

Corporate Policy and Performance Board– Priority Based Monitoring

Reporting Period: **Quarter 2 – 1st July 2019 to 30th September 2019**

1.0 Introduction

- 1.1 This report provides an overview of issues and progress against key service objectives/milestones and performance targets, during the second quarter of 2019/20 for service areas within the remit of the Corporate Policy and Performance Board.
- 1.2 Key priorities for development or improvement in 2015-18 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, Policy, Performance and Efficiency
 - ICT Infrastructure
 - Legal and Democracy
 - Catering, Stadium and Registration Services
 - Property Services
- 1.3 The way in which traffic light symbols have been used to reflect progress to date is explained within Section 8 of this report.

2.0 Key Developments

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

Financial Services

Revenues and Financial Management

- 2.2 On 04 September 2019 the Chancellor of the Exchequer set out the Government's spending plans for 2020/21. The announcement included councils increasing core spending power by £2.9bn against 2019/20 allocations, including additional funding for social care and schools. Confirmation was also received of the continuation of the Liverpool City Region 100% business rate retention pilot for 2020/21.
- 2.3 Including major preceptors, the amount of council tax billed during 2019/20 annual billing was £62.7m. The cash collection rate for the period to 30 September 2019 is £34.5m (55.1%). A further £1.2m has also been collected from previous year arrears.

Including preceptors the amount of 2019/20 billed business rates as at 30 September 2019 is £61.0m. The cash collection rate for the period is £35.0m (57.4%).

- 2.4 For the financial year to 30 June 2019, overall Council net spending was £22.3m against a budget of £21.1m, resulting in an overspend position to date against budget of £1.2m. Spending on capital schemes for the same period totalled £6.4m, representing 17.4% of the total capital programme of £36.8m. Spending to 30 September 2019 will be reported to Executive Board on 14 November 2019

Audit, Procurement and Operational Finance

- 2.5 Each year the Council is required to publish information on its performance in terms of paying supplier invoices promptly. In 2018/19 approximately 79,500 invoices were processed by the Council. 90.15% of those invoices were paid within 30 days. During 2018/19 the Council paid just £37 to suppliers in interest due to late payment.
- 2.6 In July the Business Efficiency Board approved the Council's 2018/19 Annual Governance Statement (AGS). In the AGS the Council identifies developments that may affect the Council's governance arrangements and sets out an action plan explaining how the Council is to address those issues. The action plan in the 2018/19 AGS covers the following issues that may impact on the Council's governance arrangements: the ongoing funding pressures; the peer review; review of the Council's corporate priorities; and the Ward Boundary Review.

Benefits

- 2.7 At the end of September 2019 the Benefits Division introduced on-line facilities to enable claimants to submit new claims and report changes in circumstances for Council Tax Reduction and Housing Benefit. This will improve access for residents and allow new claims to be processed more quickly.

Human Resources, Organisational Development, Policy, Performance and Efficiency

Recruitment and Organisational Development

- 2.8 Recruitment work continues to be in high demand particularly within Adult Social Care Services (ASC) where this has resulted from increasing pressures within Social Care Services and the growth within the Care Homes Division. In addition a significant number of appointments have been made to teaching and other school staff posts.
- 2.9 From November 2018 to July 2019 a total number of 260 Council positions were filled, 86 of which related to ASC services. In addition appointments were made to 247 school related posts.
- 2.10 It remains the case that many adverts are placed for multiple vacancies and following recruitment, not all vacancies are filled. This is a general feature of the labour market from where we draw candidates, skills shortages in some areas, as well as the prevailing reputation of the local government sector as a challenging place to work due to the balance of demand and austerity. To tackle this, the Council continues to use and develop a multi-disciplinary approach to recruitment, using the expertise of HR, Marketing, Social Care and Customer Intelligence colleagues to tap into the local labour market through a range of channels to attract new applicants to advertised roles.
- 2.11 The ILM (Institute of Leadership & Management) Level 5 Award in Leadership & Management has now been completed. Of a cohort of 12 employees who started in April 2019, 10 have successfully achieved the qualification and further support and guidance is being offered to the remaining candidates to achieve the desired standards. An ILM Level 3 in Leadership & Management commenced in September 2019 with 11 candidates.
- 2.12 The ILM annual inspection took place during September 2019 and initial feedback from the external verifier has been extremely positive regarding the learning provision, candidate support and attainment levels.

- 2.13 The 2019 staff survey has recently been undertaken. Overall response was 46%, the best response rate since the 2011 survey. Data and findings will be used to contribute to the next iteration of Organisational Development Strategy for the Council, along with observations and findings from the recent Peer Challenge undertaken by the Local Government Association.
- 2.14 As part of ongoing Organisational Development within the Council, the Employee Recognition and Award scheme accepted nominations during the summer. Winners have been notified and an awards ceremony takes place on 24th October.

Employment Relations

- 2.15 Annual traded service level agreements with Halton schools for 2020/21 are now in development. As a result of the changing funding situation in schools, a surge in restructuring activity within schools continues to be experienced, placing resources in the HR Employment Relations Service under significant pressure. Contingent resources continue to be engaged within the service to manage this demand.
- 2.16 The service has undertaken a root-and-branch review of the resourcing mix across Council services, to examine the balance of permanent staff, temporary staff, casual and agency workers, with a view to determining where volatility exists and to explore the reasons for that. Plans are now being drawn up to share this with service areas with a view to obtaining a greater understanding of how staff are deployed against service priorities and how staffing costs may be optimised.

ICT Infrastructure

ICT Developments

- 2.17 The rollout of the VDI Desktop system is now nearing completion and this significant and highly technical infrastructure project which has been delivered in a short period of time requires a small number of users to be brought into the system within the next quarter. This project has been a great success enabling the centralisation of services and data assets across the desktop environment whilst saving the authority considerable sums in replacement devices.
- 2.18 Adult Learning, a long standing and complex programme driven by the authority has now also benefited from the use of VDi. This development is now in place, the project was considerably larger than expected but has been integrated within the new Halton Learning & Libraries platform. This has allowed for the development of a true Learning domain and technical environment to support both Halton Schools, Libraries and the Further Education environment allowing the authority to develop upon its community based Digital Strategies.
- 2.19 Eclipse is the new Social Care Support Application being adopted by the Council, this upgrade from the existing CareFirst Suite of products will support the authorities' objectives in further enabling and simplifying practitioner based systems that are key to the service improvement objectives of the People Directorate.
- 2.20 The project to develop this roll-out will be managed within the ICT service and work has commenced to develop Phase 1 of the project to deploy this new application suite into Children's Services, shortly followed by a deployment into the Adults Services environment. The department will continue to report against developments as they move forward with a target of March 2020 to complete this large and important development.

