



**Resources
Directorate**

DIRECTORATE PLAN

April 2011 to March 2014

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Foreword and Introduction from Strategic Director

This Plan is being prepared at a time of significant change for the Council. The first wave of the Council's Efficiency Programme has been delivered, with waves 2 and 3 underway. We are also facing significant reductions in Government grant. This brings with it a time of great uncertainty for many staff but also new opportunities for others. The Directorate will continue to play a key role in supporting the delivery of front line services through the effective and efficient use of limited resources.

The Directorate is divided into the following five functional areas (a more detailed structure can be found under heading 'Directorate Structure'):

- Financial Services
- Legal and Democratic Services
- ICT and Administrative Services
- Policy and Performance
- Human Resources

At a time when financial resources will be severely restricted the Finance Department will have a key role to play including the co-ordination of the efficiency programme and facilitating better procurement across the Council.

The Directorate provides support to the Council and its Management Team in relation to the development of the Council's long-term policy objectives, working closely with the Halton Strategic Partnership in the development and review of the Sustainable Communities Strategy. It is important that work is based on up to date research material and is in tune with current thinking.

The Directorate also has the responsibility for ensuring that the decision making processes of the Council are effectively administered and that elected members are supported in the various important roles they hold.

Key to the success of any organisation is its people. The Human Resource service works in support of managers to ensure that the workforce is appropriately trained and developed to deliver first class services to the public. The implementation of the Council's 'People's Strategy' is important in meeting that objective. At a time of uncertainty for staff the training, welfare and occupational health services continue to provide important support mechanisms.

Last but by no means least the Directorate hosts the Council's Risk and Emergency Planning Team, which includes the Health and Safety advisory function. The team plays an important role in co-ordinating the Council's response to emergency incidents.

Ensuring that the Council's plans for such scenarios are up to date and regularly exercised is a major part of the team's responsibilities.

Key to the overall success of the Directorate is working closely with all Directorates of the Council to ensure that the support services offered meet the operational needs of the Council. With reducing resources the key will be to work with Directorates to identify priorities and to manage expectations. Last year's wave 1 efficiency review proved how vital to frontline services many of the business infrastructure functions provided by the Resources Directorate are.

Key messages

As an element of the first wave of the Council's Efficiency Programme a number of revised structures were introduced as of April 2010 in order to ensure that the organisations business support functions remained cost-effective and efficient.

The revised approach saw a number of previously discrete functions being migrated into centrally managed organisational support teams. These revised structural arrangements made a significant contribution to the Wave 1 efficiency savings of £4.4 million through reducing the on-going cost of functional support to the delivery of front line services. Adopting this approach has ensured that as we move into the period 2011 and beyond the Council is better placed to:-

- ☑ Remove duplication and the eliminate waste through the rationalisation of key business practices. In addition to enhancing the consistency of core processes the approach has resulted in greater synergy in what were previously discrete activities. For example policy development has been rationalised thereby avoiding the need for separate and independent policy initiatives. As a result the development of the Council's Core Strategy, Local Transport Plan and Sustainable Community Strategy has been combined to allow a single consultation exercise thereby reducing costs and the potential of consultation 'fatigue'.
- ☑ Ensure greater resilience and flexibility through the use of pooled resources and a wider base of knowledge.
- ☑ Make better use of existing internal expertise and improving formal and informal communications within support teams and Directorates. This has led, for example, to the more effective use of research and intelligence thereby eliminating the unnecessary use of external providers.

The better management of procurement activity has resulted in savings to date in excess of £0.5 million. Further enhancements to procurement processes, for example through the use of e-tendering, will continue to deliver

savings, anticipated to increase to £1 million into the medium term. Additionally this will enhance the transparency of the procurement process and ongoing work with the Halton Chamber of Commerce will further improve trading opportunities for local suppliers.

As would be expected the prevailing economic climate has resulted in a significantly increased demand for Housing and Council Tax benefit services. Despite this the service continues to be one of the best performers in the region in terms of benefit processing, and Council Tax and Business rates collection. Additionally the service has secured an increase in welfare rights payments to Halton residents in exceeding £1.6 million.

Learning from the Wave 1 Efficiency Programme initiatives has been integrated into Waves 2 and 3 which will continue to be undertaken during the life of this plan.

Legal and Democratic Services have again secured Lexcel and ISO accreditation (should be Jan 2011) which provides the authority with assurance of the quality of service provision.

The Directorate will continue to pursue and exploit all potential opportunities from the use of ICT to support the delivery of efficient business processes and services through the use of innovative delivery channels and the development and support of automated processing solutions.

Additionally ICT Business Continuity and Disaster Recovery arrangements continue to be developed and this will ensure that our arrangements remain robust and that the risk of any interruption to key services is marginalised and that recovery solutions are priority based and are managed effectively.

