

# Performance Overview Report – Enterprise, Community & Resources

Reporting Period: **Quarter 4 – 1<sup>st</sup> January 2019 – 31<sup>st</sup> March 2019**

## 1.0 Introduction

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

## 2.0 Key Developments

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

### Finance

#### *Benefits Division*

2.2 DWP statistics indicate that as at February 2019 there are 10,631 people within Halton claiming Universal Credit. The managed migration of people on legacy benefits over to Universal Credit is to be piloted in July this year in other parts of the country. This will be followed at the end 2019 by the commencement of a national managed migration due to be completed in 2023. The DWP has given no indication of the scheduling in terms of areas and timing of the actual managed migration.

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

##### Insurance

2.3 The Council has recently completed a procurement process for a range of insurance policies. The outcome of the procurement has resulted in the Council achieving some reductions in premium, whilst also being able to reduce its level of self-insurance on its liability policy.

2.4 From 1 April 2019, the Council's new liability insurer is Protector Insurance, which is a Scandinavian company. It is a relatively new entrant to the UK public sector insurance market. The company's business in the UK has grown rapidly since 2015 and they now have over 60 UK local authority clients.

- The other insurance policies placed as a result of the tender exercise are Fidelity Guarantee & Crime; Personal Accident & Business Travel (Inc. School Journey); Engineering Insurance & Inspection and Medical Malpractice.

All policies have been awarded for a period of three years with the option to extend for a further two years.

##### Direct Payments

2.5 The number of Social Care clients opting to receive a Direct Payment increased from 703 to 746 during 2018/19. Direct Payments offers Users greater flexibility, choice and independence in terms of how their assessed care needs are met. The regular audits of users funds to ensure monies are managed appropriately and spent in accordance with the Users Support Plan led to the recovery of £707k.

### 2019/20 Budget & Council Tax Setting

- 2.6 The 2019/20 net budget of £108.6m was approved by Council on 06 March 2019. The net budget will be part-funded from an increase of 2.99% to Council Tax. The council tax to be generated for 2019/20 totals £49.6m and Halton's Band D council tax level of £1,419.08 continues to be the fourth lowest in the North West.

### 2018/19 Quarter 3 Spend Position

- 2.7 The Council net spend position for the period to 31 December 2018 was reported to Executive Board on 21 February 2019. Net expenditure was £3.1m over the profiled budget to date of £65.9m. Capital spending as at 31 December 2018 totalled £15.0m, which is 95% of planned capital spend of £15.7m at this stage.

### Council Tax and Business Rates Collection Rate

- 2.8 Council tax collection rate for the year was 94.75%, an increase of 0.13% on this point last year. This is the first year-on-year increase to the collection rate since 2011/12, as in recent years there has been an adverse impact from the introduction of the council tax reduction scheme in April 2013.
- 2.9 Cash collected during the year (on behalf of the Council, Fire, Police and local preceptors) totalled £58.5m against an expected budget of £56.2. Cash collected includes growth to the council tax base and a further £1.9m collected from previous year's arrears.
- 2.10 The 2018/19 collection rate for business rates was 98.3%, an increase of 0.11% on this point last year. This is the fourth consecutive year in which the business rate collection rate has improved. Cash collected during the year (on behalf of the Council and Cheshire Fire) was £57.8m against an expected budget of £54.8m, which includes growth to the base and recovery against previous year's arrears.

### Local Government Finance Consultations

- 2.11 The Council recently responded to two Government consultations covering the Fair Funding Review and Reform to Business Rate Retention. Responses were made both individually and through shared responses with the Liverpool City Region and SIGOMA (the Special Interest Group of Municipal Authorities). The outcome to these consultations and the Government's subsequent proposals regarding the local government funding regime, could have a significant bearing upon the Council's funding from April 2020 onwards and more information will be provided as this becomes available.

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

### Apprenticeships

- 2.12 Work continues with operational areas to progress arrangements for new apprenticeships in the Council, with 15 having been established during the 2018 - 19. Taking into account new apprenticeships, and those for existing employees, at year-end, at 2.4% the Council has met its government target for the financial year to have 2.3% of the workforce in an apprenticeship placement

### Recruitment & Resourcing Update

- 2.13 During Quarter 4, backlogs of recruitment work as a result of resource constraints were cleared and a proactive approach to working with services to manage recruitment is now in place. A high volume recruitment exercise within the Adult Social Care area has been successfully undertaken during the period, with a further exercise in progress, and more planned. A multi-disciplinary approach to such exercises, using the expertise of HR, Marketing, Social Care and Customer Intelligence colleagues, is proving to be an effective way to tap into the local labour market and attract new applicants to advertised roles.

### Payroll Audit

- 2.14 An internal audit of payroll activity was concluded during Quarter 4 with which resulted in a full level of assurance with no recommendations made on any of the areas scrutinised.

### Schools Service Level Agreements

- 2.15 Annual traded service level agreements across the HR service areas were offered to Halton schools during Quarter 4. There has been a slight increase in sign-up, with two schools returning to purchase the service following a period of supply with external commercial organisations.

### E-Learning

- 2.16 E-learning remains an important element of the training offer with the development of more courses and greater uptake. A comparison of completed e-learning modules from - 2017/18 (268) and 2018/19 (1192) represents an increase in e-learning take up of 445%, demonstrating a more efficient and flexible way of learning within the workplace.

### ILM 3 in Leadership & Management

- 2.17 10 employees successfully attained the ILM 3 qualification in Leadership & Management, further building workforce skills within the organisation. The Council's training provision has recently been inspected by the ILM External Verifier and once again received very positive feedback, citing "meticulous processes in place, clear evidence of a focus on learner development, highly detailed feedback and support given to all learners".

### Recruitment Personal Profile Analysis (PPA)

- 2.18 Work continues with managers in a range of areas to design Recruitment Personal Profile Analysis (PPA), with profiling undertaken to support recruitment to a range of posts that were successfully filled during the latter part of the year. PPA is also being utilised within operational teams to develop and strengthen professional interaction.