Contact Centre / One Stop Shops

- 2.21 During quarter 2 of 2019/20, the Contact Centre handled 21,662 calls, generating 29,078 cases with an average wait time for that quarter of 5 mins and 27 secs. The majority of calls related to issues concerning Council Tax (21%), Adult Social Care (16%) and Waste Management (16%). As may be expected the remainder of calls covered a wide variety of Council services in relatively equal measure.
- 2.22 During Quarter 2 One Stop Shops handled 21, 541 enquiries with average waiting times of 6 – 9 minutes across all facilities. The nature of enquires was slightly transposed when compared to the Contact Centre in that the majority of enquires related to Adult Social Care (27%) followed by those concerning Council Tax (25%).

Catering, Stadium and Registration Services

- 2.23 During quarter 2 new staffing structures were introduced at the Stadium which will result in significant operational budget savings moving forward. This has been complemented by further organisation savings being made through accommodations costs being reduced through the use of space at the Stadium by Property Services to relocate staff from externally provided premises.

Property Services

A number of developments continue to progress with regards to the Councils estate and these include:-

- 2.24 The feasibility study to convert Belvedere into a 30 bed care facility for older vulnerable people with complex needs has now been completed. The estimated total cost of the project is £3.23m. Capital funding is currently being sought for the project and unfortunately the bid submitted to the One Public Estate fund to help develop the project proved unsuccessful.
- 2.25 The additional works to Oakmeadow reported in the previous quarter are now completed and the proposed phase 1 refurbishment of Millbrow Care Home has now received approval at a cost of circa £1.5M. Works are now progressing in respect of developing the design, in order to get it ready for the procurement stage of the process.
- 2.26 Works to convert Orchard House, a large domestic bungalow, into 2 separate units for adults with substantial learning disabilities are now at tender evaluation stage, it is hoped that a contractor will be appointed within October. Works can then commence on site with a view to having the works completed by year end
- 2.26 The proposal put forward to build a new leisure centre on the site at Moor Lane has now been approved by Executive Board and is due to go to be presented to full Council in mid-October. An Initial meeting has taken place with Wates, the contractor, and subject to Council's approval, works will begin to start developing the design submitted at feasibility stage.
- 2.27 As previously reported works to the Halton Fitness Suite were being undertaken and are now almost complete. This will result in the remaining staff currently housed at Kingsway House being able to vacate the premises by 29th October as planned. When combined with staff previously locating to the Stadium and to newly created office space within Kingsway Learning Centre, this will result in a considerable annual reduction in organisational staff accommodation costs.

3.0 Emerging Issues

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

Financial Services

Revenues and Financial Management

- 3.2 Work is underway on revising the Medium Term Financial Strategy (MTFS); this is being continually updated as new information is received on a regular basis. The MTFS will be reported to Executive Board on 14 November 2019. Work is underway on preparing the Council's 2020/21 revenue budget and three year capital programme.
- 3.3 On 03 October 2019 the Ministry for Housing, Communities and Local Government issued the 2020-21 Local Government Finance Settlement: Technical Consultation. This consultation will run until 31 October 2019. The consultation document reflects the offer made to local government for 2020/21 following the 2019 Spending Review. The Council will respond to the consultation on an individual level and will also contribute to responses from the Liverpool City Region and others..

Audit, Procurement and Operational Finance

- 3.4 The UK government has implemented an EU directive on electronic invoicing in public procurement through The Public Procurement (Electronic Invoices etc.) Regulations 2019. This introduces a requirement that contracting authorities and other contracting entities (eg. utilities) are now required to receive and process supplier invoices which comply with the technical e-invoicing standard developed under the EU directive. Local government has until 18 April 2020 to comply with the new requirement but may voluntarily do so earlier. Finance is currently working with ICT Services to ensure that the Council is able to comply with the new requirement by the deadline.
- 3.5 The Department for Education is in the process of consulting on a proposal to extend the risk protection arrangements (RPA) currently operational for academy trusts to local authority maintained schools. If implemented this would provide schools with an alternative to purchasing commercial insurance directly or buying into the Council's Insurance Service Level Agreement (SLA). The DfE is of the view that extending the RPA will provide an opportunity for schools to realise savings. The impact on the Council would be a significant reduction in income from the Schools Insurance SLA. However, it is anticipated that there would also be a potential reduction in the cost of the Council's insurance premiums. The Council will be responding to the consultation which closes on 4 November.

Benefits

- 3.6 The DWP are currently developing their computer systems so that they can share claimants benefit data they hold with local authority benefits services. Specifically data shared with local authorities will relate to when there are changes to a claimant's bereavement benefit, incapacity benefit, maternity benefit, severe disablement allowance, state pension and widow's benefit. Local authority computer systems will be alerted to these changes and the appropriate adjustment made to a person's Council Tax Reduction and/or Housing Benefit entitlement. This is scheduled for implementation from 1st April 2020.

Human Resources, Organisational Development, Policy, Performance and Efficiency

- 3.7 April 2020 will see the implementation of some HR policy changes (a requirement for clear terms for all workers, a 52 week reference period for statutory holiday pay, and a lower threshold for setting up information and consultation arrangements). These can be implemented into the Council's HR procedures with relative ease.
- 3.8 Work continues in the sub region, in conjunction with the Regional Employers Organisation, to establish a position on holiday pay resulting from voluntary overtime. There remains an absence of clear direction in legal terms on this matter, with conflicting case-law resulting from recent cases. This remains an ongoing matter.
- 3.9 The engagement of agency workers to meet increased service demand in areas such as adult social care continues. The HR service is supporting operational areas to restructure services that were TUPE'd inwards and have been areas of high usage, with a view to establishing a more stable permanent staff structure. The recent acquisition of two more care homes is likely to mean that this method of resourcing will continue into the medium term.

ICT Infrastructure and Administration

- 3.10 Further to previous reports and following recent licensing changes under the new Microsoft Enterprise agreement, there is a need to co-locate systems and services within the Microsoft Cloud as well as within the Halton Data Centre locations. This is known as a Hybrid approach; allowing the vast majority of the system capabilities to stay under the control of the HBC technical teams with certain aspects located within Microsoft.
- 3.11 Work is now underway to transfer and integrate the use of Microsoft Email services and the use of Microsoft Office products into this new environment. This will also initiate a number of Security based projects that will be essential to safeguard the authority's data assets and limit any malicious attacks upon our data assets.
- 3.12 The email 'Phishing attack' is one of the main routes for unauthorised access into any organisation's ICT infrastructure. The risk is heightened considerably when users of that environment input their corporate or personal user names and passwords into web pages initiated by links contained within malicious emails. No software solution or security solution can defeat such a process, as user credentials are simply given away to the criminals involved. The costs and the time associated with the clean-up following these avoidable actions are now becoming a considerable overhead.
- 3.13 The ICT department will be putting forward technical as well as organisational solutions that will limit and reduce the spread of such attacks, however the department will also require the support of Members and Officers in improving user understanding of the corporate consequence of such actions and the potential harm such actions can bring to the authority and the services it provides.
- 3.14 The need for storage capacity within the Council's systems continues to grow at significant scale when compared to that which was required only 5 years ago. As a consequence work is underway to implement a new storage system that can accommodate the Council's existing and future needs.

