

Corporate Policy and Performance Board– Priority

Reporting Period: **Quarter 1 – 1st April 2022 to 30th June 2022**

1.0 Introduction

- 1.1 This report provides an overview of issues and progress against key service objectives/milestones and performance targets, during the first quarter of 2022/23 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 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

2.2 Benefits Division

Processing Times

At 30th June 2022 processing times for Housing Benefit and Council Tax Reduction were as follows: new claims 25.77 days and changes in circumstances 14.89 days.

Universal Credit Implementation

The Department for Works and Pensions (DWP) statistics indicate at 12th May 2022 there were 15,240 people within Halton claiming Universal Credit. On 25th April 2022 the Government made an announcement that all claimants on legacy benefits will be transferred to Universal Credit by the end of 2024.

Household Support Fund

A spending plan has been approved by Executive Board for the latest Household Support Fund (HSF) which covers the period 1st April 2022 – 30th September 2022. The Department for Works and Pensions guidance specifies that at least one third of the funding must be spent on vulnerable households with children, vulnerable pensioner households must receive at least one third of the HSF, and up to one third can be spent on other vulnerable households.

Halton has received £1,297,880 of funding, and is providing free school meal vouchers (£12) for the Summer half term (1 week), and for the 6 weeks Summer holidays to those children entitled to free school meals. This free school meal expenditure is estimated to be 49% of the total funding allocation. Pensioner households who are receiving council tax reduction will receive a payment of £120 paid directly into their bank account, and this assistance will represent approximately 40% of the HSF allocation. The remaining HSF allocation has been used by giving donations to local voluntary groups such as Halton Citizens Advice Bureau, the Runcorn and Widnes food banks and Halton Voluntary Action.

2.3 Revenues and Financial Management Division

2021/22 Financial Outturn and Statement of Accounts

The 2021/22 financial outturn position was reported to Executive Board on 16 June 2022. It reported net operational spend for the year was £1.195m above the approved budget, this excluded unfunded covid costs for the year of £1.118m which were met from reserves. The Council's General Fund balance as at 31 March 2022 reduced to £5.149m, representing 4.5% of the Council's 2022/23 net budget of £113.891m.

Work has been finalised on completing the Council's 2021/22 Statement of Accounts. The draft version of the Statement was published on the Council's website on Wednesday 13 July 2022. The Council's external auditor Grant Thornton UK LLP has since commenced audit of the accounts and is due to report their findings to Audit and Governance Board by the end of September 2022.

Council Tax and Business Rate Collection

Council tax collection for the first quarter of the year is 27.41%, down by 0.48% on this point last year. Cash collection for the year to date is £20.3m, this includes £0.7m collected in relation to previous year debt.

Council tax collection has been adversely impacted over the first quarter, as staff resources have had to be redirected to administer the energy rebate scheme. This has impacted on the volume of recovery action which the team were able to make.

Business rates collection for the first quarter of the year is 30.18%, up by 1.66% on this point last year. Cash collected for the year to date is £17.9m.

Energy Bills Rebate Scheme

On 03 February 2022 Government announced a package of support known as the Energy Bills Rebate Scheme to help households with rising energy bills. This included:

- A £150 non-repayable grant payment for households in council tax bands A to D, known as the Council Tax Rebate Grant.
- £144 million of discretionary funding for billing authorities to support households who are in need but are not eligible for the Council Tax Rebate Grant, known as the Discretionary Fund.

The Council commenced making these payments in May 2022 and to date 97.7% of eligible account holders have either received the £150 payment or have opted for this to be credited to their council tax account. Work is currently underway to distribute the discretionary funding

Covid Additional Relief Fund

In December 2021 the Department for Levelling Up, Housing and Communities (DLUHC) announced a new COVID-19 Additional Relief Fund (CARF) of £1.5 billion. The fund is available to support those businesses that pay business rates, who are affected by the pandemic but that are ineligible for existing support linked to business rates. Halton has been allocated an amount of £3.087m. On 17 February 2022 Executive Board approved a discretionary scheme allowing eligible businesses to apply for the relief.

Despite continued promotion of the scheme, including writing direct to certain businesses, there has been limited response from businesses. This is not unique to Halton but is evidenced across the region and nationally. Work is currently underway to enable grants to be auto-awarded to businesses to ensure the Council fund allocation is fully distributed.

2.4 Audit, Procurement & Operational Finance Division

Invoice Payment Performance

As at the end of quarter one, 92.08% of the Council's supplier invoices had been paid within 30 days of receipt.

Early Payment Scheme

The Council operates an early payment scheme for supplier invoices in partnership with Oxygen Finance Ltd. Under the scheme, suppliers participating in the scheme benefit from having their invoices paid ahead of the Council's standard 30 day payment terms in exchange for a small agreed rebate on the invoice value.

The Council's five-year contract with Oxygen expires in August 2022. Final preparations are underway to bring the scheme fully back in-house. This will provide the Council with more control and also ensure that 100% of the rebate generated from the scheme is retained by the Council. Income from the scheme amounted to approximately £50k in 2021/22.

Annual Governance Statement 2021/22

As required by the Accounts and Audit Regulations 2015 the Council's draft Annual Governance Statement 2021/22 (AGS) has been published on the Council's website. The document is produced following a review of the Council's governance arrangements and it explains the processes and procedures in place to enable the Council to carry out its functions effectively. An action plan is included within the statement to address any significant governance issues identified through the review.

Insurance – Highways Asset Management and Liability Review

The Council recently commissioned Zurich Municipal Underwriting to undertake a review of its risk management arrangements in regard to the management of its highways network. The review provided an assessment of the robustness of the arrangements for the prevention of accidents and the defence of claims.

The report noted that the Council is Band 3 on the Incentive Fund assessment, indicating the highest level of asset management performance. DFT data also shows the condition of ABC class roads as well as above average. The NHT survey for 2021 shows the Council to be performing above average for maintenance and with the highest overall score in the North West.

In terms of insurance, the Council's deductible (excess) is £600,000 per claim and there have been no insurance claims over this sum in the past 10 years. The report also noted a decrease in the number of claims over the past two years with a claim repudiation rate of 88% in 2020.

Human Resources, Organisational Development, Policy, Performance and Efficiency

2.5 Final accounting during the quarter shows that the service ended 2021/22 in a budget underspend position (£101k). Whilst the underspend resulted from staff vacancies and some degradation of service, it is positive that the services for the year were delivered within anticipated cost given the Council's wider financial position.

2.6 The three services within the HR Service Centre (Resourcing & Recruitment, Payroll & Pensions and Employment Relations) remain under significant pressure in the current year. This is largely due to a shifting external environment that is creating additional demand across all areas. It has become apparent that the service model adopted in 2017/18 may not be fit for purpose beyond 2022/23. Consequently the current service configuration will be examined and consideration given to how the Council's HR service may need to be re-shaped to deliver what is now required.

2.7 The service is currently supporting the People Directorate to recruit to the vacancies of Operational Director Children's Social Care and Operational Director Education, Inclusion and Provision. The recruitment process will incorporate a rigorous assessment stage, will run throughout Q2, and will be delivered collaboratively with North West Employers.

2.8 The Council has been reassessed for the Disability Confident Leader status and has successfully secured reaccreditation. This demonstrates the Council's ongoing commitment to inclusivity in its recruitment and retention practices. Further information can be accessed if required at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/848304/disability-confident-leader-level-3-pack.pdf

2.9 The Organisational Development Team has continued to support the Children’s Social Care Improvement Plan with the development of the Practice Standards, Expectation and Guidance for Social Workers e-learning modules, Service Manager Development sessions and by leading on the Induction element of the Plan. The launch of Cohorts 5, 6 and 7 of the Leadership & Management Framework took place in quarter one.

The Organisational Development Team have delivered a number of tailored interventions to Corporate Communications, Finance Services, the Benefits Team and Leisure Services. These include Behavioural Science, Conflict Resolution, Absence Management and Managing Difficult Conversations. Currently working with the Policy & Performance Service in Adult Social Care to design and deliver a Team Development Day.

The Institute of Leadership & Management qualification level 3 began in April 2022 with 14 employees registered on the cohort. Session delivery and tutor support has been on-going and is planned to be completed at the end of July 2022.

2.10 The service has representation at the Elected Member Induction and is working with Members Services on the Elected Members Development Group to promote the e-learning platform

The first delivery of the ‘Coaching for Performance’ programme has been delivered in Q1 with really positive feedback, one delegate stated “this was definitely one of my favourite courses I’ve had in HBC and one I’ve learnt the most practical information and techniques from that I have already been able to apply and get great results from”. Another Cohort is scheduled for delivery in September 2022.

An Adult Social Care e-learning Platform has been developed for external providers to access with 48 modules available. There is a nominal cost per employee for organisations taking it up, however this offer enables consistent availability of e-learning across the sector.

In terms of new e-learning modules, the ‘Practice Standards, Expectation and Guidance for Social Workers’ e-learning modules are now available for completion. The Team are currently working with the Information Governance Service to develop a GDPR e-learning modules that can be offered to schools. Therefore, reducing the time taken to deliver this in person which is time consuming and costly.