## **ICT Infrastructure**

### System Upgrades

- 2.19 Care First 6 is a Care Management System which holds records of the Council's Social Services clients, both adults and children's. It is an essential tool in the provision of social care and supports the protection of both vulnerable adults and vulnerable children and young people. It allows social care staff and key partner agencies to gather, retain and understand the needs of individuals and families.

- 2.20 As the Care First 6 product has been utilised for such a long time, it has become outdated and there are now more efficient and effective products on the market. Crucially, it will not be long until the suppliers of Care First 6, OLM Systems Ltd, will cease to support the product and update it.
- 2.21 Officers from all interested services (Children's and Adults Services and IT) have, over recent months, carried out a review of the available software on the market that could potentially replace the Care First 6 product. This included a soft market test exercise and a review of the approach adopted by other local authorities. As a result a new software application has been secured through the appropriate procurement framework.
- 2.22 The project is now in the planning phase and the teams within ICT Services and the respective client teams will now formulate a project plan to initiate the change to and upgrades of the associated systems which it is anticipated will take 9 – 12 months to implement.

#### One Stop Shops and Contact Centres

- 2.23 The One Stop Shop staff continue to deliver council services through our location in Widnes and Runcorn and during 2018 - 19 handled 23,352 cases with average wait times at Halton Lea and Widnes both within target. Matters concerning Council Tax and Adult Social Care accounted for 28% and 26% of enquiries respectively.
- 2.24 The Contact Centre staff handled 21,252 calls during 2018 - 19. The average wait time for the third quarter was 5mins and 03 seconds. These calls resulted in 27,521 cases being logged relating to the customers enquiries. Almost a quarter of all calls related to Council Tax with 16% accounting for Adult Social Care matters

#### SharePoint 2019

- 2.25 The project has now started for the upgrade and development of the latest version of Halton's existing SharePoint Records Management system. This widely used and essential management solution has served the authority for over 10 years through its various iterations. The latest version will now enhance the user experience further with additional sets of functionality and the essential ability to link with Halton's own Cloud facilities as the authority moves towards Cloud based Microsoft Office M365 connectivity.

#### **Legal and Democracy**

- 2.26 The Council's final submission has been made to the Boundary Commission regarding their electoral review which aims to recommend boundaries that will mean each Councillor will represent approximately the same number of voters. Further details can be accessed via <https://www.lgbce.org.uk/all-reviews/north-west/cheshire/halton>
- 2.27 A triennial review of the Members' Allowance Scheme has now been completed and the recommendations of the Independent Remuneration Panel were accepted by the Council, and the revised arrangements were implemented in March 2019.

## Community and Environment

### Halton Stadium

- 2.28 The new playing pitch at Halton Stadium has now received its validation from FIFA which allows the continuation of professional Football being played. Officers will now be seeking to engage with both Liverpool and Everton Ladies Football Teams with a view to resuming its relationships with both clubs and them making use of the stadium and its facilities for future fixtures.
- 2.29 The Halton Spartans American Football Team have signed up to use the facility to play 5 games this season and for their weekly training session. In addition Widnes Football Club and their Youth Academy will also continue to make use of the facilities and a number of representative games have been planned for this year.
- 2.30 Work is now complete on the newly refurbished Karalius Suite which will enable the release of the Halton Suite to be used for staff accommodation with the resulting savings in ongoing costs to the Council.

### School Meals

- 2.31 The School Meals Service has again received Hospitality Assured accreditation and this marks ongoing achievement by the service and its staff. Hospitality Assured is the quality standard created by the Institute of Hospitality specifically for customer facing businesses and allows organisations to monitor progress toward achieving customer service excellence and optimising organisational performance.

### Library Service

- 2.32 Popularity of libraries in Halton continues to grow with continued increases in use – both through digital channels and in person. Following the removal of fines for overdue books in January 2019 the number of repeat users has increased and this situation will be kept under review.

### Leisure Centres

- 2.33 A number of events and initiatives have taken place and been introduced during the quarter 4 period and these are summarised below.
- 2.34 A multi-ethnic community group football session now takes place at Kingsway Leisure Centre on Saturday evenings and the Walking Football Group is seeking to add a third weekly session to its programme and initial interest has been strong.
- 2.35 Widnes and Runcorn Halton School Galas took place in January and March with the Schools Netball event and Highland Games also taking place in the same month.
- 2.36 Lifeguarding tuition is being provided to students from Ormiston Bolingbroke Academy to provide them with industry skills and enhance their future employment opportunities within the leisure sector. In addition reduced priced swimming has been introduced at Runcorn pool and Aqua Aerobics is growing in popularity with a current provision of 4 classes per week. Use of the Teen Gym which caters for 11 – 15 year old customers has also seen the number of users increasing during quarter 4.
- 2.37 Recruitment is presently underway to appoint to a new Aquatics Manager post with the purpose of providing a corporate focus for School Swimming, Learning to Swim Pathways and training and development and the recruitment of Swimming Instructors is ongoing.

## Community Centres

### Income

- 2.38 The table below shows the income targets for the Community Centres Service and the income position towards the end of quarter four. The final end of year position may be slightly higher than indicated as income received towards the end of quarter four is yet to be credited to the respective accounts..

Centre	Income Target	Income (to date)
Castlefields	£73,640	£89,562
Ditton	£101,820	£92,438
Grangeway	£99,130	£91,630
Murdishaw	£45,160	£58,823
Upton	£117,310	£94,760
	<b>£437,060</b>	<b>£427,213</b>

