

Corporate Policy and Performance Board– Priority Based Monitoring

Reporting Period: **Quarter 4 – 1st January 2021 to 31st March 2021**

1.0 Introduction

- 1.1 This report provides an overview of issues and progress against key service objectives/milestones and performance targets, during the fourth quarter of 2019/20 for service areas within the remit of the Corporate Policy and Performance Board.
- 1.2 It covers key priorities for development or improvement in 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 emergence of the global COVID19 pandemic early in 2020 has had a significant and unavoidable impact upon Council services the full extent of which is yet to become known. The Council, along with key partner agencies, has prioritised its resources upon mitigating the serious risks to public health, the protection of vulnerable residents, and the social cohesion of the local community. In developing appropriate responses to emerging national and local priorities this situation is likely to remain the case for the foreseeable future.
- 1.4 The Councils 2020 – 21 year end accounts are presently being finalised and will be published as soon as they become available.
- 1.5 The way in which traffic light symbols have been used to reflect progress to date is explained within Section 7 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 The 2021/22 net budget of £111.446m was approved by Council on 03 March 2021. The net budget will be part funded from an increase of 1.99% in general Council Tax plus a 3.0% Adult Social Care Precept. The 2020/21 council tax requirement is £54.509m; Band D council tax level (before local and major precepts) is £1,549.34 and continues to be the fourth lowest in the North West.

- 2.3 The Business Rates Team has and continues to support businesses through the pandemic by making Government funded business support grant payments to eligible businesses. During the first national lockdown, grants totalling £17.5m were paid to 1,196 small businesses and a further 312 grants paid to those businesses in the retail, leisure and hospitality sectors.
- 2.4 Following the first national lockdown and up to 31 March 2021, a further £6.9m of grants have been paid to help support local businesses through further local and national restrictions. In total grants of £24.4m have been administered through the Business Rates Team, this excludes discretionary grants administered by the Investment and Development Division.

In addition to above, from 01 April 2021 the team will start administering the Business Support Re-Start Grant programme to help businesses re-open following the third national lockdown. Businesses will receive levels of grant of up to £18k dependent on the type of business and rateable value banding.

- 2.5 The economic impact resulting from the pandemic initially had an adverse impact on both council tax and business rate collection rates. The council has actively continued to collect older debt but the temporary closure of magistrate courts slowed the process of obtaining liability orders, which helps with progressing debt collection. From February 2021 the Council have been given access to one virtual court hearing per month in order to obtain liability orders, which has helped improve overall collection towards year-end.

Including major preceptors, the amount of council tax billed at 31 March 2021 was £64.3m. The cash collection rate for the period is £59.5m (94.14%). A further £1.695m has also been collected from previous year arrears.

Including preceptors the amount of billed business rates as at 31 March 2021 is £47.2m. The cash collection rate for the period is £45.4m (96.18%).

Audit, Procurement and Operational Finance

- 2.6 The Council's schools have now been removed from the Council's insurance policies with cover now being provided through the Department for Education Risk Protection Arrangement scheme. This provides a more cost effective option for schools and reduces financial risk to the Council.

Benefits

- 2.7 On 28th September 2020 the government introduced Self-isolation Support Payments whereby a payment of £500 will be made to those on low incomes to support them if they cannot work during their self-isolation period, and currently this scheme is scheduled to end on 30th June 2021. At 31st March 2021 the table below shows the number of awards paid.