The introduction of International Financial Reporting Standards for 2010 – 11 has had a significant impact upon the preparation of the Councils' accounts as have the requirements to publish data from January 2011 in relation to spend in excess of £500.

The loss of grant funding streams and reductions in mainstream funding for the Council and partner organisations following the Comprehensive Spending Review will have significant implications for the delivery of services for Halton residents. More innovative and collaborative approaches to service delivery will be necessary to ensure that local needs are met. The Halton Strategic Partnership is exploring opportunities for more focused service delivery targeting those households most in need and for sharing services and accommodation based on a "Total Place" approach.

To support the Council's efficiency review, we are in the process of re-aligning all our workforce strategies across the council under the umbrella of an overarching People's Strategy. This will ensure that all Directorates share an overarching vision and principles to achieve a skilled, motivated, flexible and diverse workforce which delivers value for money services and will ultimately make a difference to the community that it serves. The work will be

progressed and monitored via a new Corporate Organisational Development Group, which replaces four working groups which had a workforce development remit.

The Council participated in the Energy Savings Trust (EST) One to One audit. The EST made a number of recommendations to reduce carbon emissions within the Council and through working with businesses and partner organisations. The findings and recommendations of the audit are being used to develop a Climate Change Strategy and Action Plan on behalf of the Halton Strategic Partnership.

The Safer Halton Partnership produces an annual Joint Strategic Needs Assessment which brings together crime data, public consultation surveys and other information to help identify the priorities for the work of the Partnership over the coming 12 months. The priorities identified in 2010 were anti social behaviour, safeguarding vulnerable adults and children, domestic abuse, confidence and communication, drug use and drug dealing and alcohol misuse. The findings of the JSNA have helped inform the development of Halton's Sustainable Community Strategy.

The Joint Strategic Needs Assessment (JSNA) for Health & Wellbeing, forms the basis of a duty for the PCT and Local Authorities to co-operate in order to develop a whole health & social care response to the health, care and well-being needs of local populations and the strategic direction of service delivery to meet those needs.

Factors affecting the Directorate

The abolition of elements of the national performance framework e.g. the cessation of Comprehensive Area Assessment, Local Area Agreements and revisions to the National Indicator set will impact on the work of the Directorate, for example how the climate change agenda, which is likely to remain a high priority for the Government, is managed.

Additionally regional bodies have been abolished, the Health Service is being restructured and Police Commissioners and Local Economic Partnerships are being introduced. Whilst the complete picture of reform has yet to emerge there are some clear implications for the service i.e.:-

- Although the nature of partnership working will change it will become increasingly important for agencies to work collectively in pursuit of community goals whilst operating with a significantly reduced resource base.
- Central government targets will be replaced by minimum standards in some areas. However whilst there may be fewer centrally imposed targets the authority will still be required to publish performance against a national data set under the transparency

agenda and the LGA are currently preparing proposals for self-regulation including a local authority performance dashboard.

- Whilst we will have greater freedom in designing self-determined strategic policy and performance management frameworks there will still be areas of close regulation in Adult Social Care and Children's Services. Additionally Government Departments, as part of its transparency framework have published business plans which will require data from local authorities.

A number of education related policies were introduced in 2010 that could have implications for the workload of the Directorate's Policy and Strategy Division and will drive partnership working through the Halton Children's Trust. These include the Education White Paper which aims to improve attainment standards and discipline in schools, the Special Educational Needs Green Paper which aims to improve choice and support for parents of children with special educational needs and the Academies Act 2010 which will allow schools to apply for Academy status.

Similarly, the Coalition Government has announced changes to healthcare and adult social care which could have local policy implications including the NHS White Paper "Equity and Excellence: liberating the NHS", Public Health White Paper and "A Vision for Adult Social Care: Capable Communities and Active Citizens."

The Government is devolving significant financial control to local authorities. Ringfencing of all local government revenue grants will end from 2011-12, except the simplified schools grants and a new public health grant. The number of separate core grants, will be radically reduced from over 90 to fewer than 10, excluding schools, police and fire. More than £4 billion of revenue grants will be rolled into formula grant;

The first community budgets will be run in 16 local areas from April 2011 for families with complex needs. These will pool departmental budgets for local public service partnerships to work together more effectively, help improve outcomes, and reduce duplication and waste. All places may be able to operate these approaches from 2013-14. Councils and their partners will also have greater flexibility to work across boundaries in health, policing, worklessness and child poverty.

The Government will pay and tender for more services by results, rather than be the default provider of services. The use of simple tariffs and more innovative payment mechanisms will be explored in new areas, including community health services, processing services, prisons and probation and children's centres. This builds on measures already announced to implement payment by results in welfare to work, mental health and offender rehabilitation services.

The coalition's national deficit reduction strategy has, and will continue to have, a considerable impact upon all local authorities and other agencies

within the public sector. For Halton this means that the Council will need to save approximately £48m over the next three years i.e. approximately one third of its budget. The front-loading of such spend reduction equates to savings being required in 2011 – 12 in excess of £20 million.