1922 e-learning modules have been completed in the quarter. The additions during the pandemic to the complement of learning packages that already existed has put the Council in a very positive place to continue to offer learning conveniently and efficiently.

2.11 Much of the Partnership working undertaken during the quarter has focused on the supporting of individuals from Ukraine, and those within the scope of the Asylum Seeker and Refugee Community.

The service has supported the coordination of the ‘Homes for Ukraine’ scheme within Halton, and has also undertaken work on promoting awareness of the Asylum Seeker agenda in the wider community. This has been well received and is designed to enable stakeholders to understand more clearly the national governance arrangements and Home Office responsibilities associated with this agenda.

ICT and Administration

2.12 Staff returning to the office locations, a large proportion of the ICT, Administrative and Customer Services staff throughout the COVID periods have rotated through the offices or have been in many cases permanently based within the offices; the proportion of staff that have been primarily based at home are now rotating through the office locations on a team-by-team basis or as part of a Rota system. This is working well, and all staff are supportive of the return with a 100% return linked to home working to maintain the hybrid working process across particular teams.

The ICT teams covered all emergency calls over this continued period of hybrid working 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.

The Halton Cloud continues to support all 2600 internal/external desktop users with an average of 2000 concurrent external non-HBC/HBC Employee users connected into services at any one time from home, 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 and beyond.

2.13 The Records Management and Print Facility is 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.

- Incoming mail scanning (corporate)
- Hybrid mail (corporate)
- RMU Office now open at Picow Farm Road
- Sefton invoicing contract services delivered throughout the lockdown
- Cemeteries administrative support
- Open Spaces Service support
- Courier service

2.14 Data audit: The scope of the Electronic records review increased to include data quality and email classification. Looking to further develop the IAR to include all Council records data not just personal data.

2.15 Post room consolidation (corporate): completed with linkages to new digitised postal services together with a review of software solutions to enhance this facility and create a corporate solution. **Courier service for Libraries:** Fully operational delivering services to the public. **Hybrid mail (corporate):** Care Home and CYPD Contracts teams added. Monthly HM data is being recorded to compare alongside physically franked mail to check correlation.

2.16 Schools ICT Programme: Halton Borough Council (HBC) ICT Services following the restructure has adapted and changed its services to schools and academies in order to meet the changing requirements of schools. The service offers a comprehensive package of support ranging from basic admin machine connection to the council network to scheduled technician visits, and have added services and key personnel supporting the technical requirements to improve the overall support

package from HBC. This service will now continue with the extended offer of GDPR support SLA's for all schools.

2.17 Administration: The service continues to support the organisation with teams spread across the authority whilst dealing with a constantly increasing demand for support. Recruitment remains an issue with the increased churn of staff moving on within the authority to new roles and people leaving the authority due to salary demands.

Contact Centre Statistics

Calls Received

2020 – 160,000

2021 - 171,000

Calls Answered

2020 – 83,000

2021 – 75,000

Cases

2020 – 112,300

2021 – 106,677

Service Area	2020	Percentage 2020	2021	Percentage 2021
Adult Social Care	18249	16.25%	21474	20.13%
Waste Management	20270	18.05%	20506	19.22%
Council Tax	21870	19.47%	19072	17.88%
EDT	10022	8.92%	10296	9.65%
Childrens Social Care	6769	6.03%	6985	6.55%
Corporate Processes	5617	5.00%	5158	4.84%
Registrar	3878	3.45%	3721	3.49%
Benefits	4232	3.77%	2979	2.79%
Environmental	3130	2.79%	2670	2.50%
Highways	2254	2.01%	2533	2.37%
Housing Solutions	1752	1.56%	1511	1.42%
Open Spaces	1223	1.09%	1322	1.24%
Unknown	3877	3.45%	1287	1.21%
HBC - OOH Procedures	1152	1.03%	1081	1.01%
Property Services	720	0.64%	759	0.71%
Halton Housing Trust	812	0.72%	758	0.71%
Education	883	0.79%	721	0.68%
Finance and Support Services	1072	0.95%	693	0.65%
Planning and Building Control	723	0.64%	693	0.65%
Revenues	989	0.88%	663	0.62%
Community And Leisure	448	0.40%	431	0.40%
Transportation	424	0.38%	396	0.37%
External Agencies	198	0.18%	200	0.19%
HDL - internal procedures	208	0.19%	196	0.18%
Legal and Licensing	188	0.17%	180	0.17%

Economy	162	0.14%	160	0.15%
Families Information Service	68	0.06%	72	0.07%
ICT Services	172	0.15%	72	0.07%
Risk and Emergency Planning	886	0.79%	49	0.05%
Human Resources	25	0.02%	20	0.02%
Tourist Information	7	0.01%	6	0.01%
HHT OOH	4	0.00%	5	0.00%
Youth Services	1	0.00%	4	0.00%
OLD SHPS - no longer used	7	0.01%	3	0.00%
Fleet Management - MOT	9	0.01%	1	0.00%
Grand Total	112301	100.00%	106677	100.00%

One Stop Shops

Service Area	2020	Percentage 2020	2021	Percentage 2021
Adult Social Care	8314	24.53%	7457	23.18%
Council Tax	6391	18.86%	6657	20.70%
Waste Management	4093	12.08%	3625	11.27%
Finance and Support Services	2404	7.09%	3403	10.58%
Corporate Processes	1900	5.61%	1669	5.19%
Environmental	1742	5.14%	1564	4.86%
Benefits	837	2.47%	1239	3.85%
Highways	1190	3.51%	1219	3.79%
Open Spaces	1031	3.04%	1058	3.29%
Unknown	1626	4.80%	476	1.48%
Housing Solutions	525	1.55%	438	1.36%
Property Services	519	1.53%	414	1.29%
Education	541	1.60%	374	1.16%
Transportation	460	1.36%	340	1.06%
Planning and Building Control	289	0.85%	334	1.04%
HDL - internal procedures	400	1.18%	280	0.87%
Registrar	277	0.82%	261	0.81%
Community And Leisure	307	0.91%	256	0.80%
Human Resources	17	0.05%	224	0.70%
Revenues	253	0.75%	199	0.62%
Childrens Social Care	93	0.27%	171	0.53%
Halton Housing Trust	83	0.24%	126	0.39%
Legal and Licensing	92	0.27%	124	0.39%
Economy	127	0.37%	95	0.30%
External Agencies	101	0.30%	86	0.27%
HBC - OOH Procedures	26	0.08%	23	0.07%
Risk and Emergency Planning	190	0.56%	15	0.05%

Tourist Information	17	0.05%	14	0.04%
Families Information Service	21	0.06%	13	0.04%
EDT	8	0.02%	6	0.02%
OLD SHPS - no longer used	0	0.00%	4	0.01%
Fleet Management - MOT	1	0.00%	1	0.00%
ICT Services	1	0.00%	1	0.00%
HHT OOH	10	0.03%	0	0.00%
Youth Services	1	0.00%	0	0.00%
Grand Total	33887	100.00%	32166	100.00%

Halton Lea

Service Area	2020	Percentage 2020	2021	Percentage 2021
Council Tax	5752	20.25%	5597	22.30%
Adult Social Care	5885	20.71%	4248	16.92%
Waste Management	2966	10.44%	2571	10.24%
Finance and Support Services	2655	9.35%	2474	9.86%
Benefits	1051	3.70%	1647	6.56%
Environmental	1314	4.63%	1378	5.49%
Corporate Processes	1044	3.67%	1165	4.64%
Open Spaces	805	2.83%	908	3.62%
Highways	942	3.32%	899	3.58%
Unknown	1878	6.61%	786	3.13%
Transportation	513	1.81%	433	1.72%
Education	507	1.78%	399	1.59%
Housing Solutions	420	1.48%	391	1.56%
Community And Leisure	275	0.97%	255	1.02%
Childrens Social Care	416	1.46%	251	1.00%
HDL - internal procedures	598	2.10%	248	0.99%
Property Services	227	0.80%	244	0.97%
Planning and Building Control	238	0.84%	226	0.90%
Human Resources	11	0.04%	175	0.70%
Registrar	170	0.60%	162	0.65%
Revenues	161	0.57%	158	0.63%
Halton Housing Trust	120	0.42%	146	0.58%
External Agencies	105	0.37%	126	0.50%
ICT Services	2	0.01%	73	0.29%
Economy	92	0.32%	61	0.24%
Tourist Information	18	0.06%	36	0.14%
Families Information Service	41	0.14%	13	0.05%
Risk and Emergency Planning	101	0.36%	12	0.05%
HBC - OOH Procedures	18	0.06%	9	0.04%
EDT	11	0.04%	5	0.02%
HHT OOH	2	0.01%	3	0.01%

Youth Services	1	0.00%	2	0.01%
Fleet Management - MOT	4	0.01%	1	0.00%
Legal and Licensing	67	0.24%	1	0.00%
Grand Total	28410	100.00%	25103	100.00%

Legal and Democracy

2.18 Local elections were carried out successfully on 5 May and the induction of the new members were completed on 11 & 12 May.