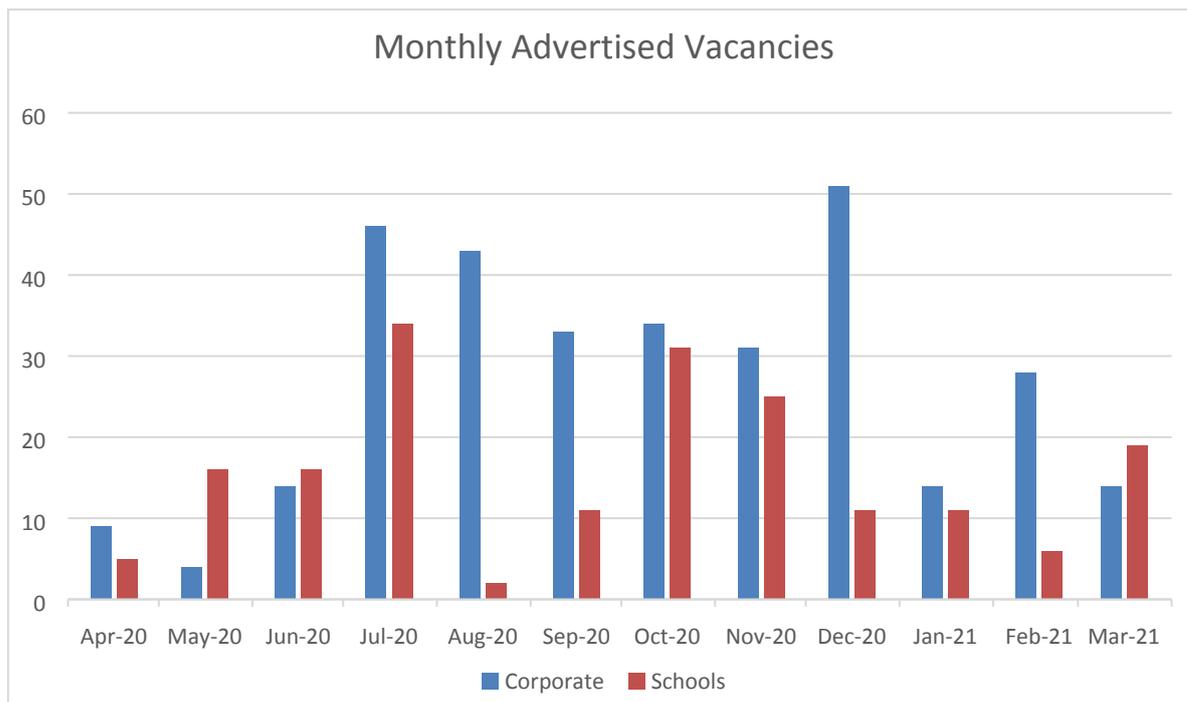
SIP Awards	Mandatory	Discretionary
Fund available	£310,000	£239,999
No. of awards	414	190
Current spend	£207,000	£95,000

- 2.8 The Department for Works and Pensions (DWP) statistics indicate at 11th March 2021 there were 16,459 people within Halton claiming Universal Credit. By way of providing context, in March 2020 there were 10,918 Halton residents claiming Universal Credit, and this illustrates the financial impact of Covid19 within the borough.

Human Resources, Organisational Development, Policy, Performance and Efficiency

Recruitment and Organisational Development

2.9 During 2020 – 21 considerable resources were required to support the management of staffing scenarios related to absence, working practices, and restrictions. The resourcing of priority service activity (e.g. Public Health and Adult Care) has been an ongoing feature of the departments work. The resourcing of the two asymptomatic rapid COVID testing centres in the Borough featured significantly in January 2021. The graph below shows the spikes in demand for the filling of vacant posts linked to the impact of COVID-19:



- 2.10 The policy framework developed earlier in 2020 to enable the Council to safely return physical premises and work spaces to operation following the 'lockdown' between March and July 2020 and Nov – Dec 2020 has proved effective. It is being implemented again to manage re-openings as lockdown 3 is eased.
- 2.11 The Supreme Court have now determined that where workers undertake sleep-in shifts by arrangement, they are entitled to be paid the minimum wage only for the hours when they are awake for the purpose of working. The Council has always applied the NJC provision for a flat payment for sleep-in's where they are required and this is compliant with the Local Government Terms & Conditions of Service, and has been confirmed as legal on the conclusion of these cases.
- 2.12 During quarter 4 work began to establish the cohorts, timetable and welcome packs for the Council's new Leadership & Management Framework. Cohorts 1 & 2 will begin their development on 25th May 2021 with cohorts 3 & 4 starting 6th October 2021.
- 2.13 Work has also continued to further develop and enhance the Council's e-learning platform to support the ongoing delivery and accessibility of internal learning opportunities. Examples include Transitioning back to the workplace, COVID hygiene at work and at home, Building manager responsibility, Visual impairment and Adult obesity.