Legal and Democracy

- 3.15 The order in respect of the boundary review is expected to be laid before Parliament early in Quarter 3, and Officers are prepared for the necessary implementation measures to be undertaken.

3.16 Additionally support continues to be provided regarding the exit from the European Union and in the event that a General Election is called all preparations are in hand to facilitate this.

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 2019 – 20 Directorate Business Plans.

4.2 Progress concerning the implementation of all high-risk mitigation measures is included as Appendix 1 to this report.

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.
- 6.2 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.
- 6.3 Whilst every effort continues to be made to minimise any negative impact of such arrangements upon service delivery they may inevitably result in a delay in the delivery of some of the objectives and targets contained within this report.

Financial Management

Key Objectives / milestones

Ref	Milestones	Q2 Progress
FS 01a	Report 2020-23 Medium Term Financial Strategy to Executive Board - November 2019.	
FS 01b	Report 2020/21 revenue budget, capital programme and council tax to Council - March 2020.	
FS 02c	Provide quarterly monitoring reports on the overall budget to Executive Board.	
FS 03a	Publish the Statement of Accounts following external audit by 31st July 2019.	
FS 04a	Establish Treasury Management Policy and report to Council - March 2019.	
FS 05a	Establish and report prudential indicators to Council - March 2019.	

Supporting Commentary

Medium Term Financial Strategy (MTFS) will be reported to Executive Board on 14 November 2019. The financial forecast is being regularly updated. Revenue budget, Capital Programme and Council Tax on track to be reported as planned.

Quarter 1 Monitoring of overall budget was reported to Executive Board on 19 September 2019, which highlighted a number of potential pressures emerging for which it will be required to keep spending within budget by year-end. Quarter 2 will be reported on 14 November 2019.

Due to a technical accounting issue with regard to the valuation on the Mersey Gateway Crossing the External Auditor was unable to publish an audit certificate or opinion by 31 July 2019. Work is ongoing with the external auditor to reach agreement on the issue. Government have confirmed that this year there will be no consequences from not meeting the deadline, as nationally the outcome of a recent court case has meant year-end pension figures have had to be recalculated for every council, causing a large proportion of councils to miss the 31 July deadline.

The 2019/20 Treasury Management Policy was approved by Council on 06 March 2019 and the half-year report will be presented to Executive Board on 14th November.

Key Performance Indicators

Ref	Measure	18/19 Actual	19/20 Target	Q2 Actual	Q2 Progress	Direction of travel
FS LI 01	Receive an unqualified external audit opinion on the accounts.	Yes	Yes	n/a		n/a
FS LI 02	Receive positive comment (annually) from the External Auditor relating to the financial standing of the Council and the systems of internal financial control.	Yes	Yes	n/a		n/a
FS LI 03	Proportion of Council Tax that was due that was collected	94.75%	94.25%	55.05%		
FS LI 04	The percentage of Business Rates which should have been received during the year that were received	98.32%	97.50%	57.40%		
FS LI 05	Average time for processing new claims (Housing Benefit & Council Tax Reduction)	16.90 (Days)	20 (Days)	16.17		
FS LI 06	Average time for processing notifications of changes in circumstances	7.5 (Days)	9.0 (Days)	7.60		

Supporting Commentary

Audit of 2018/19 statement of accounts ongoing. 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.

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

The Audit Findings report relating to the 2018/19 financial statements has not yet been published.

Whilst Council Tax collection is marginally lower than at the same time last year by 0.02% the budgeted level of collection for 19/20 is expected to be achieved. Business Rates collection is p by 0.39% when compared to the same period last year.

The processing of benefit claims and changes in circumstances remains positive.

Key Objectives / milestones

Ref	Milestones	Q2 Progress
PPPE 01a	Promote and take forward the delivery of actions identified within the Organisational Development Strategy May 2019	
PPPE 01c	Regular engagement with service managers to identify areas of challenge and develop appropriate bespoke solutions April, September, December 2019, and March 2020.	
PPPE 01d	Implement Leadership and Management Development Programme September 2019.	
PPPE 02a	Establish 10 new apprentice placements within Council services, compliant with the requirements of apprenticeship legislation March 2020	
PPPE 02b	Establish 20 new existing employee apprenticeships to enable up-skilling in a range of business areas, compliant with the requirements of apprenticeship legislation March 2020	
PPPE 04b	Implement resourcing plans with service management in appropriate areas September 2019.	
PPPE 04c	Ongoing monitoring of agency usage and spend April, September, December 2019, and March 2020.	

Supporting Commentary











The actions identified within the Organisational Development Strategy continued to be progressed as described within the Key Developments section of this report.

Regular engagement with Service Managers continues and a range of interventions have now been delivered or are in progress to meet operational requirements. The ILM Programme continues with 10 delegates commencing MBA studies in conjunction with John Moores University in September which is funded via the Apprenticeship Levy.

A further 2 apprenticeship placements were established during the quarter bringing the total to date for 2019 - 20 to 5. Additionally 10 existing employee apprenticeships are in place at mid-year with a further 35 in progress to be established during the second half of the year.

Please refer to the Key Developments section of this report for further information concerning Resourcing Plans and additional detail regarding agency usage is provided in the table below.

Key Performance Indicators

Ref	Measure	18/19 Actual	19/20 Target	Q2 Actual	Q2 Progress	Direction of travel
PPPE LI 01	The number of working days / shifts lost due to sickness (Corporate)	11.36	10	5.16		
PPPE LI 03	Percentage of Employees without sickness	N / A	TBC	85.68%	Refer to comment	Refer to comment
PPPE LI 04	Total Full Time Equivalent Staffing Establishment	3,470	For information Only	3,336	For information Only	For information Only
PPPE LI 05	Total Staff (head count)	4,648		4,401		
PPPE LI 06	Total Agency Worker Usage (number of placements – year to date)	1,411	650	425		
PPPE LI 07	Total Agency Worker Cost (gross cumulative cost – year to date)	£1.96m	£1.5m	£1.1M		
PPPE LI 08	Number of apprenticeship placements established in the Council. (Cumulative – year to date)	15	20 (Government target is 55)	5		
PPPE LI 10	The percentage of top 5% of earners that are: ¹					
	a) Women	57.74%	50.00%	60.63%		
	b) from BME communities	2.53%	1.50%	3.45%		
	c) with a disability	0.93%	8.00%	1.18%		
PPPE LI 13	Average time to recruit (Applicant Tracking System reported figure)	N / A	19 (Days)	12 (Days)	Refer to comment	Refer to comment
PPPE LI 14	Staff turnover rate (Permanent & temporary staff. Excludes casual)	N / A	N / A	Refer to comment	Refer to comment	Refer to comment

Supporting Commentary

Sickness levels are very similar to those when compared to the same point last year (5.13 days) and slightly above targeted mid-year level of 5 days. The number of staff without sickness remains relatively high and this measure will be monitored to determine any trends that may exist to inform future management action and support.