Annual Council approved the revised Constitution and minor revisions to the Members Code of Conduct on 20 May. Councillor Mark Dennett was appointed Mayor of Halton for 2022/23, with Councillor Val Hill as the Deputy Mayor.

Key appointments have been made in Democratic Services, will just one post now in the process of being filled.

Catering, Stadium and Registration Services

2.19 No return provided

Property Services

2.20 Regeneration Town Centres

Runcorn Town Deal

Work is progressing, led by Amion, to complete the Towns Fund project business cases for sign off by the Section 151 officer and submission to Government by the beginning of August. Unlock Runcorn and the Community Housing project have requested and received a 3 month extension for this work. DWF have been appointed to provide Subsidy Control advice for each of the projects.

Further project development on all seven Towns Fund projects continues including working to RIBA 2 for the Runcorn Station Quarter the enterprise centre, the community housing project and the equivalent for Unlock Runcorn and RIBA 3 for Brindley Theatre and the Creative and Digital Skills Centre.

Work continues on the renovation of 71 High street, the first phase of the Digital and Creative Skills centre which currently should be completed late August/early September.

Halton Lea

The LCR town centre funding has almost completed however the Health Hub has required some additional steel to support the partitions which has resulted in a further delay; works now due to complete in August with the unit opening in September.

A levelling up capital funding bid up to £20m for Halton Lea will be submitted by the deadline of 12:00 noon on Wednesday 6 July 2022.

2.21 Regeneration Non-Town Centres

Sci-Tech Daresbury

- Project Violet, now completed and continues to progress towards full occupancy. Currently at 85%.
- The JV continues to progress proposals for the next phases of delivery of the masterplan including Ultra Violet lab space and a new canal crossing at Keckwick Lane.

Murdishaw

- There have been some delays in commencing on site with the refurbishment and retrofit of the bungalows due to procurement and cost challenges. These have been discussed with local customer champions and it is anticipated to be on site in the next quarter.
- The community design team continue to work with Onward on developing a business case for a new facility in the former Boxing Club. Proposals also in development for the improvement of the Gorsewood area.
- Grounds maintenance across the estate has been co-ordinated across Onward and Riverside with ongoing liaison with HBC Open Spaces. Generally positive response from the community to the improvements delivered.

West Runcorn Employment Growth Area

- Identified as a priority within the Mersey Gateway Regeneration Plan, West Runcorn is becoming an increasing focus for work of Departmental officers.
- INOVYN (part of the INEOS Group) have [made public](#) their intention to develop a Hydrogen Centre of Excellence at their Runcorn site. This would represent a significant investment in research and development in Halton and support longer term growth in green industry and jobs. The Council are providing business and regeneration support to the project.
- The Liverpool City Region Combined Authority has now submitted the Full Business Case for establishing a LCR Freeport. This includes the opportunity for a new custom site at Port of Weston, a significant brownfield employment site.
- The business case includes a provisional allocation of £6.5m of capital seed funding towards much needed infrastructure to unlock the Port of Weston through improved surface access to the Port to make the site more attract for investment and also reduce commercial traffic within residential areas.
- Officers are now working with the Combined Authority and other partners to progress infrastructure design and feasibility works, subject to securing seed funding.

Home Energy Retrofit Programmes

- In line with objectives and targets set out with the Halton Climate Change Action Plan 2022 – 2027, delivery and administration of home energy retrofit grant schemes is becoming a growing task for officers. Present schemes include:
 - £1.04 Million Green Homes Grant – Target to improve 129 homes. Delivery commenced in October 2021 with completion extended by BEIS to September 2022; and
 - £4.65 Million Sustainable Warmth Fund - Target to improve 442 homes. Currently in mobilisation phase with completion by March 2023.

3MG

3MG has entered its final year of delivery with the final land disposal of HBC Field imminent. Liberty Park is gaining pace and 107 is now occupied. Over the next 24 months some 700,000 square feet of floor space will come into use.

A planning application has been submitted for HNB Field and has entered a period of consultation.

Astmoor

A Joint Venture partner has now been appointed – Langtree PLC – to work with the Council to implement the Astmoor Regeneration Masterplan. The inception meeting has taken place and the project is currently at contract stage. The initial project priority will be to map supply against demand – and subsequently act upon this. This project is cost-neutral to the Council (other than legal costs).

Foundry Lane:

The Foundry Lane project will transform a failed industrial estate in Halebank, Widnes, into a thriving housing estate of mixed tenure, high quality homes – circa 350 in total – keying into the existing Barratt Homes estate immediately adjacent. The project will run from 2022 to 2027. The project is currently at a critical stage – with financial viability now secured via the injection of LCR Combined Authority grant funding from the Brownfield Land Fund. Now that this funding is in place, ‘spade in ground’ will occur in July 2022.

2.22 Business Improvement and Growth

The Business Improvement and Growth Team is going through a period of transition emerging from the special measures that the team were working under through the pandemic. The result of this is that the team has commenced with a communication and engagement plan to improve engagement with the business community which became constrained through the pandemic.

The Business Brief has reverted to a monthly publication focusing upon the quality of the business growth articles rather than getting business critical information to businesses in peril looking for Covid-19 support and grant support.

Liverpool City Region operations have likewise started to recommence and of most importance is the Investment Board is now meeting on a regular basis with a view to delivering specific investment programmes.

The Business Growth Programme is fully operational again with the company visits, diagnostic and allocation of appropriate consultants to work with businesses to provide specialist advice to assist the business with progress.

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

3.2 Benefits Division

DWP measures to improve access to home ownership

On 9th June 2022 the Government announced a package of measures that will improve access to home Ownership, which include the following:

- Local Housing Allowance for those buying a new home
- Change capital rules for housing support
- Support for Mortgage Interest
- Exploring ways to use housing benefits bill more effectively

The measures are still being worked up including the impact on housing benefit entitlement.

3.3 Revenues and Financial Management Division

Levelling Up and Regeneration Bill

The Levelling Up and Regeneration Bill was published on 11 May 2022, the draft version includes two changes to council tax charges.

- 1) Part 2, Chapter 2 clause 72 of the Bill introduces a change to the existing definition of 'long term' empty which is currently defined as a minimum of two years. The Bill reduces this minimum definition to one year before a discretionary premium to the council tax charge can be applied.
- 2) Part 2, Chapter 2 clause 73 offers the discretion to local authorities to increase the council tax payable on a dwelling where there is no resident, and which is substantially furnished (typically referred to as second homes). It introduces a premium of up to 100%.

Pending legislation, it is expected the earliest these additional discretionary premiums can be applied is April 2024.

3.4 Audit, Procurement and Operational Finance Division

Cap on Care Costs

In July 2022, the Government issued revised operational guidance on implementing the cap on care costs. The purpose of the cap is to protect people from unpredictable care costs by limiting the costs a person in England will need to face to meet their eligible care and support needs in their lifetime. From October 2023 the cap will be set at £86,000.

Thereafter, an annual review will assess and determine whether this amount should be adjusted to take account of inflation. Anyone assessed by a local authority as having eligible care and support needs, whether a new entrant or an existing social care user, can begin to progress towards the cap from October 2023 onwards. This includes individuals who currently self-fund their own care and are not currently known to the Council.

The introduction of the charging reforms will create new requirements in terms of the Council's information systems and processes. It will also create additional staffing requirements to manage demand and deliver an increased number of financial assessments and reviews, and to maintain an individual care account for each social care user. Work is currently ongoing to fully understand the implications of the revised guidance and to make preparations for implementation of the new arrangements.

Human Resources, Organisational Development, Policy, Performance and Efficiency

3.5 Harsh labour market conditions continue to create challenges in the resourcing of some service areas, notably technical professional (e.g. Highways engineering), care services, children's social care, leisure services, and administrative roles. Unfortunately, this trend is now also spreading to roles that were previously relatively easy to recruit to. A tightened labour market has now emerged and many roles when advertised attract low numbers of applicants, or none at all. This is the subject of a further report to the Corporate Policy & Performance Board on 6th September 2022.

Linked to the issues above, the use of agency workers increased dramatically during 2021/22 in order to meet many new and additional demands in the Care, Public Health, and Children's Services areas. Length of placements has increased and costs have exceeded the anticipated target levels. In funding terms, a large part of the cost has been covered by COVID specific allocations from government. There will however need to be a controlled downscaling of the use of such resources across the year to contain budgets.

3.6 As the country and the Local Government sector looks beyond the pandemic, the service will be instrumental in supporting an organisational change programme – The Future Work Programme - to adapt to revised working practices and ways of working over the longer term. This is likely to include the evaluation and implementation of new HR policy and procedure, which will be developed in conjunction with the Council's joint trade unions. In the summer of 2022/23 a review of office accommodation will be undertaken, which will then drive the availability of space moving forward, around which desk ratios and working practices will be developed.

ICT and Administration

3.7 The rollout of M365 (Office 365) has now started in anger with the advent of the new Microsoft Agreements signed and completed in June. This will now allow the ICT service the opportunity to evolve the on premise-based services and start to utilise the new and powerful cloud-based systems and services associated with the E5 licensing agreement that is now in place.