- 2.14 E-learning take-up continues to be strong and 2,542 modules were completed during the reporting period. In addition a number of Virtual Modules have been delivered to support staff specifically related to remote working. These have included Behavioural Science and how it can support remote working, and Conflict resolution, and Change and Stress Management in remote working environments.
- 2.15 in addition to facilitating learning this approach has also offered connectivity and socialisation experiences to staff whilst working away from the office environment.
- 2.16 During 2020 – 21 a total of 37 new apprenticeships starts were undertaken 25 in the Council and a further 12 in schools. This equates to 39% of the annual Public Sector target and is broadly in line with the national position outlined by the Local Government Association of 40 – 60% being achieved by most Local Authorities.

The Council continues to maximise its Apprenticeship Levy Contributions as far as possible and during 2020 – 21 a total of £236,734 has been drawn down.

- 2.17 The Council has published the statutory Gender Pay Gap report for the snapshot date of 31 March 2020. For the Council the median gender pay gap is 10.4%. This is significantly lower than the average Public Sector and whole economy figures of 15.8% and 15.5% respectively. Further information on the calculations and interpretation can be accessed at: <https://www3.halton.gov.uk/Pages/councildemocracy/pdfs/EandD/genderpaygap.pdf>
- 2.18 The Council has considered its options around how employee capability, working practices, premises and technology can be combined to ensure an effective organisation for the future. The basis of a structured 'Future Work' change programme has been developed during the quarter, and will start to be progressed in Quarter 1 of 2021/22 alongside the Council's COVID recovery Roadmap, and the national easing of COVID restrictions.

ICT Infrastructure and Support Services

- 2.19 The ICT teams covered all emergency calls over this period of lockdown effectively, with all calls resolved quickly without any disruption to key services. Software Systems and Hardware maintenance plans remain in place linked to out of hours and weekend working to compliment extended front-line working hours.
- 2.20 The Halton Cloud continues to support all 2600 desktop users with an average of 1800 concurrent users connected into services at any one time from home. The system uptime over this quarter has been excellent, whilst accommodating a considerable number of changes and adaptations to the requirements profile of our user base over this extended period of the pandemic.
- 2.21 A considerable amount of work has now been undertaken to build and deliver **Eclipse 2-Factor** logon without the need for SMS services from the supplier which will reduce the ongoing costs to the Council. All schools have now had the Eclipse training.
- 2.22 The Records Management Facility remains fully operational and supporting the authority and its clients with new services being developed supporting the authority through centralising data and improving secure access to physical as well as digital data sets. These include for example mail and hybrid mail provision and linkages to new digitised postal services and a review of software solutions and support to Cemeteries and Open Space Services.

- 2.23 A focus upon the support of schools within the authorities SLA is in place to improve their ability to promote on-line learning and enabling those schools yet to put online learning solutions in place. Additionally reactive support to schools is ongoing and extremely busy and schools have been asked if they would prefer work to be undertaken outside of school hours to assist with social distancing and minimize the risks of exposure to pupils and staff.
- 2.24 Initial planning has commenced to implement the Data Quality Outline Development Programme. Work will include a consolidation of various existing policies relating to data quality, retention and data destruction with the intention of creating a simpler unified policy document for the Council.

Catering, Stadium and Registration Services

- 2.25 With regards to School Meals the options which have been provided by the service range from the provision of a hot meal, picnic bags and packed lunches and vouchers as this allows for all potential scenarios regarding the circumstances of each child / school to be accommodated.
- 2.26 These options have now been incorporated into a pilot scheme School Meals Service Level Agreement which has been offered to schools.
- 2.27 early indications are that free school meal take up has risen by 10% and a new system has been developed to monitor the surplus / deficit with regards to the school meals service which will allow for productivity, costs and income levels to be better determined..
- 2.28 During the past 12 months school meals service has completed over 3000 e-learning modules which engaged over 240 employees.
- 2.29 The West Stand of the Halton Stadium is being used as a COVID Vaccine Centre. This arrangement, which has received extremely positive feedback on Social Media, will remain open for the foreseeable future and is likely to be used for additional booster sessions planned for the Autumn.
- 2.30 The first rugby league games have also taken place, the first 4 behind closed doors. The following 3 games, if the roadmap allows it, will be with limited spectators, socially distanced and following the guidelines that are in place. The following fixtures will be held 'as normal'.
- 2.31 Also on the executive level, in conjunction with Halton Borough of Culture, a new concept was developed, which saw over 50,000 Widnes Vikings fans voting for their 'Best Team Ever', including the best team coach. As a result, each Executive Box door will now have a wraparound image placed on it which will tell a little bit of each of the chosen players' history, depicted in words and photographic images.