Number of agency worker placements should show a reduction over time. The number of placements from Q2 in 2018/19 was 457. When considered alongside the cost (LI 07) static levels of usage are evident.






Cumulative agency spend is slightly higher at half year point than in previous year (£1.05m). Placement costs have increased as a result of NJC pay award and revision of pay scales in April 19. Continuing pressure on adult care services continues to drive usage and the annual target is likely to be missed.

With regards to top 5% of earners there is positive movement on two of three component indicators (a) and (b), both of which are above target. Fluctuation exists in (c), due to turnover. It should be noted that recruitment in to 5% of earners is very limited, and as such scope for significant change is low.

Average time to recruit and staff turnover rate are new indicators for 2019-20. Unfortunately the latter measure cannot be reported at quarter 2 due to technical difficulties which are now being addressed.

ICT and Administrative Support Services

Key Objectives / milestones

Ref	Milestones	Q1 Progress
ICT 01a	Continued Enhancement of the virtualization platform to enhanced or new technologies - March 2020 .	
ICT 01b	Further development of Cloud Services Platform - March 2020 .	
ICT 01c	SharePoint and Records Management enhancements - March 2020 .	
ICT 01d	Interactive Web Services Enhancement and further SharePoint Integration - March 2020 .	
ICT 02a	Continuing improvements, enhancements and commercial use of Cloud system - March 2020 .	



Supporting Commentary







As discussed within the body of the report the virtualisation project is moving forward at great pace and is exceeding targets for its deployment – with new projects now being considered utilising these technologies. The Cloud Services Platform is now in place with technical upgrades to the underlying server infrastructure planned.

SharePoint and Records Management enhancements have been successfully implemented with software and hardware upgrades being deployed in both of the Council's data centres.

The development of the Cloud system has resulted in internal and external clients now utilising this solution delivering Council services to partners, clients and internal users.

Key Performance Indicators

Ref	Measure	18/19 Actual	19/20 Target	Q2 Actual	Q2 Progress	Direction of travel
ICT LI01	Average availability of the Council's operational servers (%).	99.5%	99.00%	99.99%		




Ref	Measure	18/19 Actual	19/20 Target	Q2 Actual	Q2 Progress	Direction of travel
ICT LI02	Average availability of the Councils WAN infrastructure (%).	100%	99.00%	99.98%		
ICT LI03	School Support SLA: % of calls responded to within <u>agreed</u> target*: a) Priority 1 b) Priority 2 c) Priority 3 d) Priority 4	100%	85.00%	100%		
		99%	90.00%	100%		
		100%	95.00%	100%		
		100%	95.00%	100%		
ICT LI04	Average working days from delivery to completion of a new PC.	10 (Days)	10 (Days)	1 Day		

Supporting Commentary

All measures are showing a positive outturn at quarter 2.

Legal & Democracy



Key Objectives / milestones

Ref	Milestones	Q2 Progress
LD 01	Review constitution - May 2019 .	
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 by October 2019 .	

Supporting Commentary

The revised Constitution was approved at annual Council in May and all Members have had the opportunity to have a MAP meeting with inductions for new Members now being complete.

Key Performance Indicators

Ref	Measure	18/19 Actual	19/20 Target	Q2 Actual	Q2 Progress	Direction of travel
LD LI 01	No. Of Members with Personal Development Plans (56 Total).	55 (98.21%)	56 (100.00%)	55 (98.21%)		

Ref	Measure	18/19 Actual	19/20 Target	Q2 Actual	Q2 Progress	Direction of travel
LD LI 03	Average Time taken to issue prosecutions from receipt of full instructions (working days).	10 (Days)	10 (Days)	10 (Days)		
LD LI 04	Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days).	3 (Days)	3 (Days)	3 (Days)		
LD LI 05	% of Executive Board minutes published within 5 working days after the meeting.	100%	100%	100%		

Supporting Commentary

All indicators are showing positive performance at the half-year stage and there is no indication at this stage that annual targets cannot be achieved..

Community & Environment

Key Objectives / milestones





Ref	Milestones	Q2 Progress
CE 0 1a	Deliver a promotion and educational campaign (school meals) - September 2019 and January 2020 .	

Supporting Commentary

All Secondary Schools have received a visit and are being encouraged to eat more "Healthy".

Key Performance Indicators

Ref	Measure	18/19 Actual	19/20 Target	Q2 Actual	Q2 Progress	Direction of travel
CE LI 01	% Take up of free school meals to those who are eligible - Primary Schools.	76.26%	TBC	84.22%		
CE LI 02	% Take up of free school meals to those who are eligible - Secondary Schools.	84.14%	TBC	76.43%		

Ref	Measure	18/19 Actual	19/20 Target	Q2 Actual	Q2 Progress	Direction of travel
CE LI 03	Take up of school lunches (%) – primary schools.	59.61%	TBC	59.62%		
CE LI 04	Take up of school lunches (%) – secondary schools.	74.68%	TBC	72.63%		




Supporting Commentary

The take up of free school meals in primary schools has been positively influenced by the Universal Offer for free Key Stage 1 pupils and further work is planned with regard to the take up of FSM in secondary schools.

The take up of school lunches generally is showing similar levels to that of 2018 – 19.

Property Services

Key Objectives / milestones

Ref	Milestones	Q2 Progress
EEP 07a	Complete the handback process for all the Mersey Gateway Temporary Use Areas (TUA's) by December 2019	
EEP 07b	Vacate Kingsway House, and relocate all staff to other Council buildings by October 2019	
EEP 07c	Deliver all annual programmed maintenance projects by March 2020	
EEP 07d	Deliver Social, Emotional and Mental Health (SEMH) projects at Halton Lodge & Beechwood Primary schools by September 2019	
EEP 07e	Deliver Crow Wood Park pavilion by June 2019	

Supporting Commentary





There has been some delay concerning the handback of TUA sites and a revised date is currently awaited from Merseylink.

The accommodation works at Halton Stadium are on programme, the completion of these will allow staff to vacate Kingsway House by October 2019. However in regards to the delivery of the annual programme of maintenance some works may have to be deferred to 2020 / 21 as a result of prevailing budget pressures.

The project at Beechwood Primary school is now complete but Halton Lodge has taken longer than anticipated to start site works and is now scheduled for completion in December.