### Centre Usage and Activities

- 2.39 Across the service, usage remains consistent to that previously reported and in line with usage for the same period/s recorded for previous financial years. A summary of any activities across the community centres in this quarter are detailed below:
- 2.40 Castlefields continues to see an increase in trends reported earlier in the year; with bookings, attendance figures and income increasing year on year. As predicted, Castlefields has surpassed previous best reported figures for both attendances and income achieved in 2018/19. Both figures are largely attributable to the success of the community centre café and the demand for the centre to open 6 days per week rather than 5 as was previously the case.
- 2.41 It is anticipated that 2018/19 will see Murdishaw record the highest final income position in a number of years. The increase is largely attributable to the arrangement that sees the Bridge School occupy part of the Community Centre. The arrangement has been a huge success for both parties and will continue into the new financial year.
- 2.42 Disappointingly, earlier in the year, Upton lost a lucrative booking from an alternative education provider which significantly impacted upon the Centre's end of year financial position. However, during quarter four the centre has taken a booking for a similar provision run by a different provider which should help to balance the loss in the next financial year.
- 2.43 Quarter four also saw the centre partnership with the Sure Start to Later Life team to deliver a schedule of monthly themed events for older people across the Borough; replicating the setup that has been operating from Grangeway Community Centre for the last 18 months. The first two events were a success with over sixty people in attendance at each event. The café offer also continues to grow at Upton, with user figures increasing compared to the same period of last year and income rising by almost £2,000 compared to the previous financial year.
- 2.44 Both Ditton and Grangeway have benefited from further investment late in quarter four, resulting in adaptations in underused areas in both centres. Once the scheduled works have been completed, both centres will boast modernised, hireable spaces suitable for multiple purpose use; this will provide the respective centres with the opportunity to generate additional income in the coming years.

## *Open Space Service*

### Brindley Theatre

- 2.45 Financially the Brindley Theatre had its most successful quarter period since it opened in 2004. The result of this, alongside the success of the previous three quarters, was that the Brindley has attained a cost-neutral position and it is a significant and unusual achievement for a small theatre like the Brindley to cover its operating costs from ticket, hire and refreshment income alone.
- 2.46 As a result of a reconfiguration additional seating space has been created within the café area without the need for an extension as was originally envisaged and this will increase the opportunity to create additional revenue.

### Design and Development

- 2.47 A number of large scale works began during the Quarter 4 period. Upgrades and improvements to Sunny Bank and the Weates Close open space made good progress and will be completed in the early part of 2019/20. Work also began on phase 3 of the Peel House Cemetery project which involves the laying out of the cemetery grounds. A replacement bridge was installed at an overflow point of the Sankey Canal replacing a structure that had failed.

## **Economy, Enterprise & Property**

### *Property Services*

#### Picow Farm Old Archive Unit Refurbishment

- 2.48 Following on from the reroofing of the old archive store at Picow Farm Depot which was completed in January, the unit has been undergoing a refurbishment to enhance storage facilities for Open Spaces and to improve traffic flow on site. The works are due to be completed in April 2019.

#### Merseygateway Handback Sites

- 2.49 Meetings and site visits have continued over the past few months with the Mersey Gateway Crossing Board and Merseylink in respect of all the temporary use areas that will ultimately be handed back once all works are completed.
- 2.50 The first 3 temporary use areas have now been handed back, all being in Widnes. Further sites are due to come back in April and work will continue in respect of these over the next few weeks. Merseylink are currently working towards June 19th as the date when all sites are due to be handed back.

#### Accommodation Moves

Various works were undertaken during 2018 – 19 to refurbish existing buildings owned by the Council to accommodate the relocation of staff. This will reduce the reliance upon commercially leased premises currently used for his purpose and will result in significant savings in future accommodations costs as we move forward.

## *Development & Investment Services*

### Castlefields

- 2.51 The Lakeside Phase 3 (45 homes by Keepmoat for open market sale) development has now commenced on site with over 40% units being sold off-plan. Construction is anticipated to complete in early summer 2019 and will provide further housing opportunities within the borough. Work continues towards taking the final phase of Council land disposal at Priory Meadow (known as Canalside within the Castlefields Masterplan) to the market in late 2019 and consultants have now been appointed to prepare a design brief.

### 3MG

- 2.52 A number of developments occurred at 3MG during the quarter 4 period including the commencement of the construction of a 107,000 square foot warehouse by Liberty and the continued delivery of the train carriage repainting contract by Alstom.
- 2.53 Consultants have also completed a Flood Risk assessment and mitigation measures for the Foundry Lane area and Officers will now be considering the findings and implications for the redevelopment of the area. In addition a report concerning potential passenger numbers for Ditton rail Station has concluded that numbers would be low and further work to support any business case for the re-opening of the station would need to be considered.

### External Funding

- Almost £800K of external funding was secured during quarter 4 bringing the total for 2018 – 19 to £3.1M. Existing schemes to the value of almost £21M are presently being monitored and additional training will be launched later in 2019 to upskill staff in compiling bids for future funding..

### Liverpool City Region Business Growth Programme

- 2.54 Delivery of the Business Growth Programme 1 (BGP1) was completed on 31 December 31. The programme has engaged with 230 Halton businesses, assisting 141 businesses and creating over 50 jobs.

### Employment, Learning & Skills

- 2.55 During the quarter 4 period the Liverpool City Region Apprenticeship Hub, which is managed by the Council on behalf of the LCR, delivered 4 skills shows across the region with a further 2 being sponsored in the Wirral and in Liverpool. The Apprenticeship Ambassador Network was also relaunched during the period and 4 Halton companies have now joined the Network to promote awareness of apprenticeships to other businesses and individuals.
- 2.56 During the course of the year the Employee Support in Skills Project which ended on 31<sup>st</sup> March delivered 33 Skills Shows across the Liverpool City Region engaging with over 17, 000 residents as well as holding almost 1200 outreach support meetings with over 25,000 residents of which almost 5000 were living in Halton.
- 2.57 Launch events also took place in quarter 4 for an additional 7 LCR Skills For Growth Sectoral Action Plans including Finance and Professional Services, Innovation, Maths and English and Digital Skills. In addition quarter 4 saw the launch of the Liverpool Enterprise Partnership's School Careers Hub, which is currently tasked with working with 34 schools across the City Region, some of which are in Halton (St Peter and Paul's Catholic College; The Heath; Sandymoor School). A further 3 Halton Schools have expressed an interest in being part of the second Hub, should the funding bid be successful



## Policy, Planning and Transportation

### *Planning and Policy*

#### Local Plan

- 2.58 Work is continuing on the evidence base to support the Local Plan. The Executive Board have approved that the consultation on the local plan can commence in May once the evidence base documents and local plan documents are ready. Following consultation the plan will then be reported to Full Council with a recommendation for submission to the Secretary of State.