Legal and Democracy

- 2.32 The significant majority of staff remain working remotely and the provision of legal support across the authority remains undiminished. However the departure of a number of key members of staff during quarter 4 has presented significant challenges in terms of business continuity. Short-term temporary support has been in place whilst the process of recruitment can be completed.

Property Services

- 2.33 The Pre-construction Services Delivery Agreement for the proposed new leisure centre at Moor Lane has now been completed. Planning permissions are now in place and costs and timescales have been agreed. Following completion of the necessary Compulsory Purchase Order process it is anticipated that works would start on site early in 2022.
- 2.34 Arrangements continue to secure the finalisation of handback sites following the completion of the Mersey Gateway project with a settlement deed now being in the final stages of agreement. As sites are handed back the Council will use the funds set aside through the agreement to undertake any necessary remedial works.
- 2.35 £1.3m has been secured for decarbonisation works at Halton Stadium. Design works are progressing and it is hoped works on site can start within the next couple of months. The programme requires works to be complete by late September 2021.
- 2.36 Both the Education and Corporate Maintenance Programmes were fully complete by 31st March although some Corporate matters were deferred to 2021 – 22 as a result of budget pressures..
- 2.37 The refurbishment and remodelling of Adult Learning provision at Kingsway Learning Centre is now complete as are works to the ground floor of 45A Moorfield Rd to improve facilities for the Complex Needs Service.

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 From 04 May 2021 the Debt Respite Scheme (Breathing Space) will give someone in problem debt the right to legal protections from their creditors. There are two types of breathing space: a standard breathing space and a mental health crisis breathing space.

A standard breathing space is available to anyone with problem debt. It gives them legal protections from creditor action for up to 60 days. The protections include pausing most enforcement action and contact from creditors and freezing most interest and charges on their debts.

A mental health crisis breathing space is only available to someone who is receiving mental health crisis treatment and it has some stronger protections. It lasts as long as the person's mental health crisis treatment, plus 30 days (no matter how long the crisis treatment lasts).

When the Council is notified (through the Insolvency Service) of an individual entering Breathing Space it will be required to update systems and records to ensure that all recovery action is immediately suspended for the requisite amount of time. During the Breathing Space period the Council will work with the individuals appointed debt advisor to seek ways in which the debt can be paid i.e. through an agreed payment plan.

- 3.3 In late March 2021 Government issued a statement that market-wide economic changes to property values, such as from COVID-19, can only be properly considered at general rates revaluations, and will therefore be legislating to rule out COVID-19 related material change in circumstances (MCC) appeals.

Allowing business rates appeals on the basis of a 'material change in circumstances' could have led to significant amounts of taxpayer support going to businesses who have been able to operate normally throughout the pandemic.

Although details are still to be finalised the Government will provide a £1.5 billion pot across the country that will be distributed according to which sectors have suffered most economically, rather than on the basis of falls in property values. The £1.5 billion pot will be allocated to local authorities based on the stock of properties in the area whose sectors have been affected by COVID-19.

Audit, Procurement and Operational Finance

- 3.4 The impact of COVID-19 and lockdown measures has resulted in a notable shift in the payment channels used by customers in 2020/21. As reported previously, there has been a significant reduction in the number of customers making payments through the kiosks located at the One Stop Shops, with the volume of payments received decreasing by 89% compared to 2019/20.

In contrast, in 2020/21 the Council experienced a 47% increase in touchtone telephone payments, a 22% increase in Internet payments and a 27% increase in Contact Centre telephone payments when compared to 2019/20.

Cash payments are less efficient for the Council to process, so the changes in customer habits are a welcome development. It does however remain to be seen as to whether these changes will be sustained over the longer term as lockdown measures continue to ease.

It is recognised that a minority of customers are likely to continue to prefer to make payments in cash. The recent introduction of PayPoint as another payment channel will therefore provide such customers with more local payment options, as there are currently 59 PayPoint outlets located across the Borough

Benefits

- 3.5 In March 2020 the Government introduced the Self-employment Income Support Scheme payment in response to the impact of Covid19. We have been informed by the DWP that these payments are treated as taxable income, and therefore would have to be considered for a Housing Benefit reassessment as part of self-employed person's claim. The DWP have recently informed the Council that it is in a position from April 2021 to commence sharing information it sources from HMRC relating to the Self-Employment Income Support Scheme for those cases where Housing Benefit is in payment.

