-130	-62	(68)
Capital Salaries	-103	-77	-39	(38)
Transfers From Reserves	-247	-185	-185	0
<b>Total Income</b>	<b>-11,304</b>	<b>-7,551</b>	<b>-7,377</b>	<b>(174)</b>
<b>Net Controllable Expenditure</b>	<b>15,764</b>	<b>10,501</b>	<b>10,621</b>	<b>(120)</b>

<b>Recharges</b>				
Premises Support	1,491	924	925	(1)
Transport Recharges	2,242	1,384	1,398	(14)
Departmental Support Services	9	0	0	0
Central Support Services	3,119	2,362	2,362	0
Asset Charges	3,052	0	0	0
HBC Support Costs Income	-375	-375	-374	(1)
<b>Net Total Recharges</b>	<b>9,538</b>	<b>4,295</b>	<b>4,311</b>	<b>(16)</b>
<b>Net Departmental Total</b>	<b>25,302</b>	<b>14,796</b>	<b>14,930</b>	<b>(136)</b>

**Comments on the above figures:**

Net operational expenditure is £136,000 over budget profile at the end of the third quarter of the financial year.

Employees' expenditure is over budget profile by £165,000, primarily due to savings targets for premium pay of £256,400 for this financial year. Agency staffing is approximately £58,000 less than at the same stage last year, which is helping to keep the overspend on staff costs to a minimum. To date, with the exception of the Stadium, all other divisions with the department are under budget profile contributing to the achievement of the staff turnover saving targets of £461,625.

The main budget pressure is income received and the targets set for the department and budgets are underachieving in several areas particularly Sales, Fees & Charges, Catering Fees and Capital Salaries. Sales and Fees and Charges for the Stadium as a whole are still struggling to meet targets and changes to capital salaries criteria has added further pressure to the underachieving income targets.

Expenditure on other premises and supplies and services is currently £153,000 under budget profile. This is due to savings on equipment budgets, hired services, lower than expected utility bills within the Community Centres and savings on consumables budgets.

The Leisure management contract is over the budget profile and is expected to overspend by approximately £ 40,000 by year end.

Waste disposal contract invoices have been fluctuating during the year with amounts being higher than expected earlier in the year but recent invoices are lower, resulting in overall spend being less than anticipated for this stage of the financial year. It is possible that increases will occur in the next few months so revisions to projections will continue to be monitored regularly.

School Meals is still performing well against budget, with sales and food costs both having favourable variances.

**The final year end position for the Department is expected to be approximately £180,000 over budget which will be contained within the Directorates budget.**

**Capital Projects as at 31 December 2013**

Project	Capital Allocation 2013/14 £'000	Allocation To Date £'000	Actual Spend To Date £'000	Allocation Remaining £'000
<b><u>Community &amp; Environment Division</u></b>				
Stadium Minor Works	30	8	8	22
Stadium Disability Works	30	0	0	30
Stadium Gym Equipment	30	0	0	30
Widnes Recreation Site	2,680	110	108	2,572
Childrens Playground Equipment	81	25	24	57
Playground Third Party Funding	340	13	13	327
Arley Drive (Upton)	66	2	2	64
Crow Wood	13	0	0	13
Open Spaces Schemes	72	72	71	1
Runcorn Cemetery Extension	9	1	1	8
Cremators At Widnes Crematorium	396	5	5	391
Runcorn Hill Park	120	52	52	68
Runcorn Busway Works for Gas Powered Buses	30	30	30	0
Litter Bins	50	30	29	21
	<b>3,947</b>	<b>348</b>	<b>343</b>	<b>3,604</b>