This new licensing agreement now encompasses telephony in the form of Teams, together with a multitude of additional services that will be incrementally introduced to our user base over the next 12 – 18 months.

As you may have noticed the 1st part of this development was to migrate our vast email estate over to the Microsoft cloud this introduced a small number of issues to just over 100 people but in comparison to date over 2000 accounts have moved seamlessly without issue or any change to our client's user experience. This was a major task for the teams involved and should be noted given the considerable efforts and out of hours work undertaken to complete this.

Now the base level has been completed with our Directory Services and Email moved to M365, the next considerable task ahead of the team will be to integrate and move SharePoint service and all associated data sets and My Document Folders – again this is a considerable task and is currently within the planning stage – this will link all users with their data sets and then allow the new and innovative services associated with Teams and SharePoint to be introduced to the user base.

As noted, Teams will over the coming months become the main telephony system as at some point Skype will be decommissioned and all users will be moved over to the M365 cloud-based telephony solution Teams.

Training will form a large part of this roll-out with on-line resources being made available to all users as well as the creation of “Super Users” who will be offered additional training to support their colleagues from within the teams. Admin will form the main base for our training plan as well as other users that may come forward for the additional training allowing a wider training resource rather than a bottle neck at the helpdesk as we only have 2 people within this area.

In addition to the M365 changes considerable efforts are also underway to upgrade and update the desktop experience, this will bring with it additional and essential security update and management systems that will secure and support our corporate devices from Mobile Phones, iPads and Laptops.

Linked to this upgrades and updates will be introduced to the VDi environment support M365 and the Security changes.

Legal and Democracy

3.8 The work carried out with officers across Merseyside and Cheshire has continued, with the proposal for a new joint health scrutiny committee and associated protocol being brought to Council in July.

Considerable demands are still being placed on the Legal Team, particularly in terms of supporting major projects and children’s social care.

Community & Environment

3.9 Catering & Registration Services

No return provided Q1

Property Services

3.10 Regeneration – Town Centres

Currently the team are focused on the Runcorn Towns Fund £23.6m and a Levelling up bid for Halton Lea. This limits the short term capacity to look at other potential Town Centre Projects.

The Levelling Up and Regeneration Bill had its first 11 May 2022, which looks at how to deliver against some of the items set out in the Levelling Up White Paper and how to incorporate some of the proposals for planning reform outlined in the earlier Planning for the Future White Paper where they support Levelling Up. Currently included are changes to outdoor seating arrangements, rental auctions to fill vacant commercial property, such as shops and changes to compulsory purchase powers. The Bill will also empower local authorities to double the standard council tax rate on any home left empty for longer than a year, rather than two.

3.11 Property Services (Operations)

Accommodation review/Agile working/return to the office

COVID-19 necessitated the need for home working which proved very successful. As all COVID measures have been removed and life returns to normal this shift in working arrangements has presented us with the opportunity to embrace more flexible working arrangements on a more permanent basis in the future. In parallel with this a review of our office accommodation will be undertaken to assess the opportunities this new more flexible way of working presents in terms of rationalising our office accommodation further.

Carbon emission targets

Halton's Climate Change Action Plan has set a target for the Council's own carbon emissions to reach net zero by 2040 in line with the Liverpool City region. The first phase of feasibility studies in respect of decarbonising our buildings has been undertaken. Additional funding has been applied for in respect of developing a heat plan and to develop the initial feasibility work undertaken in order to be in a position to apply to the Decarbonisation fund when the next round of bidding goes live in the Autumn.

4.0 High Priority Equality Actions

- 4.1 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.
- 4.2 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>

5.0 Performance Overview



- 5.1 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.
- 5.2 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.

- 5.3 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	Objective
FS 01	Set the Revenue Budget, Capital Programme and Recommend Council Tax.


Milestone	Progress Q1	Supporting Commentary
Report 2023-26 Medium Term Financial Strategy to Executive Board - November 2022.		On target to report the Medium Term Financial Strategy to Executive Board in November 2022. The financial forecast is being regularly updated.
Report 2023/24 revenue budget, capital programme and council tax to Council - March 2023.		Work has commenced with Management Team and the Budget Working Group to develop budget proposals for 2023/24 onwards.

Ref	Objective
FS 02	To effect financial prudence by assisting managers to control their budgets by monitoring spending and providing timely and accurate financial reports.


Milestone	Progress Q1	Supporting Commentary
Provide monthly financial reports to budget holders within 8 days of month end.		Reports all issued on schedule to date.

Provide quarterly financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports.		Quarter 1 reports are in the process of being finalised and will be shared with Operational Directors for inclusion in Performance Monitoring Reports.
Provide quarterly monitoring and forecasting reports on the overall budget to Executive Board.		Quarter 1 monitoring report on the overall budget will go to Executive Board on 15 September 2022.

Ref	Objective
FS 03	Provide for public accountability by reporting the Council's stewardship of public funds and its financial performance in the use of resources by preparing the statutory Statement of Accounts in accordance with the latest accounting standards.



Milestone	Progress Q1	Supporting Commentary
Publish the Statement of Accounts following external audit and the Annual Governance Statement, by the statutory deadline of 30th November 2022 .		The draft accounts were published and shared with the External Auditor on 13 July 2022, ahead of the deadline of 31 July 2022. The external audit is underway and it is planned for findings to be reported to Audit and Governance Board by the end of September 2022.

Ref	Objective
FS 04	Make best use of cash resources available to the Council and meet its statutory responsibility by setting, implementing and monitoring the Treasury Management Policy.

Milestone	Progress Q1	Supporting Commentary
Establish Treasury Management Policy and report to Council - March 2022 .		Treasury Management Policy reported to Council on 02 March 2022

Provide monitoring reports to Executive Board on a bi-annual basis.		On track to report to Executive Board.
--	---	--

Ref	Objective
FS 05	Ensure that the Capital Programme is affordable, prudent, and sustainable by setting and monitoring prudential borrowing indicators.

Milestone	Progress Q1	Supporting Commentary
Establish and report prudential indicators to Council - March 2022.		Prudential indicators reported to Council on 02 March 2022
Provide monitoring reports to the Executive Board on a bi-annual basis.		On track to report to Executive Board

Key Performance Indicators







Ref	Description	Actual 2021 / 22	Target 2022 / 23	Quarter 1 Position	Current Progress	Direction of Travel	Supporting Commentary
FS LI 01	Receive an unqualified external audit opinion on the Council's statutory Statement of Accounts.	Yes	Awaited		U	N/A	External Auditor is expected to provide the audit opinion, at the earliest by 30 th September 2022.
FS LI 02	Receive an unqualified VFM opinion from the Council's External Auditor	Yes	Awaited		U	N/A	External Auditor is expected to provide the VFM opinion, at the earliest by 30 th September 2022.
FS LI 03	Proportion of Council Tax that was due that was collected	94.14%	94.25%	27.41%	U	↓	This is down by 0.48% compared with the same point last year. Adversely impacted by staff resources being required to administer the energy rebate scheme at the expense of undertaking on-going

							recovery action.
FS LI 04	The percentage of Business Rates which should have been received during the year that were received	96.18%	97.50%	30.18%			This is up by 1.66% compared with the same point last year.
FS LI 05	Average time for processing new claims (Housing Benefit & Council Tax Reduction)	16.22	18	25.77			Although performance is worse than last year, actions have been taken to improve the new claims processing times.
FS LI 06	Average time for processing notifications of changes in circumstances	4.82	8	14.89			Performance is 2 days better than last year, and similar to new claims above measures are being taken to improve the changes in circumstances figure.
FS LI 07	Proportion of all supplier invoices paid within 30 days (including disputed invoices)	92.6%	93.0%	92.08%			Invoice payment performance times are marginally down when compared to this point in 2021/22.



Policy, People, Performance & Efficiency Service

Key Objectives / milestones



Ref	Objective
PPPE 01	To enhance the efficiency and effectiveness of corporate training opportunities through the design and implementation of appropriate learning interventions, to include the development of bespoke Learning & Development offerings to individual service areas.

Milestone	Progress Q1	Supporting Commentary
Promote and take forward the delivery of actions identified within the Organisational Development Strategy June 2022		This is on target with all themes being given attention. Due to the delay in starting some work resulting from the pandemic, the strategy will likely be augmented slightly and rolled forward at the end of 2022/23 to become the 2023 – 26 strategy
Review and refresh annual training calendar September 2022.		On target
Regular engagement with service managers to identify areas of challenge and develop appropriate bespoke solutions April, September, December 2022, and March 2023.		On target. Refer to Key Developments for further information.
Embed knowledge and skills gained from Senior Leadership and Management Development Programmes (MBA / MSc) December 2022.		On target
Complete delivery of in-house modular Leadership and Management development activity March 2023.		On target
Monitor the embedding of knowledge and skills gained in-house modular Leadership and Management development activity. Ongoing and report in March 2023.		On target, although some concerns around attendance on modules which will be raised with senior management.