Apart from minor snagging still to be undertaken works to the Crow Wood Park pavilion are almost complete.

Key Performance Indicators

Ref	Measure	18/19 Actual	19/20 Target	Q2 Actual	Q2 Progress	Direction of travel
EEP LI 01	Greenhouse gas (GHG) emissions indicator (Tonnes CO ₂ e).	14,811 tonnes CO ₂ e (actual 17/18)	14,663 tonnes CO ₂ e (target 18/19)	11,730 tonnes CO ₂ e (actual 18/19)		
EEP LI 05	Occupancy of Widnes Market Hall.	84%	84%	87%		
EEP LI 06	Unit Costs – office accommodation (reported annually).	£1,054	£1028	Refer comment	N / A	N / A

Supporting Commentary

The reporting requirements for emissions were amended last year whereby the figures for academies are no longer included. 2 schools have converted to Academy status in the reporting period as such the figures reflect this change.

The overall emissions for 2017/18 amounted to 14,811 tonnes. The emissions for 2018/19 are 11,730 tonnes which equates to a 20% overall reduction. Energy consumption has only reduced slightly however as the kw/h-CO₂ conversion factor has been amended to reflect the greater mix of renewable energy being generated the overall CO₂ emissions have reduced significantly.

The breakdown is as follows:- School Buildings 3531t, Corporate buildings 4624t, Unmetered supply 2173t, Fleet Transport 1088t, & Business Mileage 314t. The target for 2019/20 has been set at 11,612 tonnes CO₂e, a 1% reduction. The annual figure for this indicator is a year behind and therefore only reported in the following year.

Occupancy rates at Widnes Market Hall remain positive and as expected at quarter 2 and unit costs of office accommodation will be reported at year-end.

7.0 Financial Statements

FINANCE DEPARTMENT

Revenue Budget as at 30 September 2019

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance to Date (Overspend) £'000	Forecast Outturn Position £'000
Expenditure					
Employees	5,497	2,700	2,746	(46)	(91)
Supplies & Services	371	246	239	7	14
Insurance	1,053	697	686	11	21
Rent Allowances	42,900	17,371	17,371	0	0
Non HRA Rent Rebates	65	30	30	0	0
Discretionary Social Fund	106	58	58	0	0
Discretionary Housing Pmts	470	216	216	0	0
Concessionary Travel	2,218	895	875	20	40
LCR Levy	2,241	2,241	2,241	0	0
Total Expenditure	54,921	24,454	24,462	(8)	(16)
Income					
Clerical Error Recovery	-400	-81	-81	0	0
Rent Allowances	-42,500	-16,095	-16,095	0	0
Fees & Charges	-228	-126	-145	19	37
Non HRA Rent Rebate	-65	-39	-39	0	0
Burdens Grant	-66	-66	-90	24	24
Dedicated Schools Grant	-102	0	0	0	0
Discretionary Hsg Payment Grant	-469	-156	-156	0	0
Hsg Benefit Admin Grant	-445	-223	-223	0	0
Council Tax Admin Grant	-204	-204	-208	4	4
Council Tax Liability Order	-406	-350	-350	0	0
Business Rates Admin Grant	-156	0	0	0	0
Schools SLAs	-818	-818	-855	37	37
LCR Reimbursement	-2,241	-2,241	-2,241	0	0
Reimbursements & Other Grants	-196	-107	-124	17	13
Transfer from Reserves	-27	-10	-10	0	0
Total Income	-48,323	-20,516	-20,617	101	115
Net Operational Expenditure	6,598	3,938	3,845	93	99
Recharges					
Premises Support	248	124	124	0	0
Central Recharges	2,493	1,246	1,246	0	0
Central Recharge Income	-4,877	-2,438	-2,438	0	0
Net Total Recharges	-2,136	-1,068	-1,068	0	0
Net Department Expenditure	4,462	2,870	2,777	93	99

Comments on the above figures

In overall terms revenue spending at the end of quarter 2 is under the profiled budget.

Spend on employees is currently above the budget profile. There is low staff turnover across all divisions with a minimum number of vacancies hence the staff turnover saving target is not being achieved.

Budgeted employee spend is based on full time equivalent staffing numbers of 152.

Supplies and services are currently underspent due to tighter control of spending from managers across the whole Finance Department.

Concessionary travel costs for the year are forecast to be under budget provision. Projections are based on passenger usage continuing at current numbers but there could be changes later in the financial year which cannot be projected at this point. Further analysis of passenger numbers in coming months will confirm figures.

Fees and charges income target is projected to over achieve as a result of income received within the Audit Procurement and Operational Finance Division specifically in relation to charges re external clients such as NCER and Manchester Port Health Authority.

Burdens Grant is in respect of legislative changes and the Department received more than initial allocations.

Schools SLA Income is above budget profile due to Insurance Balance of Risks income. The amount of income could reduce if school claims increase. Income levels for school insurance SLA could possibly drop significantly in next financial year if the DFE extend the risk protection arrangements offered to academy schools to all LA maintained schools.

Based on current projections it is forecast the Department's net spend will be under the available budget by £0.093m at year-end.

POLICY, PEOPLE, PERFORMANCE & EFFICIENCY DEPARTMENT

Revenue Budget as at 30 September 2019

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance to Date (Overspend) £'000	Forecast Outturn Position £'000
<u>Expenditure</u>					
Employees	2,000	1,015	1,064	(49)	(98)
Employees Training	133	45	24	21	43
Supplies & Services	137	65	58	7	14
Apprenticeship Levy	300	117	108	9	17
Total Expenditure	2,570	1,242	1,254	(12)	(24)
<u>Income</u>					
Reimbursement & Other Grants	0	0	-8	8	14
Fees & Charges	-95	-95	-107	12	31
Schools SLAs	-435	-435	-418	(17)	(17)
Total Income	-530	-530	-533	3	28
Net Operational Expenditure	2,040	712	721	(9)	4
<u>Recharges</u>					
Premises Support	89	44	44	0	0
Central Support Recharges	900	450	450	0	0
Support Service Income	-2,860	-1,440	-1,440	0	0
Net Total Recharges	-1,871	-946	-946	0	0
Net Department Expenditure	169	-234	-225	(9)	4

Comments on the above figures

At the end of the second Quarter, Policy, Performance, People and Efficiency Department is above the budget profile

Employee staffing costs are expected to exceed the budget as the staff turnover saving target cannot be achieved in full. It is expected the cost of the occupational health support contract will continue to increase as the need for referrals continues.

Budgeted employee spend is based on full time equivalent staffing numbers of 43.

Schools SLA income has underachieved against budget as existing charges are based on staffing numbers. There has been a reduction in staffing so income has subsequently been reduced. The charging calculation has been reviewed for 2020/21. The underachievement in maintained schools SLA income has however been offset by an overachievement in fees and charges income in relation to Academy charges for HR and payroll services.