## ECONOMY ENTERPRISE & PROPERTY DEPARTMENT

### Summary Financial Position as at 31<sup>st</sup> December 2013

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
<b><u>Expenditure</u></b>				
Employees	4,419	3,521	3,572	(51)
Repairs & Maintenance	2,703	2,048	2,040	8
Energy & Water Costs	606	421	413	8
NNDR	637	621	622	(1)
Rents	376	355	355	0
Marketing Programme	128	23	17	6
Promotions	84	34	27	7
Supplies & Services	1,251	839	823	16
Agency Related Payments	168	145	145	0
<b>Total Expenditure</b>	<b>10,372</b>	<b>8,007</b>	<b>8,014</b>	<b>(7)</b>
<b><u>Income</u></b>				
Fees & Charges	-587	-471	-471	0
Rent - Markets	-758	-577	-580	3
Rent - Industrial	-965	-615	-610	(5)
Rent – Commercial	-533	-452	-450	(2)
Government Grant Income	-914	-559	-559	0
Transfer from Reserves	-361	-361	-361	0
Recharges to Capital	-420	-207	-207	0
Reimbursements & Other Grant Income	-659	-577	-585	8
Schools SLA Income	-494	-494	-494	0
<b>Total Income</b>	<b>-5,691</b>	<b>-4,313</b>	<b>-4,317</b>	<b>4</b>
<b>Net Operational Budget</b>	<b>4,681</b>	<b>3,955</b>	<b>3,958</b>	<b>(3)</b>
<b><u>Recharges</u></b>				
Premises Support Costs	1,498	1,133	1,133	0
Transport Support Costs	38	22	22	0
Central Support Service Costs	1,706	1,289	1,289	0
Asset Rental Support Costs	2,390	0	0	0
Repairs & Maintenance Recharge Income	-2,185	-1,639	-1,639	0
Accommodation Recharge Income	-2,759	-2,070	-2,070	0
Central Supp. Service Rech. Income	-1,891	-1,419	-1,419	0
<b>Total Recharges</b>	<b>-1,202</b>	<b>-2,684</b>	<b>-2,684</b>	<b>0</b>
<b>Net Expenditure</b>	<b>3,478</b>	<b>1,010</b>	<b>1,013</b>	<b>(3)</b>

## **Comments**

The overspend to date on the Employee budget has reduced this quarter due to vacancies within the Operations and Investment & Development Division. Spend to date is still over budget, as staff savings targets are not being achieved within the Building and School Cleaning Service as these services need to be fully staffed at all times.

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

Income levels for industrial and commercial rent has improved as a result of renegotiation of contracts and compensation payments from Mersey Gateway for loss of rental income.

Work has continued with managers during the last quarter to look at budget pressures. This has resulted in realignment of budgets and this is reflected in the variances above.

**In overall terms it is anticipated that net expenditure will be slightly above the overall Departmental budget by year-end, primarily as a result of the Staff Savings target.**




**ECONOMY ENTERPRISE & PROPERTY DEPARTMENT**

**Capital Projects as at 31<sup>st</sup> December 2013**

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
Castlefields Regeneration	827	70	70	0
3MG	5,695	2,400	2,280	120
Widnes Waterfront	1,000	0	0	0
Johnsons Lane Infrastructure	500	0	0	0
The Hive	214	108	88	20
Decontamination of Land	155	64	64	0
Daresbury SciTech- Power Infrastructure	3,587	1950	1949	1
Daresbury Sci-Tech – Transport	350	150	163	-13
Queens Arms	69	44	44	0
HBT Bus Park	71	71	71	0
Former Crosville Depot	518	0	0	0
Former Fairfield Site Demolition	450	301	201	100
Fairfield High Site - Contingency Costs	50	6	6	0
Widnes Town Centre Initiative	85	22	22	0
Travellers Site	849	65	65	0
Lower House Lane Depot – Upgrade	757	56	66	-10
Disability Discrimination Act/Disabled Access	150	72	42	30
<b>Total</b>	<b>15,327</b>	<b>5,379</b>	<b>5,131</b>	<b>248</b>
<b>Grand Total</b>	<b>30,760</b>	<b>16,008</b>	<b>15,652</b>	<b>356</b>




## 8.0 Explanation for use of symbols

Symbols are used in the following manner:

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

### Direction of Travel Indicator

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

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