Ref	Objective
PPPE 02	Implement the Apprenticeship Policy to support the establishment of apprenticeships across the Council, and optimise return on the Apprenticeship Levy.


Milestone	Progress Q1	Supporting Commentary
Establish 10 new apprentice placements within Council services, compliant with the requirements of apprenticeship legislation March 2023.		On target. 8 apprentice opportunities advertised July 2022
Establish 20 new existing employee apprenticeships to enable up-skilling in a range of business areas, compliant with the requirements of apprenticeship legislation March 2023.		On target

Ref	Objective
PPE 03	Optimise the use of the Agency Worker contract across Council services, to secure ongoing reductions in the incidence and cost of agency usage, and to ensure that correct and appropriate resourcing solutions are being deployed across Council services.




Milestone	Progress Q1	Supporting Commentary
Review and consider most appropriate resourcing mix in collaboration with service management in areas of highest agency usage December 2023.		A more programmed approach will be taken to this given the changing labour market conditions. Refer to Emerging Issues for more detail
Implement resourcing plans with service management in appropriate areas December 2023.		As above.

Ref	Objective
-----	-----------

PPE 04	Work with high demand service areas to develop and implement effective recruitment programmes, optimising labour market engagement to attract high quality candidates.
---------------	---












Milestone	Progress Q1	Supporting Commentary
Identify service areas with highest consistent recruitment demand, turnover, and low attraction rates September 2022.		A more programmed approach will be taken to this given the changing labour market conditions. Refer to Emerging Issues for more detail.
Implement project based recruitment plans with service management in appropriate areas December 2022.		A more programmed approach will be taken to this given the changing labour market conditions. Refer to Emerging Issues for more detail.
Corroborate out-turns of linked KPI's to assess effectiveness of approach to resourcing June, September, December 2022, and March 2023.		Market conditions making resourcing difficult across many areas, thus effectiveness of service may appear sub-optimal.







Ref	Objective
PPE 05	Develop and implement an organisation wide change programme – The Future Work Programme - to evaluate and introduce revised working practices following to meet the requirements of the changing labour market and employee expectation in the post-pandemic environment (to include use of accommodation, HR policy and practice, wellbeing support, application of technology)

Milestone	Progress Q1	Supporting Commentary
Identify programme priorities and develop accommodation review workstream (in conjunction with EEP Dept) June 2022.		Accommodation review workstream in progress at July 2022.
Mobilise programme workstream groups and commence baselining and evaluation work. October 2022.		On target
Conduct evaluation and feasibility work to inform design of new policy and practice in Council workplaces March 2023.		On target

Key Performance Indicators

Ref	Description	Actual 2021 / 22	Target 2022 / 23	Quarter 1 Position	Current Progress	Direction of Travel	Supporting Commentary
PPPE LI 01	The number of working days / shifts lost due to sickness (Corporate)	12.94 (Days)	9.5 (Days)	3.13			Increase over same period last year. Staff absence has returned to pre-COVID levels.
PPPE LI 02	Percentage of Employees without sickness	68.19	70.00	84.3			On target but worse than same time last year, however the impact of COVID measures in 2021/22 will have skewed the figures to some degree.
PPPE LI 03	Total Full Time Equivalent Staffing Establishment (Indicator for information only)	3,250	For information Only	3,220	For information Only	For information Only	Reported for information purposes only.
PPPE LI 04	Total Staff (head count) (Indicator for information only)	4,233		4,174			
PPPE LI 05	Total Agency Worker Usage (number of placements – year to date)	919	650	319			Q1 outturn suggests target likely to be missed. Associated narrative included in Emerging Issues section above.
PPPE LI 06	Total Agency Worker Cost (cumulative gross cost – year to date)	£8.3m	£5.0m	£1.94m			Q1 outturn suggests target likely to be missed. Associated







							narrative included in Emerging Issues section above.
PPPE LI 07	Number of apprenticeship placements established in the Council. (Cumulative – year to date)	2	10	0			Work commenced during quarter to set up 8 new placements.
PPPE LI 08	% of training delegates attending as proportion of places reserved:						Some concerns emerging around attendance on modules which will be raised with senior management.
	Face to face	100	95	88			
	Virtual	95	95	80			
PPPE L109	The percentage of top 5% of earners that are:	64.2%	55%	61.31%			Positive movement on component indicator (a), which follows improvement in last 2 years. Fluctuation exists in (b) and (c), due to turnover. It should be noted that recruitment in to the top 5% of earners is generally limited, and as such scope for significant change is low.
	a) Women						
	b) From BME communities	2.67%	2.0%	2.78%			
	c) With disability	1.25%	8.0%	0%			

PPPE LI 10	No of staff declaring that they meet the definition of disability within the Equality Act 2010 as a % of the total workforce.	1.25%	10.00%	1.26%			Fluctuation exists due to turnover and the indicator outturn reflects self-declaration. The 10% target reflects the wider Halton community. Despite the mismatch, it is important that this indicator continues to be monitored.
PPPE LI 11	Minority Ethnic community staff as % of total workforce.	0.99%	1.00%	1.06%			Shows improvement however fluctuation exists due to turnover and outturn tends to hover around target level.
PPPE LI 12	Average time to recruit (Applicant Tracking System reported figure)	19 Days	15 Days	17 Days			Stable outturn, particularly in context of increased demand.





ICT and Administrative Support Services

Key Objectives / milestones


Ref	Objective
ICT 01	Constantly evaluate and improve the usability, resilience, control and flexibility of the Council's Data Communications Network, Hardware and Software Infrastructure.



Milestone	Progress Q1	Supporting Commentary
Continued Enhancement of the virtualization platform to enhanced or new technologies - March 2023.		Enhancements to the Halton Cloud platform continues at pace with the integration of Vendor Horizon 8 cloud-based systems and services within our own platform.
Further development of Cloud Services Platform - March 2023.		Enhancement planned in line with vendor software release up to and inclusive of the 31 st December 2021 (due to licensing restrictions) to enhance functionality and the user experience
SharePoint and Records Management enhancements through the E5 licensing model - March 2023.		Enhancement planned in line with vendor software release to enhance functionality and the user experience
Continued development of Interactive Web Services, Enhancement and further SharePoint Integration - March 2023.		Enhancement planned in line with vendor software release to enhance functionality and the user experience
Further development of commercial ICT opportunity within desktop, hosting and DR provision - March 2023.		This will remain a focus together with the development of existing client opportunity. Mersey Travel, LCR and Sefton together with the Cemeteries system deployed to a 3rd party. Other opportunities for the deployment of Agresso together with other systems are currently under discussion.
Continued compliance with Central Government and NCSC Security guidelines and compliance requirements – March 2023.		Changes and enhancements are managed on a daily basis as the ever changing security landscape evolves and threats change on a daily basis – compliance with NCSC regulations and corporate and client needs remain a focus.





Ref	Objective
ICT 02	The implementation of a range of new corporate wide facilities including Web services, records & document management, business process workflow, corporate desktop portal and GDPR process.





Milestone	Progress Q1	Supporting Commentary
Continuing improvements, enhancements and commercial use of Cloud system - March 2023.		All of the authorities' internal and external clients now successfully utilise this solution – delivering HBC services to partners, clients and internal users.
Continuing workflow implementation together with a centralised and online postage systems - March 2023.		Continuing to support the technology developments as well as administrative process across the authority.
Improvement and enhancement of all web-based customer interfaces - March 2023.		This continues to be a primary focus with content and facilities evolving monthly, in line with the ICT development programme and business requirement. A review of the design solution has taken place with development tools constantly being assessed.
Continued development of document management and distribution services - March 2023.		The Records Management Unit is central to the development of the multitude of projects associated with data governance, digitisation of paper records and the development of many services such as centralised post and print – with the Hybrid Mail project under development - this focus will remain.

Ref	Objective
ICT 03	The implementation of a range of new corporate wide facilities including cloud and web service solutions, records & document management enhancement, business process workflow, corporate desktop portal.

Milestone	Progress Q1	Supporting Commentary
Continual development of the I Want Admin/Finance/HR Portals - March 2023.		Through enhancements linked to the Records Management Unit and the

		proposed procedural evaluation of the service developments will evolve in line with business need, together with technical developments underway through our own in-house systems development team.
Develop and enhance operational Records management Unit Services - March 2023.		This is a constantly evolving process, and one that is now attracting and taking advantage of commercial opportunity.
The continued development of corporate administrative and customer service procedural services and support solutions March 2023.		This is a constantly evolving process for the teams supporting our client departments and teams through to the customer service deliverables within the contact centre and the increasing face to face requirements of our residents through the One Stop Shop's within Runcorn and Widnes.