Human Resources, Organisational Development, Policy, Performance and Efficiency

- 3.6 Following the UK's exit from the European Union Revised rules around eligibility to work in the UK have now been clarified and will be effective from 1st July 2021. The Councils recruitment procedures have been amended to accommodate these.
- 3.7 The engagement of Agency workers to meet increased service demand in areas such as Adult Social Care continues and the advent of the COVID pandemic unavoidably delayed the implementation of processes to support services in minimising agency usage. However work is now underway to support service restructuring and the delivery of the necessary corporate processes to reduce the reliance upon the use of Agency staff going forward.

- 3.8 The Council has received clarity on the implications of the 'McCloud judgement' of the Court of Appeal, stating that public sector pension reforms implemented by government in recent years (2014 for LGPS) unlawfully treated existing members differently based upon their age on the 1 April 2012. A significant amount of work is now required to review payroll records for all employees in the Council, schools, and the third party organisations that we provide a payroll service to under a commercial arrangement.
- 3.9 The ongoing administration of pensions is becoming progressively more intensive and complex. Following changes that will come into force from 2021 the Council will be required to report information to scheme administrators on a monthly basis rather than annually and will increase the number of returns from 25 to 300. This will have significant additional resource implications and these are presently being configured.

ICT Infrastructure and Support Services

- 3.10 Following the completion of Union consultation the restructuring of the ICT and Support Services function commenced during quarter 4 and this will move forward as we move into the new financial year.
- 3.11 **From a technical perspective** the coming months will be an extremely busy time as per the last quarter with the upgrade of key server software solutions to accommodate the redevelopment of the infrastructure that supports all desktop, telephony and server-based systems.

This is a major project started December 2020 and completed the 1st phase of the development for all hardware systems allowing for the considerable task of upgrading the Virtual Desktop infrastructure software platforms, this upgrade will allow major developments such as the release of Teams and the Office 365 Suite within this virtual environment to compliment the use of Skype and the delivery of other conferencing mechanisms compatible with both home and office environments.

- 3.12 The level of support for schools to enable the delivery of on-line learning will remain a focus moving into the new financial year. With regards to some out of borough schools that receive support from the Council on a commercial basis there have been some issues with inadequate networking configurations not supporting available solutions and further support is being offered in this regard.
- 3.13 One Stop Shops remained open during the National lockdown as they are seen as an essential service within Halton. Opening hours have been reduced over this quarter to allow the team to support the Contact Centre in managing inbound/outbound calls for COVID Support from Clinically Extremely Vulnerable (CEV) individuals

Legal and Democracy

- 3.14 In advance of the elections taking place in May plans are in place to refresh the induction programme for any new Elected Members and work continues on the review of the Council Constitution including the development of new Committee Structures.
- 3.15 In addition, the Local Government Association have produced a new model Code of Conduct for Members which is being considered, with a report expected to be brought to Council at its meeting in July. Training on the code will be provided for all Members at around that time.
- 3.16 The Government has announced that it will not be in a position to bring forward new legislation to allow the continuation of remote meetings beyond 7th May 2021. Lawyers in Local Government, the Association of Democratic Services Officers and Hertfordshire County Council have brought High Court proceedings for a declaration that remote meetings will continue to be lawful. The hearing is

to take place on 21st April with judgement expected shortly after. Of course, the outcome will be very significant for all local authorities.

Property Services

- 3.17 Government is to bring into law by the end of June 2021 a new carbon emissions reduction target of a 78% reduction over 1990 levels by 2035. This brings forward the previous target and will have the effect of speeding up the need to switch away from fossil fuels to heat and provide hot water to our buildings and move to electrically run heat pumps. Funding is being made available via the Public Sector Decarbonisation Scheme for such works, from which we have already secured £1.3m for works to Halton Stadium, hence we need to assess our buildings to establish where further works could be undertaken to help meet this agenda..
- 3.18 There are a number of term contracts that are nearing the end of their contract period as such we are currently going through a procurement process for these to ensure we have new contracts in place once the existing ones expire. The contracts in question are CCTV, Alarm monitoring and maintenance and Asbestos management..