#### Planning Application Statistics

- 2.59 N.B. There are certain applications (such as tree preservation orders) that are not counted in the statutory CLG speed of processing statistics. This accounts for the difference between the figures reported above and the figures given for PPT LI 04 later in this report.

Total Applications Received: (Includes those Withdrawn and Returned) 136			
Applications Decided	129	Applications On-Hand (Undecided)	117
Pre-Applications Received	28	Pre Applications Closed	19

### *Traffic Division*

#### Street Lighting

- 2.60 The LED street lighting conversion programme will continue in the 2019 - 20 financial year, in order to lower ongoing energy and maintenance costs. From 24th January 2019, Jones Lighting took over the street lighting maintenance within the Borough and they have been employed utilising the Sefton MBC Contract, which has also been utilised by St Helens MBC.

#### Emergency Planning

- 2.61 During the last quarter the Emergency Planning team successfully carried out a COMAH Off-Site Emergency Plan exercise for Runcorn Sites on 27th February 2019.

### *Highway Schemes and Maintenance*

#### Program Update

- 2.62 Works have progressed in relation to the Watkinson Way gyratory improvements and final resurfacing works will be completed in early April. In addition the Runcorn Delinking and Demolition works commenced on 01<sup>st</sup> March and are programmed for completion in spring 2020 alongside Widnes Loops link road works which are scheduled from April 2019 until January 2020.
- 2.63 Within the Silver Jubilee Bridge Refurbishment works there are 2 remaining sections to be painted and it is expected this will be complete by summer 2020 at which time the bridge can be reopened to cyclist and pedestrians. Additional carriageway reconfiguration and cable replacement is also scheduled for July.

## *Transport*

### New Bus Ticketing System

- 2.64 During 2019 a new on bus ticketing system will be introduced into the borough whereby contactless payment can be made to purchase tickets. The ticket machines will be installed in both Arriva and Halton Transport buses which will provide greater flexibility for passengers.

## **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*

##### Universal Support

- 3.2 At 31st March 2019 the Council ceased providing Universal Support for Universal Credit claimants. The Department for Work and Pensions have commissioned the Citizens Advice Bureau (CAB) to deliver this service from 1st April 2019 and it is now known as "Help To Claim". This service provides support up to the first payment of Universal Credit and does not include any Personal Budgeting Support.

#### *Revenues and Financial Management*

##### Statement of Accounts

- 3.3 Work has begun on closing the accounts for 2018/19 and the process is now in place to complete the draft Statement of Accounts prior to it being passed to the council's external auditor (Grant Thornton LLP) on 31 May 2019.

##### Review of Local Government Finance

- 3.4 A new inquiry into local government finance will take place ahead of this year's public sector Spending Review. The Housing, Communities and Local Government Committee will explore how effective existing funding for local government is in providing resources to meet need and demand for services. The Council will provide input into this review through a shared response with the Liverpool City Region.

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

##### Late Payment of Commercial Debts

- 3.5 The Late Payment of Commercial Debts Regulations allows creditors to claim interest, a fixed sum of compensation and, in some circumstances, the reasonable costs of collecting overdue commercial debts. The legislation, which cannot be applied to debts owed by individual's e.g. Council Tax arrears etc., helps to deter late payment of debts and compensates creditors where late payment is received.
- 3.6 Work is currently underway to make the necessary system changes to allow the Council to make use of this facility. Under the new arrangements the Council will impose interest at a rate of 8% above base rate per annum in respect of overdue commercial debts that relate to goods and services.

- 3.7 In practice, the Council will notify commercial debtors that late payment will result in interest and a penalty being applied, when payment reminders are issued. Where a debt is paid late, the Council will then will issue a Late Payment Demand for the interest and penalty due.

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

### Employment Legislation

- 3.8 No substantive legislative change has yet emerged from the Taylor Review of Employment Practices – reported to Government in July 2017. However the Government published the ‘Good Work Plan’ in December 2018, which focuses on the key themes of employment status, treatment of agency workers, and enforcement of employment rights. Having reviewed the plan, there do not appear to be any principles highlighted with which the Council does not already demonstrate compliance and this will be kept under review in light of any legislative changes that may emerge.

### Gender Pay Gap

- 3.9 The Council met its legal obligation to report the Gender Pay Gap in March 2019. The outturns reflect the snapshot date of 31st March 2018 and further information is available via <https://www3.halton.gov.uk/Pages/councildemocracy/pdfs/EandD/genderpaygap.pdf>
- 3.10 The gender pay gap did increase on the previous reported year, largely because during the year to 31st March 2018 the Council TUPE transferred 2 care homes into its operations which added a number of lower paid female employees to the Council staffing establishment.. This is being remedied to a degree through restructuring and harmonisation to Council pay grades / rates and terms and conditions, however will not influence the Gender Pay Gap measurement until the measure applied at 31st March 2020 is published (which will be in 2021).
- 3.11 Looking at sub-regional data, Halton currently has the highest percentage of female employees in the top two pay quartiles, and has the lowest percentage difference in median hourly pay rate.
- 3.12 It is important to note that Gender Pay Gap data is not related to equal pay, which the Council addresses correctly and diligently through a job evaluation system. Work to identify any areas where the Council could address the gap will continue to form part of ongoing Organisational Development activity, however the report largely reflects the demographic of the working population and is therefore not easily malleable.

### Public Sector Exit Payment Cap and Public Sector Exit Payment Recovery

- 3.13 Previous quarterly monitoring reports have indicated that final regulations and implementation guidelines in respect of the Public Sector Exit Payment Cap and Public Sector Exit Payment Recovery regulations were awaited. Whilst no final regulations have in fact been published, the Treasury has launched a new consultation on a revised set of regulations aimed at capping Public Sector Exit payments.
- 3.14 The consultation runs until July 2019 and both national and regional local government representatives have already indicated a lack of clarity in the revised regulations, which appear to fail to reconcile the national policy intention of capping total payments with the legal entitlements already written into statutory pension fund regulations that take no account of, nor accommodate, any capping. At this stage it is anticipated that no workable set of regulations will emerge before the end of 2019 at the earliest.