Based on current projections it is forecast the Department's net spend for the year will be marginally within the available budget.

ICT and Administration

Revenue Budget as at 30 September 2019

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance to Date (Overspend) £'000	Forecast Outturn Position £'000
<u>Expenditure</u>					
Employees	7,332	3,578	3,662	(84)	(168)
Supplies & Services	1,029	573	539	34	68
Capital Financing	78	24	14	10	19
Computer Repairs & Software	940	890	958	(68)	(135)
Communication Costs	17	17	30	(13)	0
Transfer to Reserves	15	0	0	0	0
Premises Costs	64	48	55	(7)	(13)
Total Expenditure	9,475	5,130	5,258	(128)	(229)
<u>Income</u>					
Fees & Charges	-1,107	-323	-108	(215)	(432)
Schools SLA Income	-532	-494	-514	20	41
Total Income	-1,639	-817	-622	(195)	(391)
Net Operational Expenditure	7,836	4,313	4,636	(323)	(620)
<u>Recharges</u>					
Premises Support Recharges	424	212	212	0	0
Transport Recharges	20	10	10	0	0
Central Support Recharges	1,116	558	558	0	0
HBC Asset Rental Support	1,494	0	0	0	0
Support Services Income	-10,873	-5,436	-5,436	0	0
Net Total Recharges	-7,819	-4,656	-4,656	0	0
Net Department Expenditure	17	-342	-20	(323)	(620)

Comments on the above figures

In overall terms spending is above the budget profile at the end of the second quarter
The main areas for this outturn position are as follows:

The negative variance on employee costs is primarily due to an under-achievement against an efficiency staff restructure saving originally actioned in the budget set for the 2017-18 financial year. Staff turnover saving targets are also not being met. However if present staffing levels within Admin continue and vacancies held within the ICT Department are not filled for the rest of financial year the savings from these could offset some of the efficiency target.

Computer repairs and software budget is above budget profile due to increases in costs relating to the Microsoft Licence Agreement. These costs are not controllable as are linked to service requirements.

The fees and charges income relates to the traded services agreement with Mersey Travel and Sefton MBC for ICT support in relation to continued system support for Agresso implementation and ongoing system support.

An authority has pursued a client procurement process for Agresso in which Halton Borough Council has put in an expression of interest and at this point in time awaiting a decision. The result of this could have an impact on the current projections for income generation.

Based on current projections it is forecast the Department's net spend will exceed the available budget by £0.620m if no corrective action is taken. This is reduced from the £1m overspend forecast at Q1 due to the number of additional staff vacancies and lower than expected costs for computer repairs and software.

Capital Projects as at 30th September 2019

Capital Expenditure	2019/20 Capital Allocation £'000	Allocation to Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
ICT Rolling Capital Programme	700	159	159	541
Total Capital Expenditure	700	159	159	541

Comments on the above figures.

It is expected that this capital programme will fully spend by year end.

LEGAL & DEMOCRATIC SERVICES DEPARTMENT**Revenue Budget as at 30 September 2019**

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance to Date (Overspend) £'000	Forecast Outturn Position £'000
Expenditure					
Employees	1765	942	943	(1)	(2)
Supplies & Services	271	136	138	(2)	(3)
Civic Catering & Functions	49	20	11	9	18
Legal Expenses	215	180	180	0	0
Transport Related Expenditure	11	9	8	1	3
Total Expenditure	2,311	1,287	1,280	7	16
Income					
Land Charges	-80	-28	-32	4	8
School SLAs	-80	-80	-80	0	0
Licence Income	-250	-98	-107	9	18
Government Grant	0	0	-21	21	21
Fees & Charges Income	-56	-65	-70	5	10
Total Income	-466	-271	-310	39	57
Net Operational Expenditure	1,845	1,016	970	46	73
Recharges					
Premises Support	64	32	32	0	0
Central Support Recharges	363	181	181	0	0
Support Recharges Income	-1,727	-863	-863	0	0
Net Total Recharges	-1,300	-650	-650	0	0
Net Department Expenditure	545	366	320	46	73

Comments on the above figures

In overall terms, spending is below budget profile at the end of quarter 2.

Budgeted employee spend is based on full time equivalent staffing numbers of 39.

Within the expenditure budget areas, civic catering and functions is subject to demand, the projected underspend at quarter 2 is based on known and historic expenditure patterns.

The legal expenses budget is forecasting a balanced budget position. The budget is dependent on number of cases, so cannot be easily projected at this point in financial year.

Within the income budget areas an overachievement of income targets is forecast. This is primarily due to unbudgeted election grant income and license and land charges. The land charges and license income are hard to project as dependant on applications but historically these areas have overachieved against income targets.

Overall it is expected net spend will be below budget at end of financial year.

COMMUNITY & ENVIRONMENT DEPARTMENT

Revenue Budget as at 30 September 2019

	Annual Budget £'000	Budget To Date £'000	Actual £'000	Variance (overspend) £'000	Forecast Outturn Position £'000
<u>Expenditure</u>					
Employees	14,453	7,150	7,228	(78)	(134)
Premises	2,034	1,169	1,236	(67)	(143)
Supplies & Services	1,005	636	647	(11)	(23)
Book Fund	135	74	71	3	5
Hired & Contracted Services	932	269	289	(20)	(40)
Food Provisions	450	208	207	1	4
School Meals Food	1,919	777	765	12	24
Transport	115	45	44	1	2
Agency Costs	394	245	196	49	64
Waste Disposal Contracts	6,140	166	166	0	(55)
Grants To Voluntary Organisations	67	12	12	0	47
Grant To Norton Priory	172	86	87	(1)	(1)
Rolling Projects	26	26	26	0	0
Capital Financing	46	46	56	(10)	(10)
Total Expenditure	27,888	10,909	11,030	(121)	(260)
<u>Income</u>					
Sales Income	-1,672	-846	-629	(217)	(434)
School Meals Sales	-2,305	-844	-789	(55)	(110)
Fees & Charges Income	-5,909	-2,911	-2,590	(321)	(651)
Rents Income	-207	-101	-107	6	12
Government Grant Income	-1,198	-1,198	-1,021	(177)	(177)
Reimbursements & Other Grant Income	-675	-174	-142	(32)	(64)
Schools SLA Income	-1,349	-1,349	-1,405	56	56
Internal Fees Income	-141	-67	-89	22	43
School Meals Other Income	-254	-105	-103	(2)	(4)
Catering Fees	-114	-25	-20	(5)	(30)
Capital Salaries	-173	-86	-88	2	5
Transfers From Reserves	-106	-96	-96	0	27
Total Income	-14,103	-7,802	-7,079	(723)	(1,327)
Net Operational Expenditure	13,785	3,107	3,951	(844)	(1,587)
<u>Recharges</u>					
Premises Support	1,499	749	749	0	0
Transport Recharges	2,365	1,194	1,099	95	191
Central Support Services	3,892	1,946	1,946	0	0
Asset Charges	146	0	0	0	0
HBC Support Costs Income	-647	-434	-434	0	0
Net Total Recharges	7,255	3,455	3,360	95	191
Net Department Expenditure	21,040	6,562	7,311	(749)	(1,396)

Comments on the above figures

The net Department spend is £749k over budget at the end of Quarter 2 and the estimated outturn overspend for 2019/20 is £1.396 million.