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 2020 – 21 Business Plans.
- 4.2 Progress concerning the implementation of any relevant high-risk mitigation measures were reported to the Board at Quarter 2.

5.0 High Priority Equality Actions

- 5.1 Equality issues continue to form a routine element of the Council's business planning and operational decision making processes. Additionally the Council must have evidence to demonstrate compliance with the Public Sector Equality Duty (PSED) which came into force in April 2011.
- 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	Q4 Progress
FS 01a	Report 2020-23 Medium Term Financial Strategy to Executive Board - November 2020.	
FS 01b	Report 2020/21 revenue budget, capital programme and council tax to Council - March 2021.	
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 2020.	
FS 04a	Establish Treasury Management Policy and report to Council - March 2020.	
FS 05a	Establish and report prudential indicators to Council - March 2020.	

Supporting Commentary

Medium Term Financial Strategy (MTFS) will be reported to Executive Board on 19 November 2020. The financial forecast is being regularly updated. Revenue budget, Capital Programme and Council Tax was reported on 03 March 2021.

2020/21 Q3 overall budget information was reported to Executive Board on 25th February 2021..

As a result of the Covid19 pandemic the deadline for completion of the audit of accounts was deferred to 30 November 2020. The draft Statement of Accounts was provided to the External Auditor on schedule on 28 August 2020. A very positive report was received by the Business Efficiency Board from the external auditor on 24th March regarding the year-end accounts and the Council's value for money assessment. The Council's draft 2019/20 Statement of Accounts were approved and any subsequent additions or amendments will be approved by the Operational Director - Finance, in liaison with the Chair of the Business Efficiency Board

The 2019/20 Treasury Management Policy was approved by Council on 04 March 2020.

Key Performance Indicators

Ref	Measure	19/20 Actual	20/21 Target	Q4 Actual	Q4 Progress	Direction of travel
FS LI 01	Receive an unqualified external audit opinion on the accounts.	Yes	Yes	Awaited	-	

Ref	Measure	19/20 Actual	20/21 Target	Q4 Actual	Q4 Progress	Direction of travel
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	Yes		
FS LI 03	Proportion of Council Tax that was due that was collected	94.75%	94.25%	94.14%		
FS LI 04	The percentage of Business Rates which should have been received during the year that were received	98.32%	97.50%	96.18		
FS LI 05	Average time for processing new claims (Housing Benefit & Council Tax Reduction)	16.53	19	16.22		
FS LI 06	Average time for processing notifications of changes in circumstances	6.63	7.5	4.82		

Supporting Commentary

External Audit of 2019/20 accounts is being finalised following the draft Statement of Accounts being approved by Business Efficiency Board on 24 March 2021.

The Council's external auditor concluded in the 2019/20 Audit Findings Report that *'The Council operates under significant financial pressures, however, it continues to have effective arrangements in place to routinely monitor its budget and take appropriate action to mitigate against any significant variances or additional calls on resources'*.

Council Tax collection and business rates collection are down by 0.43% and 0.88% respectively when compared to March 2020. The impact of Covid and payment deferral of approximately 4,000 accounts leads to uncertainty in the 2020/21 target being achieved.

Additionally the collection of business rates has fallen by 3.8% when compared to the same period last year and the position reflects that referred to above.

The processing of new claims, and of changes in circumstances, are both showing improvement when compared to the same period last year.

Key Objectives / milestones

Ref	Milestones	Q4 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 2020, and March 2021.	
PPPE 01d	Full implementation of Leadership and Management Development Programme September 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 2021	
PPPE 04b	Implement resourcing plans with service management in appropriate areas September 2020.	
PPPE 04c	Ongoing monitoring of agency usage and spend April, September, December 2020, and March 2021.	

Supporting Commentary

The actions identified within the Organisational Development Strategy forms the basis of the workplan for the year and a new Organisational Development Strategy for 2020 – 23 has been approved by Executive Board.

Regular engagement with Service Managers continues and a range of interventions have now been delivered or are in progress to meet operational requirements. Broader COVID-19 related issues are being addressed through increased mental health focused training / signposting.