## **ICT Infrastructure**

### Microsoft 365 / Licensing

- 3.15 With the release of Microsoft Office 2013, Microsoft expanded Office 365 to include new plans aimed at different types of businesses, along with new plans aimed at general Business and larger organisations such as ourselves.
- 3.16 Such arrangements mean that from 2020 unless organisations are using Office 365, or similar, Cloud Licence products access to the Microsoft Office suite of products and Skype for Business they will lose mainstream support and become unavailable.
- 3.17 Unfortunately almost every third party application requires access to some form of the Office Suites output in the means of MS Word or Excel and most systems integrate with the Outlook email clients for output and updates within business process held within the systems in question.
- 3.18 Halton operates almost 600 servers and over 400 applications many of which are 3rd party purchased applications. Link this to the considerable training implication associated with any change from the Microsoft suite of products this could cause every employee or school child in the environment considerable issues.
- 3.19 Although there are alternative product sets available all have their own issues and still associate themselves with considerable costs. Many of these suites are free to the general public but once held within the larger business environment become quite costly in terms of licensing and functionality.
- 3.20 The ICT teams have reviewed many of these options but the complexity of the business environment precludes all but a small number of options that again do not suit all requirements.
- 3.21 Extensive negotiations have been underway with regards to Microsoft licensing and defining and designing a software solution that will enable the authority and its schools to operate for a further 3 years under an Enterprise Agreement or EA. This Corporate EA has now been negotiated and will be finalised early in the 2019 – 20 financial year.
- 3.22 The EA for the Schools has now been agreed and signed in partnership with St Helens MBC allowing the full use of the product suite for the next three years the cost for which will be covered by a straight recharge back to the Halton Schools utilising this agreement. This Academic EA is heavily discounted and enables the authority to license all teachers and pupils within those schools which are party to the Service Level Agreement.

## **Legal and Democracy**

- 3.23 As the Boundary Review enters its next phase, considerable support will continue to be required from staff throughout the department.
- 3.24 Preparations continue for the Local Election in May.
- 3.25 Legal support will continue to be necessary in respect of Mersey Gateway issues and other major projects.

## **Community and Environment**

## *Library Services*

- 3.26 The essential upgrading of the digital infrastructure over the next 12 months highlights a number of challenges, both financial and technical, and these are being incorporated into future initiatives. Work has now commenced to introduce much-needed new self-service technology, and the replacement of the outdated public use PCs, essential to continue to meet community needs and to deliver digital skills support across the Borough, and the way this can be funded, will then begin.
- 3.27 The increasing popularity of Halton's libraries will continue to put pressure on available resources and the service are actively exploring ways to ensure provision remains sustainable, as well as innovative and attractive. Investing in staff development is vital to ensure the team evolve alongside the library offer with advocacy at the core of this. In addition additional income generation opportunities are presently being explored for example through ticket sales, donations, external funding opportunities and bequests.
- 3.28 In recognising that there will be demand for digital literacy to support our economic future and tackle the lack of STEM (science, technology, engineering, maths) skills in our future workforce and the library service currently offers an introduction to informal science learning, including coding and robotics, and the further evolution of this offer is currently being explored.

## **Economy, Enterprise & Property**

### *Property Services*

#### Widnes Market

- 3.29 Following a staffing restructure and the completion of an internal audit revised Market Protocols are now being drafted alongside an updated Charging Policy. These will provide both consistency of application and transparency to both traders and staff concerning arrangements for the successful operation of the Market and will be submitted for Members approval in the near future.

#### Minimum Energy Efficiency Standards (MEES)

- 3.30 The Minimum Energy Efficiency Standards (MEES) come into force in April 2018. They represent one of the most significant environmental policies to impact the public sector in several years as they will make it unlawful from April 2018 to let buildings in England and Wales which do not achieve a minimum EPC rating of 'E'. Whilst the Council has significantly reduced its investment property portfolio over recent years the properties that require EPC's have now been identified and work is currently in process to ensure these are in place by the due date.

#### Climate Change Levy (CCL)

- 3.31 The carbon reduction commitment scheme (CRC) is coming to an end on 31st March 2019. The result of this is that the climate change levy (CCL) charge is being amended to compensate. The implications for Halton, as we had previously come out of the CRC, is that we will see an increase in charges as the CCL element of the bill is going up by 67% on the gas and 45% on the electricity. The increase in overall costs won't be significant however as in reality an average size primary school is likely to see a rise of circa £250 per annum.

### *Development & Investment Services*

### Place Marketing for Investment ERDF Programme Extension

- 3.32 A partnership of City Region Local Authorities and Chambers of Commerce has delivered a Place Marketing for Inward Investment project for a period of three years utilising ERDF Priority 3 funding. A 3 year projects extension was successfully sought by the partnership and this will now run until December 2021.

### Liverpool City Region 'One Front Door'

- 3.33 The Liverpool City Region Combined Authority (CA) has been tasked with realising a Mayoral ambition to create 'One Front Door' (OFD), in other words a single portal for all investment enquiry and management and place marketing, for the City Region and work is now underway to realise this ambition during the coming months.
- 3.34 Asset Management Service Charges in Commercial Properties - the RICS revised standards come into force 1 April 2019. Checking with WR
- 3.35 Whole Plan Viability Assessment Planning policy colleagues have commissioned a review of the viability impact on emerging planning policies. Once approved the review may impact on the receipt for land sales and how the Asset Management team will support colleagues in Development Control to analyse viability appraisals provided by developers. Checking with WR

### *Employment, Learning & Skills*

- 3.36 The Employee Support in Skills Project which funds the Liverpool City Region Apprenticeship Hub ended on 31st March 2019. The existing Hub Team will remain in post with the Council until the end July 2019. Plans are currently being drawn up to transfer the team to the Combined Authority, with extended funding coming from other sources.
- 3.37 The outcome of the Education and Skills Funding 1.1 bid application will be known in Quarter 1 and it is expected that funding will be secured and Ways to Work 1.1 can be extended to June 2021. Unfortunately given the level of match funding available Halton was unable to bid for the full allocation.
- 3.38 Final discussions will take place in coming months with the Combined Authority (CA) around the devolved Adult Education Budget which will come into play on 1st August 2019 and this will include the expectation of the CA with regards to reporting

## **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.
- 4.2 Progress concerning the implementation of all high-risk mitigation measures relevant to the remit of this Board were reported at Quarter2.