Ref	Description	Actual 2021 / 22	Target 2022 / 23	Quarter 1 Position	Current Progress	Direction of Travel	Supporting Commentary
ICT LI 01	Average availability of the Council's operational servers (%).	99.98	99.00	99			Remains in line with target and SLA, linked to Halton Cloud Data Centre configuration. A real achievement given the considerable levels of work undertaken over this period mainly out of hours.
ICT LI 02	Average availability of the Councils WAN infrastructure (%).	99.97	99.00	99			Remains in line with target and SLA. Inclusive of planned down time out of hours. Especially during these times of new

							working arrangements when connectivity to the centre is key.
ICT LI 03	School Support SLA: % of calls responded to within <u>agreed</u> target*: Priority 1 Priority 2 Priority 3 Priority 4	100 100 100 100	85.00 90.00 95.00 95.00	100 100 100 98			Again, this has been an unusual time with schools impacted by the pandemic and the support required evolving to support our clients within the boundaries of the SLA. New working practices are now in place to safeguard staff and clients – these service solutions will be retained as our clients prefer the new working models.
ICT LI 04	Average working days from delivery to completion of a new PC.	5 (Days)	5 (Days)	1 (Days)			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 in place for home workers to drop off and collect a new device again a same day service.

Community & Environment

Key Objectives / milestones **No Return Provided Q1**

Ref	Milestones	Q2 Progress
CE 01a	Deliver a promotion and educational campaign (school meals) - September 2021 and January 2022 .	-

Supporting Commentary

No Return Provided Q1

Key Performance Indicators

No Return Provided Q1


Ref	Measure	20 / 21 Actual	21 / 22 Target	Q1 Actual	Q1 Progress	Direction of travel
CE LI 01	% Take up of free school meals to those who are eligible - Primary Schools.	Data unavailable	75%	-	-	-
CE LI 02	% Take up of free school meals to those who are eligible - Secondary Schools.	Data unavailable	60%	-	-	-
CE LI 03	Take up of school lunches (%) – primary schools.	Data unavailable	60%	-	-	-
CE LI 04	Take up of school lunches (%) – secondary schools.	Data unavailable	50%	-	-	-

Supporting Commentary


No Return Provided Q1

Legal & Democracy



Ref	Objective
LD 01	To ensure that decision makers are supported through the provision of timely and accurate advice and information and are kept informed of changing legislation and responsibilities.









Milestone	Progress Q1	Supporting Commentary
Review constitution - May 2022		The revised constitution has been approved

Ref	Objective
LD 02	To provide efficient and effective Democratic Support Services that provides Elected Members, as key decision makers, with the necessary information, support and training opportunities to fulfil their individual potential and management and governance role effectively.

Milestone	Progress Q1	Supporting Commentary
To ensure that all members have been given the opportunity of a having a MAP meeting where desired.		All members have been offered a MAP meeting.
To induct all new members by October 2022		All new Members have been inducted.

Key Performance Indicators




Ref	Description	Actual 2021/22	Target 2022/23	Quarter 1 Position	Current Progress	Direction of Travel	Supporting Commentary
LD LI 01	No of Members with Personal Development Plans (54 Total).	54 (100%)	54 (100%)	54 (100%)			All Members are offered a MAP. All newly elected Members completed an initial MAP in May 2022.

							It is a matter of personal choice.
LD LI 02	Percentage of Members attending at least one organised Training Event.	51 (94%)	54 (100%)	21 (39%)			All Members are offered a hybrid development programme via in-house officer training and e-Learning via the L&D Portal. Take up has been positive so far, but ultimately, it is a matter of personal choice for Members.
LD LI 03	Average Time taken to issue prosecutions from receipt of full instructions (working days).	10 (Days)	10 (Days)	10 (Days)			The target has been met.
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)			The target has been met.
LD LI 05	% of Executive Board minutes published within 5 working days after the meeting.	100%	100%	100%			The target has been met.





Property Services


Key Objectives / milestones







Ref	Objective
EEP 02	Environment and Urban Renewal

Milestone	Progress Q1	Supporting Commentary
To prepare the Town Investment Plan Business Case(s) for Runcorn by 31st July 2022		Work is in progress. The Government deadline for submission of the seven project business cases is 4 th August 2022, however the Unlock Runcorn and the community homes projects have an agreed 3 month submission extension.
To prepare a Halton Lea Levelling Up Bid by July 2022		Metro Dynamics have completed a draft Investment Plan for Halton Lea.
To prepare a governance structure for Halton Lea to oversee a range of programmes from stakeholders by September 2022		Work is underway to prepare a governance structure for Halton Lea and this should be in place by September 2022. The levelling up bid is currently taking priority.

Key Performance Indicators

Ref	Description	Actual 2021 / 22	Target 2022 / 23	Quarter 1 Position	Current Progress	Direction of Travel	Supporting Commentary
EEP LI 01	Greenhouse gas (GHG) emissions indicator (Tonnes CO ₂ e).	9770 tonnes CO ₂ Actual 2020/21	9672 tonnes CO ₂ target 2021/22	n/a			The emissions for 2020/21 were 9,770 tonnes which equated to a 13.9% overall reduction on the 2019/20 emissions.
EEP LI 02	Capital receipts	£280,000	£1.5m based on an estimate	£0			Transactions underway - Linner

			for the amount and timing of receipts as at 20/5/2021				Cottage and outbuildings and yard, Widnes; Site at Desoto Road and Queensway, Widnes (former handback land) and land Ditton Road Widnes(r/o Feralco). Treasury Management report of estimate for land receipts to be presented to the Asset Management Working Group 28 July 2022
EEP LI 03	Commercial and investment portfolio – rent receivable against the budget to monitor receipt of income of rents and service charges.	Investment £44,300 Commercial £574,916	Investment £53,467 Commercial £663,613	Investment £20,779 Commercial £110,507	u		No 5 Granville St Runcorn – new tenant secured to commence 1 July. Other vacant units, former Frankie and Bennies unit at the Hive. A shortfall of income is predicted over the year of £116,000 to exclude the income from the lease of no 29 – 31 Moor Lane, Widnes (Enterprise)

							which ended 14 June 2022.
EEP LI 04	Occupancy rates of commercial and investment portfolio.	100 % Investment 89% commercial	100 % Investment 90% commercial	100% Investment 92% commercial			There are 8 vacant properties which will be on the market or unable to market until refurbishment works eg 71 High St Runcorn or where negotiations have not been concluded
EEP LI 05	Occupancy of Widnes Market Hall.	95%	96%	92%			There has been a couple of traders leave the Market in the 1 st quarter hence the figure is currently down on year end.
EEP LI 06	Unit Costs – office accommodation space (reported annually).	1317sqm	1251sqm	n/a			There was a significant investment in LED lighting included in last year's figures hence they increased from the previous year.

7.0 Financial Statements

FINANCE DEPARTMENT

Revenue Budget as at 30 June 2022

	Annual Budget	Budget to Date	Actual	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	6,037	1,442	1,424	18	70
Insurances	912	576	567	9	37
Supplies & Services	306	186	176	10	40
Rent Allowances	35,500	6,635	6,635	0	0
Non HRA Rent Rebates	70	0	0	0	0
Discretionary Social Fund	106	34	34	0	0
Discretionary Social Fund Household Su	0	0	3	(3)	(3)
Discretionary Housing Payments	300	36	36	0	0
Concessionary Travel	1,898	123	108	15	60
LCR Levy	2,241	2,241	2,241	0	0
Transfer to Reserves	17	4	0	4	17
Bad Debt Provision	77	0	0	0	0
Total Expenditure	47,464	11,277	11,224	53	221
Income					
Rent Allowances	-35,300	-4,572	-4,488	(84)	(333)
Non HRA Rent Rebate	-70	-30	-30	0	0
Burdens Grant	-60	-60	-87	27	27
Dedicated schools Grant	-111	0	0	0	0
Discretionary Housing Payment Grant	-300	-91	-91	0	0
Housing Benefits Admin Grant	-515	-86	-86	0	0
Universal Credits	-5	-5	-5	0	0
Council Tax Admin Grant	-204	-204	-211	7	7
Household Support Fund Grant	0	0	0	0	3
Council Tax Liability Order	-501	-83	-83	0	0
Business Rates Admin Grant	-155	0	0	0	0
VEP Grant	0	0	-9	9	8
Council Tax Rebate Scheme Admin Gra	0	0	-79	79	79
Schools SLAs	-278	0	0	0	0
LCR Reimbursement	-2,241	-2,241	-2,241	0	0
Other Fees & Charges	-264	-84	-80	(4)	(16)
Reimbursements & Other Grants	-111	-15	-25	10	41
CCG McMillan Reimbursement	-82	0	0	0	0
Transfer from Reserves	-133	-119	-119	0	0
Total Income	-40,330	-7,590	-7,634	44	(184)
Net Operational Expenditure	7,134	3,687	3,590	97	37
Recharges					
Premises Support	227	57	57	0	0
Central Support	2,518	629	629	0	0
Recharge Income	-5,753	-1,438	-1,438	0	0
Net Total Recharges	-3,008	-752	-752	0	0
Net Departmental Expenditure	4,126	2,935	2,838	97	37

Comments on the above figures

In overall terms revenue spending at the end of quarter 1 is £0.097m below the approved budget. Forecast outturn position is estimated for net spend to be £0.037 below budget by financial year-end.

Employees spend is projected to be under the approved budget. This is due to vacancies within Financial Management and Audit, Procurement & Operational Finance divisions. Delays on recruitment has been reflected in projections but these could change dependant on when posts are filled.