Employees spend is over budget, primarily due to staff turnover saving target which is not being achieved in many areas due to the need to maintain front line services. This is a particular issue for Schools Catering due to the service operating over a large number of sites, with a small number of permanent staff at each site, meaning cover for staff absence is essential.

There has been a staffing restructure at the Stadium which came into effect in mid-June and this has resulted in a reduction in spend on permanent salaries. Spend on casual staff has decreased by 36k compared to the end of Quarter 2 in 2018/19, despite an increase in casual pay rates. The increase in casual pay rates continues to have a significant effect on The Brindley and the Stadium which rely on large numbers of casual staff due to the uncertain nature and timing of events.

There has been an error with the Matrix contract for agency staff which has led to the Council being undercharged over a number of years. The Department has incurred charges of £74k in respect of this error in the current year.

Budgeted employee spend is based on full time equivalent staffing numbers of 481.

Premises costs are £67k over budget at the end of Quarter 2. Repair and maintenance costs at the leisure centres are significantly over budget due to the poor condition of the ageing buildings. There has been a significant increase in both electricity and gas costs, which have impacted all of the sites managed by the Department. The biomass boiler at Brookvale Recreation Centre has been out of order for part of the year, meaning that gas has had to be purchased at additional cost from the backup supply from Ormiston Bolingbroke Academy.

Hired & contracted services spend is currently £20k over budget, mostly due to spend on acts at The Brindley. Artists performing at The Brindley are paid based on a percentage split of ticket sales. Ticket sales have been increasing year on year, and are forecast to increase again in 2019/20, therefore payments made to artists have had to increase due to the contract terms.

No invoices relating to the main waste disposal and recycling contracts have been received for 2019/20 which makes this area extremely difficult to project for. Projections based on similar tonnages to 2018/19 would lead to an overspend of approximately £55k across all of the contracts once reconciliations have been carried out by Merseyside Recycling and Waste Authority.

Sales income has underachieved by £217k in Quarter 2. The main issues are with catering sales at the Stadium and in the Commercial Catering division. Sales income at the Stadium has been adversely affected by lower attendances at Widnes Vikings matches since their relegation from Super League. Low Commercial Catering sales have been an issue for several years and the situation has not improved so far in 2019/20.

Registrars income appears to be recovering after a poor year in 2018/19 which was caused by a nationwide reduction in marriage rates. The General Register Office has increased statutory registration fees this year which is likely to lead to increased income for the service.

Fees and charges income is once again the main area of budgetary pressure within the Department. There is no major concert planned at the Stadium for 2019/20, therefore the associated £105k income target will not be achieved. Stadium executive suite hire dropped significantly last year due to the relegation of Widnes Vikings, and it is impossible to project anything more positive for the new season starting in early 2020. Fees income at the leisure centres is likely to underachieve in 2019/20.

A major reason for this is due to difficulties in the recruitment and retention of swimming and fitness instructors, leading to cancelled swimming lessons and a lack of fitness classes, and should therefore be considered alongside a significant staffing underspend across the centres. There is also a new gym opening in Widnes in the autumn which could adversely impact membership income at Kingsway Leisure Centre.

The cancellation of the Vintage Rally means that the associated income target of £38k will not be achieved, while some costs for the event have already been incurred. Although some areas are struggling to achieve their budgeted fees and charges income, there are other areas within the Department that are performing well.

Crematorium fees are up by £68k on their Quarter 2 position last year, with the new resident's funeral package proving popular, as well as growth in the contract to provide cremations for a supplier of forest funerals. The green waste collection licence fee was increased for 2019/20 which has led to £87k more income being achieved in the first two quarters this year in comparison to last year.

Government grant income will underachieve in 2019/20 due to a shortfall in the Universal Infants Free School Meals Grant due to more schools converting to academy status. The shortfall in 2019/20 is £179k. This has had a significant impact on the Schools Catering budget.

Transport recharges are currently lower than expected in Open Spaces and Waste and Environmental Improvement leading to an underspend of £96k at the end of Quarter 2.

The outturn forecast is currently projecting an overspend at 31 March 2020 of £1.4m.

Capital Projects as at 30 September 2019

	2019/20 Capital Allocation £'000	Allocation to Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
Stadium Minor Works	39	20	0	39
Stadium Pitch	21	0	0	21
Children's Playground Equipment	154	85	42	112
Landfill Tax Credits Scheme	20	2	2	18
Upton Improvements	13	5	0	13
Crow Wood Park Pavilion	320	217	217	103
Crow Wood Park Play Area	20	10	10	10
Open Spaces Schemes	560	200	249	311
Peelhouse Lane Cemetery	939	400	92	847
Peelhouse Lane Cemetery – Enabling Works	11	5	7	4
Phoenix Park	3	3	3	0
Victoria Park Glass House	305	144	144	161
Sandymoor Playing Fields	40	25	27	13
Bowling Greens	32	10	2	30
Widnes & Runcorn Cemeteries – Garage & Storage	190	100	179	11
Town Park	200	75	7	193
Litter Bins	20	0	0	20
Community Shop	50	0	0	50
Libraries IT Equipment	94	83	83	11
Total	3,031	1,384	1,064	1,967

Comments on the above figures.

Stadium Pitch - It was necessary to replace the iPitch last year as the previous pitch did not meet FIFA standards for football matches. The work is mostly complete and the pitch is now in use. The contractor needs to come back on site to complete some follow up works later this year.

Children's Playground Equipment - This is an ongoing project which includes spend on maintenance and improvements within the borough's playgrounds.

Crow Wood Park – This project comprises a replacement park building, upgrades to paths and entrances and further play provision, and is now more than 50% complete.

Open Spaces Schemes – This covers spending on a variety of externally funded projects, including works to Runcorn Locks, Sunnybank Park, Phoenix Park BMX Track, Runcorn Station Quarter, Hale Lighthouse Approach and Runcorn Hill Bowling Green.

Peelhouse Lane Cemetery – Work on the drainage at the site has now been completed. The main cemetery infrastructure works have now commenced and should be largely completed by the end of 2019/20.

Phoenix Park – Work at the site has been completed and the retention payment has been paid.