## **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.
- 5.2 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:

<http://www4.halton.gov.uk/Pages/councildemocracy/Equality-and-Diversity.aspx>

## **6.0 Performance Overview**

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

**Key Objectives / milestones**

Ref	Milestones	Q4 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 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 05a	Establish and report prudential indicators to Council - <b>March 2018.</b>	

**Supporting Commentary**







The Medium Term Financial Strategy (MTFS) was reported to Executive Board on 15 November 2018. The financial forecast is regularly updated, including an update presented within the 2019/20 budget report.

The revenue budget, capital programme and 2019/20 council tax levels were approved by Council on 06 March 2019 and 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. A mid- year monitoring report was also presented to Executive Board on 15 November 2018 which was supported with an analysis of the economic outlook provided by 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 with a mid-year report being 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	Q4 Actual	Q4 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%	95.00%	94.75%		



Ref	Measure	17 / 18 Actual	18 / 19 Target	Q4 Actual	Q4 Progress	Direction of travel
FS LI 04	The percentage of Business Rates which should have been received during the year that were received	98.21%	97.00%	98.32%		
FS LI 05	Average time for processing new claims (Housing & Council Tax Benefit)	18.79 (Days)	20 (Days)	16.90 (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 Council's external auditor commented in the 2017/18 Audit Findings report that it was satisfied that the Authority has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources and concurred 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 increased by 0.13% when compared with the same point last year and there has been an increase of 0.11% in the collection of Business rates as referred to earlier in this report. New claims processing times have also improved when compared to this time last year, with a reduction of 1.89 days.

### Policy, People, Performance & Efficiency

#### Key Objectives / milestones

Ref	Milestones	Q4 Progress
PPPE 01a	Promote and take forward the delivery of actions identified within the Organisational Development Strategy <b>May 2018</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 the new Absence Management policy quarterly – support with financial and data analysis – <b>June, September, December 18 and March 2019</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. This will be brought forward in 2019/20.




The programme of senior leadership development is presently in the process of selection following the completion of the procurement exercise.

The implementation of the new Attendance policy has had a positive impact since implementation and monitoring will continue.

Regular dialogue with agency contract provider is ongoing and quarterly business intelligence is analysed to keep track of deployment and financial performance in this area. Full financial year reporting demonstrates both usage and cost increase in this area and further comment is provided in Emerging issues above, and KPI PPPE LI 02c/d below.

## Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q4 Actual	Q4 Progress	Direction of travel
PPPE LI01	The number of working days / shifts lost due to sickness absence (Corporate)	10.28 (Days)	10 (Days)	11.36 (Days)		
PPPE LI02c	Total Agency Worker usage (number of placements – year to date)	685 Placements	650 Placements	1411 Placements		
PPPE LI02d	Total Agency Worker usage (cumulative cost – year to date)	£1,718,283 (Gross Cost)	£1.5m (Gross Cost)	£1,967,098 (Gross Cost)		
PPPE LI04	The percentage of top 5% of earners that are					
	a) women	56.86%	50.00%	57.74%		
	b) from BME communities.	2.53%	1.50%	2.53%		
	c) with a disability	0.86%	8.00%	0.93%		
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%	1.33%		
PPPE LI06	Minority Ethnic community staff as % of total workforce.	0.99%	1.00%	1.01%		

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q4 Actual	Q4 Progress	Direction of travel
PPPE LI07	Average time to recruit (Management Team approval to employee start date)	69 (Days) (Q3 2017/18)	Baseline to be determined 18/19	57.4 (Days)	N/A	N/A
PPPE LI08	Staff turnover rate (Permanent & temporary staff. Excludes casual)	4.70%	TBC	4.74%	N/A	
PPPE LI09	Number of apprenticeship placements established in the Council (cumulative – year to date)	10	20 (Government target is 55)	15		

### Supporting Commentary

Working days lost due to sickness is below target, however it was anticipated that this may be the case because the new absence management procedures introduced on 1st July 2017 were expected to eradicate under-reporting. Due to the implementation of the new Absence Management policy and procedures have resulted in more robust management reporting, which has produced an increase over previously recorded figures. This will be subject to ongoing review.

Positive outcome on two elements of the diversity indicators, with the target achieved and better performance than in 17/18. However recruitment in to top 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. 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 and the Council is a 'Disability Confident' employer.

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. During the first year of meaningful measurement, a reduction has been seen and a further reduction is anticipated in 2019/20.

Whilst the number of new apprenticeship placements established falls below that government target, the Council is satisfied that the placements are in areas where skills deficits need to be addressed and that there is an intention to create sustainable longer-term job opportunities. The level of achievement is viewed as very positive in the current economic climate. The target set out in Objective PPPE 02 has also been surpassed.

## ICT and Support Services

### Key Objectives / milestones

Ref	Milestones	Q4 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 02a	Continuing improvements, enhancements and potential commercial use of Cloud system - <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 03b	Develop and enhance operational Records Management Unit Services - <b>March 2019</b> .	







### Supporting Commentary

Roll-out of the new desktop facilities are underway, with over 1,400 Virtual Desktop Users utilising the RDSH platform for desktop access – roll-out to continue over the coming months to cover all users.

Technical upgrades to the underlying server infrastructure for the Cloud Services Platform is planned in line with vendor software release to enhance functionality and the user experience.

The Records Management Unit is central to the development of the multitude of projects associated with data governance, digitisation of paper records and the development of many services such as centralised post and print – this focus will remain.

### Key Performance Indicators




Ref	Measure	17 / 18 Actual	18 / 19 Target	Q4 Actual	Q4 Progress	Direction of travel
ICT LI01	Average availability of Council servers	99.07%	99.00%	99.5%		
ICT LI02	Average availability of the Council's WAN Infrastructure	99.03%	99.00%	100%		
ICT LI04	Average working days from delivery to completion of a new PC.	10 (Days)	10 (Days)	10 (Days)		

### Supporting Commentary

All indicators have met their target for the year.