The delivery of the Leadership and Management Development Programme continues with Cohort 1 (MBA) commenced in Sept 2019 with 10 delegates working with Liverpool John Moores University, funded via Apprenticeship Levy. Cohort 2 (MSc) has commenced in September 2020, on the same basis

25 new Apprenticeship ‘conversions’ have been established in the period since 1st April 2020. Refer to Key Developments section above for further detail and context.

HR services working with services most affected by COVID-19 pandemic to support resourcing decisions in a post-pandemic environment and additional detail regarding agency usage is provided in the table below.

Key Performance Indicators

Ref	Measure	19/20 Actual	20/21 Target	Q4 Actual	Q4 Progress	Direction of travel
PPPE LI 01	The number of working days / shifts lost due to sickness (Corporate)	11.66	10	10.02 (Days)		
PPPE LI 03	Percentage of Employees without sickness	66.28	70	73.74%		
PPPE LI 04	Total Full Time Equivalent Staffing Establishment	3,431	For information Only	3,317	For information Only	For information Only
PPPE LI 05	Total Staff (head count)	4,575		4,207		
PPPE LI 06	Total Agency Worker Usage (number of placements – year to date)	655	650	746		
PPPE LI 07	Total Agency Worker Cost (gross cumulative cost – year to date)	£2.216 M	£1.5M	£3.70m (Gross Cost)		
PPPE LI 10	The percentage of top 5% of earners that are: ¹					
	a) Women	61.78	55	63.19%		
	b) from BME communities	3.45	2.0	2.78%		
	c) with a disability	0.9	8.0	0.89%		
PPPE LI 13	Average time to recruit (Applicant Tracking System reported figure)	15 days	15 days	11 (Days)		

Supporting Commentary

Paradoxically, the impact of COVID-19, and changes to working patterns and practices had a positive impact on absence levels although the annual target for working days was marginally missed. The periods of lockdown across the year will inevitably have meant that people were not mixing with others both in and outside of the workplace, reducing the incidence of many illnesses, as well as COVID infection.

Number of agency worker placements and spend has been unavoidably and adversely affected by the COVID situation and the need for additional resources. Please see the emerging issues section of this report for additional contextual information.

With regards to top 5% of earners there is positive movement on part (a) and fluctuation exists in (b) and (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 is presently within the expected range.

ICT and Administrative Support Services

Key Objectives / milestones

Ref	Milestones	Q4 Progress
ICT 01a	Continued Enhancement of the virtualization platform to enhanced or new technologies - March 2021 .	
ICT 01b	Further development of Cloud Services Platform - March 2021 .	
ICT 01c	SharePoint and Records Management enhancements - March 2021 .	
ICT 01d	Interactive Web Services Enhancement and further SharePoint Integration - March 2021 .	
ICT 02a	Continuing improvements, enhancements and commercial use of Cloud system - March 2021 .	

Supporting Commentary

The extension of the new desktop facilities continues with over 2,600 Virtual Desktop users now utilising the RDSH Platform and this will continue over the coming months to cover all users.

SharePoint and Records Management enhancements have been successfully implemented with technical upgrades to the server infrastructure being planned in line with the release of vendor software. Web services are now deployed using the latest version of the infrastructure.

Key Performance Indicators

Ref	Measure	19/20 Actual	20/21 Target	Q4 Actual	Q4 Progress	Direction of travel
ICT LI01	Average availability of the Council's operational servers (%).	99.5%	99.00%	100%		
ICT LI02	Average availability of the Councils WAN infrastructure (%).	100%	99.00%	100%		
ICT LI03	School Support SLA: % of calls responded to within <u>agreed</u> target*:					
	a) Priority 1	100%	85.00%	100%		
	b) Priority 2	99%	90.00%	100%		
	c) Priority 3	100%	95.00%	100%		
	d) Priority 4	100%	95.00%	100%		

Ref	Measure	19/20 Actual	20/21 Target	Q4 Actual	Q4 Progress	Direction of travel
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 2020-21 year-end. With regards to new PC's New procedures are in place, with the advent of a full VDi based workforce all desktop's can be replaced the same day – a process is also in place for home workers to drop off and collect a new device, again a same day service.

Legal & Democracy

Key Objectives / milestones

Ref	Milestones	Q4 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 as planned and all Members have had the opportunity to have a MAP meeting and the cancellation of the 2020 Elections has meant that no new Members joined the Council.

