

REPORT TO: Environment and Urban Renewal Policy and Performance Board

DATE: 14th November 2018

REPORTING OFFICER: Strategic Director – Enterprise, Community and Resources

SUBJECT: Business Planning

WARDS: All Wards

1.0 PURPOSE OF THE REPORT

1.1 To provide an opportunity for the Board to contribute to the development of the Business Plan for the 2019 – 20 financial year.

2.0 RECOMMENDATION: That the Board receive the information provided and consider the priorities to be covered in the Business Plan 2019-20 (Appendix 1).

3.0 SUPPORTING INFORMATION

3.1 The Council undertakes business planning in parallel with annual budget setting, and the refresh of Corporate Risk Registers. This process has now commenced for 2019 –20.

3.2 Members are invited to consider a small number of priorities that they would like to see reflected in the Business Plan. A draft plan will then be developed, which will be presented to the Board for consideration early in the New Year.

3.3 Business Plans provide an overall operating context together with details of specific objectives and performance measures, giving a focus for the monitoring of progress throughout the year.

3.4 Members' knowledge of local and organisational issues forms an integral element of plan development.

3.5 Plans can only be finalised once final budget decisions have been determined in March 2019 and annual targets can only be confirmed once with year-end outturn figures for 2018 – 19 are known.

4.0 POLICY IMPLICATIONS

4.1 Business planning forms a key element of the Council's policy framework and as such its development will take account of known and anticipated changes within the operating environment.

5.0 OTHER IMPLICATIONS

- 5.1 Plans will continue to form the basis for progress monitoring, including reporting to Policy and Performance Boards throughout the year. Such reports will contain information concerning key developments and emerging issues as well as the delivery of predetermined actions and targets.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

- 6.1 The business planning process is one means by which the Council aligns its operational activity with its overall strategic aims and those priorities detailed below.

6.2 Children and Young People in Halton

6.3 Employment, Learning and Skills in Halton

6.4 A Healthy Halton

6.5 A Safer Halton

6.6 Halton's Urban Renewal

7.0 RISK ANALYSIS

- 7.1 The development of the Business Plan allow the Council to align its activities with the delivery of partnership priorities and provide information to stakeholders concerning priorities for 2019 – 20.

- 7.2 The process aligns with the annual review of Corporate Risks Registers, ensuring that these are fully considered when determining future actions.

8.0 EQUALITY AND DIVERSITY ISSUES

- 8.1 There are no equality and diversity issues directly related to this report. However, such matters will continue to be monitored and reported annually to the Board through the existing performance monitoring framework.

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

- 9.1 None under the meaning of the Act.

APPENDIX 1: 2019 – 20 BOARD SUMMARY INFORMATION

The purpose of this briefing note is to provide Members of the PPB with an overview of key strategic issues facing the Board over the medium-term.

This briefing cannot cover all aspects of the delivery of services across all of functional areas that fall within the remit of this Board but will provide details of the primary drivers that will influence how services will support and delivering the

Strategic Context

- **Ongoing Financial Constraints**
- **Difficult Choices**
- **Things that we must do**
- **Lots of change and uncertainty**
- **Maintaining Stability**

Council's priorities and business needs.

The Council continues to operate in an extremely difficult financial climate. Statutory responsibilities need to be met and effective financial management and efficient arrangements are crucial to service delivery.

PPB Areas of Responsibility

- Consider each area in turn
- Key issues for each
- Overview

An overview is provided for each priority for comment and discussion.

Waste Management & Open Spaces

- Waste collection and recycling – Maintenance of policies and service delivery.
- Tackling Environmental Crime and promoting positive behaviours.
- Maintaining public parks and developing a revised specification for maintaining open spaces to a standard that is affordable.

Waste Management

The key focus for the service during the Business Plan period will be to continue to reduce levels of waste produced per household in the borough and maximise recycling performance. Whilst there are currently no statutory performance targets with regards to waste, reducing the amount of residual waste that requires costly treatment or disposal will help reduce the Council's overall operating costs, which is vital given the financial pressures it continues to face.

If the Council is to achieve its objectives, it is essential that residents accept their responsibilities for waste and make best use of the recycling services provided to them. A major barrier to waste reduction and increased recycling is public participation and to help overcome this, awareness raising, community engagement and education will continue to be at the forefront of the Council's approach to encouraging residents to think about the amount of waste they produce and recycle. However, if the Council is to be successful in reducing the costs of dealing with waste, it will need to strictly apply its Household Waste Collection Policies and will need to take all necessary steps to ensure residents' compliance with those Policies.

The Council's Household Waste Collection Policies and operational services will need to be continually reviewed throughout to ensure that opportunities for reducing waste and increasing recycling are maximised.

Local environmental quality is important as it impacts on the whole community. The residents of Halton tell us that clean and safe streets are two of the most important factors in helping to make their neighbourhood a good place to live. It is crucial, therefore, that the Council continues to undertake actions to effectively tackle environmental crime, such as littering, fly-tipping and dog fouling, all of which can negatively affect the safety and attractiveness of the local environment.

The Council has a responsibility to protect those members of our community who are affected by the irresponsible behaviour of individuals who commit environmental crime and it is important to continue to work closely with enforcement partners and other external agencies to deliver a co-ordinated approach to enforcement. This will involve developing joint protocols and action plans, and the utilisation of statutory provisions available to address all forms of environmental crime within the boundaries of the Borough.

Whilst recognising that enforcement action must be taken where appropriate, prevention is better than cure and education will always come before any formal enforcement actions. The local community has a responsibility for helping to maintain a clean and safe environment and community engagement activities are fundamental and must be maintained.

Whilst it will be important to develop and deliver effective communication, education and awareness raising initiatives, policies for tackling environmental crime will also need to be continually reviewed to ensure that they remain fit for purpose.

Open Space Services

Open Space Service will need to retain a focus on trying to sustain an acceptable and affordable level of service in the face of continued fiscal constraint.

As part of this process, we will require a revised specification for the maintenance of open spaces that will result in some areas of activity being scaled back in order to limit operating costs and avoid budget overspend. Given that this aspect of service provision is highly visible to the community, the management of public expectations will need to be considered.

Additionally, the service will seek to identify and implement schemes whereby future maintenance costs can, as far as possible, be minimised.

The service will also continue to seek out and maximise opportunities for income generation through the development of franchising opportunities such as parks pavilions. This will allow us to continue to ensure the sustainable provision of public facing services whilst generating revenue.

Furthermore, the effective programming and marketing of events at the Brindley Theatre, and the promotion of Registration Services for weddings and civil ceremonies, will continue to play a significant part in maximising the income stream available to the Council.

Economic Regeneration

- **Combined Authority**
- **Regeneration Assets & Business Improvement**

The Combined Authority

The Liverpool City Region Combined Authority was established on 1st April 2014. The membership comprises the six Local Authority areas and the Local Enterprise Partnership. Under the Devolution Deal, increased decision-making at the Combined Authority level together with funding control has been granted for the key priority areas of economic development, transport and skills.

Key issues include:

- Funding opportunities - SIF
- Spatial Development Strategy
- Major highway infrastructure schemes
- Maintenance of Key Route Network through the LCR

Regeneration Assets

Regeneration remains a high priority as a strategic policy to tackle the Borough's biggest challenges (poverty, deprivation and worklessness).

Key issues include:

Delivery of Mersey Gateway Regeneration Strat