Legal & Democracy

**Key Objectives / milestones**











Ref	Milestones	Q4 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.

All new Members went through the induction programme in Quarter 1 with the induction of further new members is being planned for at present and through the next financial year.

**Key Performance Indicators**

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q4 Actual	Q4 Progress	Direction of travel
LD LI01	No. Of Members with Personal Development Plans (56 Total).	55 (98.21%)	56 (100.00%)	55 (98.21%)		
LD LI02	Percentage of Members attending at least one organised Training Event.	86.00%	100%	91%		
LD LI03	Average Time taken to issue prosecutions from receipt of full instructions (working days).	7 (Days)	10 (Days)	10 (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

The very demanding target for the number of members having personal development plans has not quite been met but the indicator is dependent on the individual choice of Members. Also the outturn figure for the percentage of members attending at least one training event is better than last year and whilst the target has not quite been met it is a matter of individual choice for Members.

All remaining indicators remain positive at year-end.

### Policy, Planning & Transportation

#### Key Objectives / milestones

Ref	Milestones	Q4 Progress
PPT 01	Review progress against LCR SJB maintenance strategy and deliver 2018/19 major bridge maintenance works programme.	
PPT 02	To deliver the 2018/19 LTP Capital Programme <b>March 2019</b> .	
PPT 03	Ensure continued unrestricted availability of the Highway network and to allow future maintenance to be delivered on a steady state, lifecycle planned basis.	
PPT 04	Continue to maintain the Highway Authorities statutory duties in accordance with Section 41 and 58 of the Highways Act.	
PPT 06	Ensure that at least one exercise is carried out each financial to test the COMAH plans <b>March 2019</b>	

### Supporting Commentary

#### PPT 01

There has been some delays to several tasks within the Silver Jubilee Bridge major maintenance works programme for Year 3. A change request has been submitted to Merseytravel.

#### PPT 02

The Sustainable Transport Enhancements Package (STEP) is an integrated programme of investment in sustainable transport in the Liverpool City Region (LCR) over the six year period from 2015/16 to 2020/21. The STEP funding has or will contribute to the following:

- improvements to Runcorn East Station Car Park to provide additional car parking. Construction is progressing well and due for completion in April 19.
- Astmoor Busway cycle and walking improvements. Construction is progressing well and programmed for completion Summer 2019.
- improvements to RAV West to provided footpath widening. Construction programmed for commencement May 2019 for 3 months.
- improvements to Widnes Approach Viaduct to provide reconfigured footway cycleway. Programmed for construction in May 2019 for 3 months

- walking and cycling improvements to Runcorn Canal Tow Path. Construction commenced March 2019 and is due for Autumn 2019.

#### PPT 03

Footway Reconstruction Programme. Works programmed for Birkdale road, Ryder Road, Hough Green Road, Hale road, Blackburn Avenue to Lovell Terrace, and Fieldway Carriageway Resurfacing Programme.

Schemes currently programmed for 19/20 Fairfield Road(completed), Prescott Road, railway bridge to Heath Road, Runcorn road Moore, Liverpool road haunch repair, Hale road haunch repair, Clifton Islands link roads(under M56 jcn 11) has also been completed in the period.

Further works are currently being prepared including carriageway reconstruction at Liverpool Road from Chesnut Lodge junction to Heath Road, this work requires a road closure and is programmed for Summer 2019.

Carriageway Surface Treatment is due to commence in mid-April 2019 at Daresbury Expressway to Central Expressway to Pitts Heath Lane roundabout, Northwich Road and Weston point slip road to Rocksavage.











#### PPT 04





Review of the Highway Safety Inspection Policy and guidance is underway and proposed for implementation by the end of June 2019.

#### PPT 06

Two COMAH exercises have been carried out during the financial year (October and February).

### **Key Performance Indicators**

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q4 Actual	Q4 Progress	Direction of travel
PPT LI 02	Net additional homes provided	369 (2017/18)	552	N/A	N/A	N/A
PPT LI 03	Number of affordable homes delivered (gross)	92 (2017/18)	138	N/A	N/A	N/A
PPT LI 04	Processing of planning applications (%) as measured against targets for, a) 'major' applications b) 'minor' applications ▪ 'other' applications	83 95 96	60% 80% 80%	100% 96% 98%	  	  
PPT LI 12	Damage to roads and pavements (% above intervention levels) repaired within 24 hours.	100%	100%	100%		
PPT LI 15	% of network where structural maintenance should be considered: a) Principal Roads	0.3%	2.00%	0.3%		

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q4 Actual	Q4 Progress	Direction of travel
	b) Non-Principal Roads	1.00%	4.00%	1.00%		
	c) Unclassified Roads	3.46%	9.00%	3.00%		

### Supporting Commentary

Net additional housing provided and Number of affordable homes delivered are monitored annually as at 31<sup>st</sup> March each year. The 2018/19 figures should be available from the end of the first quarter in 2019/20.

All planning application processing measures have exceeded their respective annual targets for the current financial year.





#### PPT LI 12

The repair of damage to roads and pavements has remained positive to year-end and is consistent with that of the preceding year.

In line with the Highways Asset Management Plan, consideration needs to be given to further overall long term investment and highway condition and maintenance. Note that the figure reported above doesn't measure those highways which are starting to deteriorate, where works may be required to prevent failure and more costly repairs.

### Community & Environment

#### Key Objectives / milestones

Ref	Milestones	Q4 Progress
CE 0 1a	Deliver a School Meals promotion and educational campaign - <b>September 2018</b> and <b>January 2019</b> .	
CE 02a	Deliver a programme of extended informal learning opportunities meeting identified local targets - March 2018- <b>March 2019</b>	
CE 04a	Continue to deliver communications and awareness raising initiatives to ensure that participation with the Council's recycling services is maximised and that residents comply with the requirements of the Council's Household Waste Collection Policy - <b>March 2019</b> .	
CE 04b	Undertake a review of the Council's Waste Management Strategy and associated Policies and update as necessary - <b>March 2019</b> .	

### Supporting Commentary

An educational School Meals Campaign took place in September for the new pupils starting secondary school and further visits are planned for the new term.



