Key Performance Indicators

Ref	Measure	19/20 Actual	20/21 Target	Q4 Actual	Q4 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%)		
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)		

Ref	Measure	19/20 Actual	20/21 Target	Q4 Actual	Q4 Progress	Direction of travel
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 end of 2020 -21 financial year.

Community & Environment

Key Objectives / milestones

Ref	Milestones	Q4 Progress
CE 0 1a	Deliver a promotion and educational campaign (school meals) - September 2020 and January 2021 .	

Supporting Commentary

Given the current COVID pandemic no work is likely to be undertaken with schools during this financial year.

Key Performance Indicators

Ref	Measure	19/20 Actual	20/21 Target	Q4 Actual	Q4 Progress	Direction of travel
CE LI 01	% Take up of free school meals to those who are eligible - Primary Schools.	TBC	n/a	See comment	n/a	n/a
CE LI 02	% Take up of free school meals to those who are eligible - Secondary Schools.	TBC	n/a	See comment	n/a	n/a
CE LI 03	Take up of school lunches (%) – primary schools.	TBC	n/a	See comment	n/a	n/a
CE LI 04	Take up of school lunches (%) – secondary schools.	TBC	n/a	See comment	n/a	n/a

Supporting Commentary

The measures cannot be reported as a result of the present COVID situation.

Property Services

Key Objectives / milestones

Ref	Milestones	Q4 Progress
EEP 07a	Proposed new Leisure Centre at Moor Lane – commence works on-site by December 2021	
EEP 07b	Crow Wood Lane assisted living development – commence works on site by April 2021 (subject to budget availability)	
EEP 07 c/d	Deliver all annual corporate and schools programmed maintenance projects by March 2021	
EEP 07e	Millbrow refurbishment – commence works on site by July 2021	
EEP 07f	Complete refurbishment of 71 High Street, Runcorn by September 2021	

Supporting Commentary

Matters have progressed on the leisure centre development as detailed within the key developments section of this report..

Design work is continuing on the Crow Wood Lane scheme and will be worked up to tender stage in due course. Awaiting further input from Client side to progress further.

Education and Corporate Maintenance Programmes delivered as planned.

The Millbrow refurbishment has had to be placed on hold due to the COVID situation although it is hoped as the situation eases it may be possible to recommence works later in 2021.

The High Street project has full planning permission, a contractor is on board and waiting to start on site, however as government have delayed the announcement of the Town Deal grant until after the elections the start date has had to be put back

Key Performance Indicators

Ref	Measure	19/20 Actual	20/21 Target	Q4 Actual	Q4 Progress	Direction of travel
EEP LI 01	Greenhouse gas EEP(GHG) emissions indicator (Tonnes CO ₂ e).	11,730 tonnes CO ₂ e (actual 18/19)	11,613 tonnes CO ₂ e (target 19/20)	11,354 tonnes CO ₂ e (actual 18/19)		
EEP LI 04	Occupancy rates of investment and commercial portfolio.	TBA	TBA	100% Investment and 90% Commercial		

Ref	Measure	19/20 Actual	20/21 Target	Q4 Actual	Q4 Progress	Direction of travel
EEP LI 05	Occupancy of Widnes Market Hall.	TBA	TBA	93%		

Supporting Commentary

CO2 emissions for 2018/19 amounted to 11,730 tonnes. The emissions for 2019/20 were 11,354 tonnes which equates to a 3.2% overall reduction. Energy consumption did actually increase slightly, which in effect was as a result of the Authority acquiring 2 additional care homes within the accounting period. Emissions fell 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.

The breakdown is as follows:- School Buildings 3223t, Corporate buildings 4881t, Unmetered supply 1784t, Fleet Transport 1117t, & Business Mileage 349t. The target for 2020/21 has been set at 11,240 tonnes CO₂e, a 1% reduction.

The annual figure for this indicator is a year behind and therefore only reported in the following year.

The investment and commercial portfolio currently has a number of vacancies –71 High St Runcorn, 6 Church St Runcorn, Frankie and Bennies the Hive, plot at Black Cat and the former bus depot Moor Lane. Marketing has commenced of Frankie and Bennie’s unit and 6 Church St. Refurbishment scheme for 71 High St is under consideration

Tenancy rates have risen in the Market despite COVID. Rent free periods were given to traders during the lockdown periods and the various grants have helped support traders throughout the year.

7.0 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.