Sandymoor Playing Fields – The all-weather pitches and courts have now been completed and the grass pitches and planting are now in the establishment phase.

Widnes & Runcorn Cemeteries - Garage & Storage – Work at the Runcorn site is now complete and at the snagging stage. Work at the Widnes site is substantially complete, although there are still some contract invoices to be received.

Town Park –. The first phase of works on the southern paths have commenced and should be completed by the end of the year.

Community Shop – It is anticipated that the Council will release the funding to Community Shop in Quarter 3.

Libraries IT Equipment – The equipment has recently been installed in the libraries and is now in use. Most of the equipment has now been paid for, although there is an invoice for new coin boxes that has yet to be received.

ECONOMY ENTERPRISE & PROPERTY DEPARTMENT

Revenue Budget as at 30 September 2019

	Annual Budget £'000	Budget To Date £'000	Actual £'000	Variance (overspend) £'000	Forecast Outturn Position £'000
<u>Expenditure</u>					
Employees	4,522	2,326	2,293	33	65
Repairs & Maintenance	2,137	1,059	936	123	246
Premises	63	53	53	0	(1)
Energy & Water Costs	683	275	278	(3)	(7)
NNDR	530	524	532	(8)	(6)
Rents	301	173	173	0	0
Economic Regeneration Activities	34	5	4	1	2
Supplies & Services	1,643	874	877	(3)	(7)
Grants To Voluntary Organisations	58	25	25	0	0
Transfer to Reserves	217	117	117	0	0
Total Expenditure	10,188	5,431	5,288	143	292
<u>Income</u>					
Fees & Charges Income	-348	-185	-185	0	0
Rent – Commercial Properties	-1,106	-436	-394	(42)	(84)
Rent – Investment Properties	-44	-21	-21	0	0
Rent – Markets	-771	-378	-373	(5)	(9)
Government Grant Income	-1,691	-400	-400	0	0
Reimbursements & Other Grant Income	-212	-129	-127	(2)	(4)
Schools SLA Income	-512	-485	-478	(7)	(13)
Capital Salaries	-113	-90	-90	0	0
Transfers From Reserves	-940	-592	-592	0	0
Total Income	-5,737	-2,716	-2,660	(56)	(110)
Net Operational Expenditure	4,451	2,715	2,628	87	182
<u>Recharges</u>					
Premises Support	1,868	934	934	0	0
Transport	28	14	14	0	0
Asset Charges	4	0	0	0	0
Central Support Services	1,975	1,003	1,003	0	0
HBC Support Income	-6,560	-3,185	-3,185	0	0
Net Total Recharges	-2,685	-1,234	-1,234	0	0
Net Department Expenditure	1,766	1,481	1,394	87	182

Comments on the above figures

Finance has worked closely with Departmental colleagues to update the projections to try and achieve a balanced budget. The department continues to identify financial resources available to support the delivery of the service and allocate resources where needed most, whilst ensuring budget pressures are met.

The repairs and maintenance budget is forecast to be under budget, due to the works for new office accommodation at the Stadium being funded from capital.

Whilst the department can maintain effective control over expenditure, income still remains a budget pressure as majority of the income is externally funded and difficult to project.

Budgeted employee spend is based on full time equivalent staffing numbers of 127.

Due to a number of properties becoming vacant and some subsequently being disposed, rental income has reduced this financial year, causing budget pressures. Operating costs continue to be incurred where commercial properties become vacant.

School SLA income will not be achieved again this financial year. Although the department has increased the SLA charges for 19/20, 100% of the costs are not being recovered because of the need to use causal/agency staff to cover sickness/leave in delivering the service. A review of SLA charges will be undertaken ahead of the next financial year.

The Department has put a hold on all vacancies within the various service areas to ensure the staff turnover saving target is met and also help reduce the negative variance within the income budgets.

The 19/20 savings target put forward by the Department has been achieved in year and every effort will be made to ensure that expenditure on controllable budgets is kept to a minimum within the financial year.

The outturn forecast is currently projecting an under spend at 31 March 2020 in the region of £182k.

ECONOMY ENTERPRISE & PROPERTY DEPARTMENT

Capital Projects as at 30 September 2019

	2019-20 Capital Allocation £'000	Allocation to Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
3MG	126	40	40	86
Sci Tech Daresbury – EZ Grant	96	40	40	56
Solar Panel Golf Course	1,209	21	21	1,188
Murdishaw Redevelopment	38	0	0	38
Venture Fields	41	0	0	41
Former Crossville Depot	127	127	127	0
Linnets Club House	50	32	32	18
Advertising Screen at The Hive	100	0	0	100
Equality Act Improvement Works	300	198	198	102
Widnes Market Refurbishment	100	32	32	68
Broseley House	15	12	12	3
Kingsway House Moves	464	119	119	345
The Croft	30	0	0	30
Moor Lane Depot	247	4	4	243
Manor Park	37	0	0	37
Total	2,980	625	625	2,355

Comments on the above figures.

Sci Tech Daresbury EZ Grant – The remaining draw down for the project is being progressed by the Joint Venture. The project is currently out to tender with a contract award expected in September. Final draw down is expected in Quarter 3.

Solar Panel Golf Course – A main design, build, install and maintenance contractor has now been awarded and a final design has been agreed. Construction is likely to start on site during November with a view to complete and connect by March 2020.

Linnets Club House – All works completed to the junior block, new water and electrical supply works completed and the generator has been removed from site. All works to the new Linnets changing pavilion and ventilation system completed (retentions and final payments still to be made).

Widnes Market Refurb – Re-roofing works (incl internal decoration works) complete; the remaining Widnes Market projects are currently being reviewed and prioritised in line with the remaining budget.

Murdishaw Regeneration – The department is exploring options for Council investment into projects which will further the masterplan. Currently costing up bus stops on Barnfield Way, new signage and improvement to the community centre. Will also cost further highways improvements to local centre.

Equality Act Improvement Works – Changing Places facilities at Catalyst Museum and Phoenix Park complete. New entrance doors at Catalyst Museum complete. DDA works at Crow Wood Park complete. Emergency escape staircase at Bredon complete. 11 of 23 access orders complete, so 12 outstanding which will be completed this year. Further accessibility works planned around assistive hearing technology. The budget is anticipated to be spent at year end.

Kingsway House Moves – Final staff move on 22nd October, following which Kingsway will be cleared out of all furniture etc. and handed back on 29th Oct.

Broseley House- Demolition works cannot commence until all the ground floor tenants have vacated. Only 2 tenants now remain, the final lease expiring in July 2021. The oil tank store building has now been demolished and the security measures enhanced to the upper floors.




3MG – Alstom are in the process of approving and confirming their land take. HBC Field will be marketed in the autumn, with an aim to have all land subject to option or sale by June 2020.

Former Crossville Depot – The Retention payments has now been made, works on the project are complete.





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