A full programme of learning activity has been delivered in Quarter 4 including IT Clinics, school class visits, and STEM activities (science, technology, engineering, maths) such as coding and digital circuits.

Activities to achieve the Councils' target associated with recycling service is maximised and residents participation is increased have remained on-going throughout the year. As previously reported, this has included producing information booklets to help ensure that residents are aware of the waste and recycling services provided by the Council and their requirements under the Council's waste collections Policies, community events and direct engagement with householders, and participation in the RECYCLE RIGHT campaign; which has been developed to support the delivery of a wide scale and on-going communications and awareness raising programme that aims to deliver a targeted set of communications activities to raise awareness and improve the quality of kerbside recycling collections and reduce 'contamination'.

Negotiations in respect of a number of changes to practices and procedures at the Council's Household Waste Recycling Centres, which were approved following a review of the Council's current Policies, have remained on-going during the final quarter of the current financial year.

As previously reported the review and updating of the Council's Waste Management Strategy and associated Policies will need to be informed by the outcome of a number of consultation exercises that are being undertaken following the publication of the Waste Strategy for England that was published by the government in December 2018.

### Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q4 Actual	Q4 Progress	Direction of travel
CE LI 01	% Take up of free school meals to those who are eligible - Primary Schools.	78.20%	80%	76.26%		
CE LI 02	% Take up of free school meals to those who are eligible - Secondary Schools.	71.88%	75%	84.14%		
CE LI 03	Take up of school lunches (%) – primary schools.	63.35%	65%	59.61%		
CE LI 04	Take up of school lunches (%) – secondary schools.	61.22%	55%	74.68%		
CE LI 05	Residual household waste per household.	551kgs	590kg	607kg		
CE LI 06	Household waste recycled and composted.	43.80%	44%	40%		
CE LI 07	Number of active users (physical & digital resources) of the library service during the last 12 months.	574,045	400,000	614, 391		
CE LI 08	Number of physical and virtual visits to libraries (annual total)	614,045	600,000	636, 827		

### Supporting Commentary







The take up of free school meals and lunches, although remaining positive during quarter 3, has failed to achieve annual targets in some instances. Performance is broadly in-line with the outturn from the previous financial year although there has been a slight drop in the take up of primary school meals.

This year we have seen a significant increase in the amount of residual waste processed. This includes both an increase in the amount of general waste presented for collection and higher levels of 'contaminated' materials in blue bins which is sent for disposal. In addition, although an estimated figure at present, the expectations are that the target for the household waste recycled and composted will not be met. Contributing factors to this, as well as those referenced above, include a significant reduction in the amount of garden waste collected.

Library service performance continues to improve, with reported increases in membership, book issues and visits to the libraries this year, despite national trends around library use declining.

### Economy, Enterprise and Property

#### Key Objectives / milestones

Ref	Milestones	Q4 Progress
EEP 01a	Completion of Halton Tomorrow Document - <b>July 2018</b>	
EEP 01b	Produce a Local Economic Assessment – <b>September 2018</b>	
EEP 03e	Develop Business Rates Investment Plan - <b>September 2018</b>	
EEP 05a	Develop Disposal Plan - <b>December 2018</b>	
EEP 05b	Develop Corporate Strategic Asset Management Plan <b>December 2018</b>	
EEP 06c	To complete the refurbishment of the Halton Suite and relocation of staff – <b>March 2019</b>	

### Supporting Commentary

Halton Tomorrow (renamed Halton 2030) is now complete and was presented to Executive Board, Employment, Learning, Skills and Community (ELSC) Policy & Performance Board and Management Team. An additional piece of work is now being undertaken to develop an Action Plan.











Interim Local Economic Assessment findings were reported to ELSC PPB in February 2018 and to the Board of Halton Chamber of Commerce and Enterprise in June 2018. The LEA now forms the basis of the Halton Tomorrow and the economic development priorities for Halton Council

Business rates policy has been developed and approved by Executive Board ready for a roll out in April 2019 starting in the Astmoor Regeneration Area.

A Disposal methodology and framework Strategy, which forms part of the Strategic Asset Management Plan, will be presented to the Asset Management Working Group on 11th April 2019.

Work to the Halton Suite is now likely to start in April 2019 and be completed late June 2019 so the Milestone will not be achieved. This is as a result of the works to refurbish the Karalius Suite taking longer than was originally envisaged.

### Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q4 Actual	Q4 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)	15,882 tonnes CO <sub>2</sub> e (target 17/18)	14,811 tonnes CO <sub>2</sub> e (target 17/18)		
EEP LI 04	Occupancy rates of commercial and investment portfolio.	New KPI	N / A	99% Investment and 93% commercial	N / A	
EEP LI 07	Number of companies benefitting from the Council's intensive Key Account Management (KAM) Service.	New Indicator for 2018/19	50	55		N / A
EEP LI 08	Number of Enrolments (Adult Learning).	1,960	2,950	1,618		
EEP LI 09	Number of People supported into work.	319	400	133		
EEP LI 10	Percentage of learners achieving accreditation.	56%	42%	25%		

### 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 breakdown is as follows:
- School Buildings 4894t
- Corporate buildings 5252t
- Unmetered supply 3045t
- Fleet Transport 1277t
- Business Mileage 343t

Occupancy rates across the Council's commercial and investment portfolio remain positive at year-end.

The way in which Adult Learning enrolments are recorded has changed and this is reflected in the data, hence the reduction in the overall target. However if enrolments were being measured in the same way, in a comparison to how enrolments were recorded last year, the figures are higher this year. .




More than 133 people were supported into work in Quarter 4 but the required European Social Fund (ESF) evidence hasn't been received from employers so the additional job starts have not yet been claimed. Cumulative job starts claimed to date for 17/18 is 351

247 learners have achieved accreditation since the beginning of the academic year and this figure will increase throughout the year as exam results have not been published. Some courses have been extended and are longer than the one term and this will be reflected in the lower figures from last year. Learners will continue to achieve qualifications up to July 2019 and the final outturn will be available in Q2 of 2019.





## 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 	Indicates that the measure cannot be compared to the same period last year.