Insurance costs is below budget in relation to premiums paid. It should be noted that insurance budgets are dependent on claims received and excesses paid. It is not possible to project future costs with regard to these and so can have an impact at financial outturn.

Supplies and services spend is showing a forecast underspend against budget across all divisions, but figures are only estimated projections so could change.

Concessionary travel costs for the year are estimated to come in under budget but this is only an estimation at this stage based on known passenger numbers. It is possible that when Covid support payments reduce over the last quarter of the financial year that underspend against budget could increase but this has not been projected at this point.

Rent Allowance income continues to show a significant shortfall. This has been due to an increase in the costs of supported accommodation. Only 60% is funded from housing benefits, 40% the council is obliged to pay. These costs have historically been met by an increase in Housing Benefit overpayments the Council collect, the impact of Covid has resulted in an increase in costs for supported accommodation but a reduction in the number of identified overpayments.

The department has received additional new burden allocations in relation to DWP legislative changes and Housing Benefit Accuracy Initiative.

Council Tax Rebate Scheme Admin grant is for the early set up costs relating to the implementation of the Energy Rebate scheme.

POLICY, PEOPLE, PERFORMANCE & EFFICIENCY DEPARTMENT

Revenue Budget as at June 30th 2022

	Annual Budget	Budget to Date	Actual	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	2,162	508	489	19	76
Employees Training	123	35	32	3	14
Apprenticeship Levy	300	77	79	(2)	(9)
Supplies & Services	144	60	63	(3)	(13)
Agency Related Expenditure	11	0	0	0	0
Total Expenditure	2,740	680	663	17	68
Income					
Fees & Charges	-132	-38	-38	0	(1)
Schools SLA	-448	0	0	0	(42)
Transfer from Reserves	-17	-17	-17	0	0
Total Income	-597	-55	-55	0	(43)
Net Operational Expenditure	2,143	625	608	17	25
Recharges					
Premises Support	72	18	18	0	0
Central Support	1,037	259	259	0	0
Recharge Income	-3,252	-813	-813	0	0
Net Total Recharges	-2,143	-536	-536	0	0
Net Departmental Expenditure	0	89	72	17	25

Comments on the above figures

At the end of the first Quarter, Policy, Performance, People and Efficiency net spend is below the Budget profile. The net outturn spend for the year is forecast to be £0.025m below budget.

Employee's expenditure is below budget. The majority of this is in relation to the Apprenticeship budget. There has only been a few apprentices in post but there are expected to be further apprentice's taking up posts across service areas possibly from September.

Schools SLA income is projected to underachieve against budget. The existing charges to schools are based on staffing numbers and a reduction in staffing has subsequently reduced the income achieved

ICT & ADMINISTRATION

Revenue Budget as at 30 June 2022

	Annual Budget	Budget to Date	Actual	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employee	7,288	1,769	1,783	(14)	(59)
Supplies & Services Expenditure	1,012	169	162	7	30
Capital Finance	78	5	1	4	18
Computer Repairs & Software	1,257	1,078	1,070	8	31
Communication Costs	13	2	1	1	2
Premises Expenditure	99	61	60	1	2
Transport Expenditure	3	0	0	0	1
Transfer from Reserves	15	0	0	0	0
Total Expenditure	9,765	3,084	3,077	7	25
Income					
Fees & Charges	-624	-130	-151	21	85
Schools SLA Income	-565	-77	-62	(15)	(59)
Reimbursements & Other Grant Income	0	0	-3	3	5
Total Income	-1,189	-207	-216	9	31
Net Operational Expenditure	8,576	2,877	2,861	16	56
Recharges					
Premises Support	389	97	97	0	0
Transport Support	19	6	6	0	0
Central Support	1,592	398	398	0	0
Asset Rental Support	1,494	0	0	0	0
Recharge Income	-13,112	-3,278	-3,278	0	0
Net Total Recharges	-9,618	-2,777	-2,777	0	0
Net Departmental Expenditure	-1,042	100	84	16	56

Comments on the above figures

In overall terms net spend is below the budget profile at the end of the first quarter, the forecast outturn position is for net spend to be below the approved budget by £0.056m.

Employee costs are forecast to overspend against the approved budget. This is linked to staff turnover targets not being achieved within the IT divisions.

The Administration division is projecting to spend below the budget for the year which will offset the pressures within IT divisions. These estimates are based on current staffing projects but subject to change as the financial year progresses.

Supplies and services projected costs within the Administration Division are based on historical spend pre pandemic, this is the best indication of projected spend now that services have resumed and staff are returning to offices.

Service Level Agreement (SLA) income is projected from the SLA matrix and figures will be confirmed with IT managers as the year progresses

Capital Projects as at 30 June 2022

Capital Expenditure	2022/23 Capital Allocation £'000	Allocation to Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
ICT Rolling Capital Programme	700	78	78	622
Total Capital Expenditure	700	78	78	622

Comments on the above figures.

It is expected that the full capital allocation will be spent.

LEGAL & DEMOCRATIC SERVICES DEPARTMENT

Revenue Budget as at 30 June 2022

	Annual Budget	Budget to Date	Actual	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	1,913	571	552	19	58
Supplies & Services	322	92	87	5	16
Civic Catering & Functions	39	4	1	3	8
Legal Expenses	218	24	56	(32)	(96)
Transport Related Expenditure	10	2	1	1	3
Total Expenditure	2,502	693	697	(4)	(11)
Income					
Land Charges	-84	-18	-16	(2)	(7)
License Income	-263	-48	-58	10	29
School SLA's	-85	0	0	0	(4)
Fees & Charges	-64	-13	-13	0	0
Reimbursements & Grant Income	0	0	0	0	9
Transfer from Reserves	-17	-17	-17	0	0
Total Income	-513	-96	-104	8	27
Net Operational Expenditure	1,989	597	593	4	16
Recharges					
Premises Support	58	15	15	0	0
Central Support	351	88	88	0	0
Recharge Income	-1,895	-474	-474	0	0
Net Total Recharges	-1,486	-371	-371	0	0
Net Departmental Expenditure	503	226	222	4	16

Comments on the above figures

In overall terms, spending is below budget profile at the end of first quarter with the forecast outturn position showing estimated net spend to be marginally below the approved budget.

With regards to employee expenditure, spend is below budget for the year to date. This is in the main part due to lower costs than budgeted within elections staffing and a vacancy for a group solicitor.

It should be noted though that there are significant locum costs expected for solicitor and legal assistant posts due to the need to cover increased complex caseloads relating to Children's Services. Estimates on costs until September 2022 are in the region of £0.194m. These costs have not been included in the above figures as they will be covered from financial reserves.

Supplies and services budgets are underspent mainly due to advertising expenditure, but this is only estimated at this early point in the year and subject to change.

Civic catering and functions projections are based on historic expenditure before Covid restrictions were put in place. These could therefore change dependant on the number of events during the year.

Legal expenses are projected to largely overspend against available budget. These projections are only an estimation at this point, costs are dependent on complexity and number of cases so cannot be accurately projected. It has been advised that increased case numbers and case complexity will mean increased barrister costs and the need to use outside legal services.

COMMUNITY & ENVIRONMENT DEPARTMENT

Revenue Operational Budget as at 30 June 2022

	Annual Budget £'000	Budget to Date £'000	Actual £'000	Variance (Overspend) £'000	Forecast Outturn £'000
Expenditure					
Employees	15,391	3,650	3,548	102	102
Premises	2,543	856	858	(2)	(8)
Supplies & Services	1,398	229	363	(134)	(280)
Hired & Contracted Services	890	121	44	77	51
Book Fund	140	77	63	14	56
Food Provisions	404	167	175	(8)	(33)
School Meals Food	1,872	370	370	0	0
Miscellaneous Transport Costs	115	2	2	0	0
Other Agency Costs	156	59	57	2	8
Other Expenditure	0	1	1	0	(1)
Waste Disposal Contracts	6,538	0	0	0	2
Grants to Voluntary Organisations	67	18	12	6	26
Grant to Norton Priory	172	87	87	0	0
Total Expenditure	29,686	5,637	5,580	57	(77)
Income					
Sales Income	-1,309	-287	-290	3	14
School Meals Sales	-2,480	-188	-188	0	0
Fees & Charges Income	-5,546	-1,777	-1,715	(62)	(249)
Rental Income	-205	-43	-43	0	0
Government Grant Income	-358	-329	-329	0	1
Reimbursements & Other Grant Income	-597	8	6	2	11
Schools SLA Income	-2,227	-37	-43	6	23
Internal Fees Income	-247	-15	-15	0	4
School Meals Other Income	-251	-2	-2	0	0
Catering Fees	-88	-1	-1	0	0
Capital Salaries	-173	0	0	0	0
Transfers From Reserves	-80	-4	-5	1	5
Total Income	-13,561	-2,675	-2,625	(50)	(191)
Net Operational Expenditure	16,125	2,962	2,955	7	(268)
Recharges					
Premises Support	1,496	374	374	0	0
Transport	2,324	589	589	0	0
Central Support	4,449	1,112	1,112	0	0
Asset Rental Support	146	0	0	0	0
HBC Support Costs Income	-511	-128	-128	0	0
Net Total Recharges	7,904	1,947	1,947	0	0
Net Departmental Expenditure	24,029	4,909	4,902	7	(268)

Comments on the above figures

Financial Management continue to work closely with the Department and remain focused on achieving a balanced budget at year end. Current estimates suggest that for most services, net expenditure will be contained within budget, but this will continue to be closely monitored as the year progresses and updates will be provided accordingly

By carefully monitoring the accounts, the department is utilising grant/external funding where possible to try and relieve the pressure on the core budget. This is reflected in employee expenses this quarter where various projects have been identified and staff time has been charged accordingly. All vacancies in the department have been put on hold to help achieve the staff turnover saving target of £0.099m.

To date the Department is reporting net spend is over the approved budget by £0.054m. The longer term forecast through to the end of the year estimates net spend will be above the budget by £0.166m.

Due to the ongoing rise in utility bills expenditure for Energy and Water Costs are projected to be over budget at the end of the financial year. Latest forecasts show an increase of 207% increase in Gas Costs and 64% electricity costs and this is reflected in the forecast. Increase in forecast energy costs will be met through an earmarked reserve.

As the economy looks to recover from the impact of the coronavirus pandemic the financial challenges of commercial property rent present a significant financial challenge. As the working from home environment continues there is less need for office accommodation. The savings put forward for 2022/23 covering commercial property income £25k will not be achieved this financial year.

In previous years repairs and maintenance expenditure has been under budget to help the Department achieve an overall balanced position. An assessment has been carried out on forecast spend for the current year and the maintenance programme is showing the budget will be utilised in full.

The department is projecting to under achieve on market rental income targets this financial year. During the last few months the occupancy rate has slightly dropped to 94%. This may be linked to the recent introduction of customers having to pay for parking outside the market. Hopefully this will not have a lasting effect on footfall and income will be back in line with budget before year-end.

Revenue Budget as at 30 June 2022

	Annual Budget £'000	Budget to Date £'000	Actual £'000	Variance (Overspend) £'000	Forecast Outturn £'000
Expenditure					
Employees	15,391	3,650	3,548	102	102
Premises	2,543	856	858	(2)	(8)
Supplies & Services	1,398	229	363	(134)	(280)
Hired & Contracted Services	890	121	44	77	51
Book Fund	140	77	63	14	56
Food Provisions	404	167	175	(8)	(33)
School Meals Food	1,872	370	370	0	0
Miscellaneous Transport Costs	115	2	2	0	0
Other Agency Costs	156	59	57	2	8
Other Expenditure	0	1	1	0	(1)
Waste Disposal Contracts	6,538	0	0	0	2
Grants to Voluntary Organisations	67	18	12	6	26
Grant to Norton Priory	172	87	87	0	0
Total Expenditure	29,686	5,637	5,580	57	(77)
Income					
Sales Income	-1,309	-287	-290	3	14
School Meals Sales	-2,480	-188	-188	0	0
Fees & Charges Income	-5,546	-1,777	-1,715	(62)	(249)
Rental Income	-205	-43	-43	0	0
Government Grant Income	-358	-329	-329	0	1
Reimbursements & Other Grant Income	-597	8	6	2	11
Schools SLA Income	-2,227	-37	-43	6	23
Internal Fees Income	-247	-15	-15	0	4
School Meals Other Income	-251	-2	-2	0	0
Catering Fees	-88	-1	-1	0	0
Capital Salaries	-173	0	0	0	0
Transfers From Reserves	-80	-4	-5	1	5
Total Income	-13,561	-2,675	-2,625	(50)	(191)
Net Operational Expenditure	16,125	2,962	2,955	7	(268)
Recharges					
Premises Support	1,496	374	374	0	0
Transport	2,324	589	589	0	0
Central Support	4,449	1,112	1,112	0	0
Asset Rental Support	146	0	0	0	0
HBC Support Costs Income	-511	-128	-128	0	0
Net Total Recharges	7,904	1,947	1,947	0	0
Net Departmental Expenditure	24,029	4,909	4,902	7	(268)

Comments on the above figures

The net Department spend is marginally under the approved budget at the end of Quarter 1 with the outturn net position estimated to be £0.268m over the approved budget.

Employee spend is under budget for the first quarter as staff absences within services such as leisure remain unfilled, linked to some services demand still being short of pre covid levels and the current difficulty in recruitment.

Forecasting demand for staffing over the coming year is difficult at this stage given the uncertainty on service demand linked to both Covid, cost of living crisis and future pay awards. This is particularly relevant in the case of casual staff and therefore for now a prudent position has been adopted in

estimating costs over the remainder of the year. Financial Management will continue to work with service managers to help provide more accuracy on forecasts going forward.

Premises costs are £0.002m under budget at the end of Quarter 1 linked to NNDR costs. Whilst the forecast outturn position is currently projected to be £0.008m under budget, there is uncertainty with regard to future energy costs especially at the leisure centres, the position will be closely monitored and the forecast updated if costs increase further. Runcorn swimming pool has closed but premises costs will continue to be incurred in the short term.

Additional premises costs are expected for Brookvale Leisure Centre and Halton Lea Library. A £20k feasibility study (Brookvale) and £20k building works (remove Café and re-instate as library) have not been budgeted which will impact on the overall outturn variance.

Spend on Supplies and Services is currently £0.134m over budget as Covid costs are still being incurred in 2022/23 relating to additional cleaning requirements.

Invoices for 2021/22 waste disposal contracts are still to be received, expected during Q2. Whilst costs were estimated at financial year-end, any variance in the actual cost when invoices are received will impact on this year's financial position.

No invoices have yet been received for the waste disposal contracts in 2021/22. Estimated expenditure is therefore calculated based on the average cost per tonne in 2020/21 plus estimated additional tonnage in the current year. Any changes to these costs could have a large impact on the Department's outturn position.

Food Provision/School Meals Food is £0.008m over budget at Q1 due to increases in food costs, these are projected to continue for the rest of the financial year.

Fees & Charges Income is £0.062m over budget at the end of Quarter 1. This relates to historic shortfalls in income in the Leisure Centres and the Stadium and lower demand following the impact of the pandemic over the last couple of years. There has been a delay to date in the invoicing for school meals and this will be updated over the coming months. Currently there are not expected to be significant variances against this area but the position will be closely monitored given the impact the cost of living crisis could have on the service.

Capital Projects as at 30 June 2022

Project Title	2022/23 Capital Allocation £'000	Allocation to Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
Stadium Minor Works	37	10	6	31
Halton Leisure Centre (Moor Lane)	6,296	620	618	5,678
Brookvale Pitch Refurbishment	70	10	10	61
Stadium decarbonisation scheme	0	0	117	-117
Open Spaces Schemes	450	100	78	372
Children's Playground Equipment	80	0	0	80
Upton Improvements	13	0	0	13
Crow Wood Park Play Area	39	10	9	30
Landfill Tax Credit Schemes	340	0	0	340
Runcorn Town Park	256	30	26	230

Widnes Crem - Replacement Cremator	200	140	139	61
Spike Island / Wigg Island	1,988	0	0	1,988
Litter Bins	20	0	0	20
Totals	12,909	920	1,003	8,787

Comments on the above figures

Moor Lane Leisure Centre

Service diversion works commenced and CPO completed. Construction contract has not been signed yet (expected October 2022). Project to go out for prices Aug 2022. Construction start date November 2022.

Brookvale Pitch Refurbishment

The scheme is now complete. There is a retention payment that may be held until Quarter 4. (% of Football Foundation funding grant is held until all conditions met/discharged).

Stadium Decarbonisation Scheme

Grant-funded project to reduce the DCBL Stadium's carbon footprint. This involved replacing the gas boilers with air source heat pumps and installing LED lighting and additional installation. Additional costs over and above grant levels will be funded from borrowing.

Open Spaces

This covers spending on a variety of externally funded projects, including Arley Drive/Halton Housing Trust and Fairfield History projects.

Children's Playground Equipment

This is an ongoing project which includes spend on improvements within the Borough's playgrounds.

Crow Wood Park

Project to include replacement park building and upgrade to paths. The main contract for new park building has ended but a small amount of work to the building is required and will be done separately along with a small landscape contract to complete paths.

Landfill Tax Credits Schemes

Currently used to support improvements for a rolling programme of existing playgrounds/open space schemes across the Borough. There are no projects currently identified and minimal spend if any against this code is anticipated in 2022/23.

Runcorn Town Park

Project to renew park infrastructure. Works are behind schedule due workload/capacity issues due to Runcorn Station Quarter project taking priority. For 2022/23 there will be another major INEOS funding bid to continue the infrastructure replacement works.

Widnes Crematorium replacement Cremator




Installation works on site are progressing to programme. The new unit commissioned and fully operational with staff trained to use new systems. The likely final cost will be circa £230k due to a

change of supplier plus some small additional works to the building in order to accommodate the new unit.





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 <u>intervention or remedial action taken</u>.</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.