This environment will represent challenges for the Directorate and work will continue to develop appropriate mechanisms for providing support throughout the organisation in relation to effective financial management. Additionally work will be undertaken with SIGOMA during the life of this plan to mitigate as far as possible against any adverse impact of the grant distribution formula to be introduced by government from 2013.

A number of grant funding streams will cease as of 31st March 2011, including Working Neighbourhood's Fund, Local Public Service Agreement and Safer and Stronger Communities. As such streams support a variety of projects delivered by the Council and its partners, for example Community Safety Team and the Domestic Violence Service, this represents a significant challenge in terms of supporting future service provision and the delivery of community priorities identified within the 2011 Sustainable Community Strategy.

The Councils Efficiency Programme will continue to be delivered and the Directorate will continue to lead on, identify and exploit further procurement opportunities that may exist in order to generate further spend reductions across the organisation.

There are also a number of legislative changes that will be introduced during the life of this plan which will impact upon the work of the Directorate. These include:-

- The introduction of Universal Credit and changes to housing benefit and local housing allowance which will also have significant implications for Halton residents and will have local policy implications.
- The Decentralisation and Localism Bill, which is expected to be published by the end of 2010, aims to devolve power to local authorities and communities and give local authorities greater financial autonomy. This will have major implications for the Directorate and the organisation as a whole.
- The Child Poverty Act 2010 placed a duty on local authorities and partners to co-operate in the production and publication of a Child Poverty Needs Assessment and Strategy for their area. Work on the Halton needs assessment and Child Poverty Strategy is progressing and will be in place by April 2011.
- The Equality Act 2010 replaced existing anti discrimination laws with a single Act. It included a new public sector Equality Duty, replacing the separate public sector equality duties relating to race, disability

There are number of major ICT projects to be undertaken in the next three years acting as enablers for service delivery in conjunction with the Directorates. The most significant projects for the Directorate over the period of this plan are as follows:

- Carefirst/ ESCR/ICS to provide an effective solution for Adult and Children's Social Care.
- The rollout of the Carefirst financials system to income and assessment and client finance teams.
- Building Schools for the future - developing the Council's vision for an ICT enabled learning community, which covers not just the students and teachers but also extends the provision of learning across to the community
- ICT Infrastructure – Hardware and Software projects etc (need to add more on this)

Organisational initiatives

There are a number of initiatives that have been developed at an organisational level in order to ensure consistency and synergy between individual business units of the Council. As such these initiatives are relevant to the work of all Directorates of the Council and have implications for, and are supported by, the work of the individual departments that sit beneath them. Such initiatives include:-

Equality, Diversity and Community Cohesion

Halton Council is committed to ensuring equality of opportunity within all aspects of its service design and delivery, policy development and employment practices. This commitment is reflected in a range of policies, strategies and other framework documents and practices that underpin the work of the Council through its day to day operational activities.

The Council reviewed and refreshed its [Single Equality Scheme](#) in 2009. As a result of the introduction of the Equalities Act (2010) the scheme has recently been further reviewed and slightly refined to ensure that it remains current and fit for purpose.

The scheme sets out the Councils approach to promoting and securing equality of opportunity, valuing diversity and encouraging fairness and creating and promoting a social environment in which people can work, learn and live free from discrimination and victimisation in all of its forms. The Council will combat discrimination throughout the organisation throughout the organisation and will use its position of influence in the borough to help to identify and remove discriminatory barriers and practices where they are found to exist.

The Council has developed a systematic approach to examine and address the equality implications of its existing and future policies, procedures and practices through the use of a Community Impact Review and Assessment process.

As a result of such assessments any actions considered to be of high priority will be monitored and reported through the Council's Quarterly Performance Reporting process.

Through the Directorate the Council is working with partners to develop a Hate Crime Strategy for Halton. The development of such a strategy is a statutory requirement emerging from the Tackling Violence Action Plan 2008. Its aim is to identify and respond to locally established priorities in tackling hate crime and reinforce the benefits of taking a partnership approach to all hate incidents.

At a partnership level issues of equality are overseen by the Halton Strategic partnership Equalities, Engagement and Cohesion sub-group and the Community Cohesion Officers Group, which has a more operational focus to any potential tension within communities.

Environmental Sustainability

The Council is committed to taking a lead and setting an example in tackling climate change. The Council has developed a Carbon Management Strategy that will support the Council in managing its carbon emissions and developing actions for realising carbon and financial savings and embedding carbon management into the authority's day to day business. The Plan will be reviewed and updated during 2011/12.

The Council has set a target to reduce its emissions by 20% from 2008 – 09 levels over 4 years by 2013/14. If this target is to be achieved individual services areas will need to develop service specific plans for their areas. The Council's total emission levels in 2009/10 were (to be added)

This breaks down as follows : -

- Corporate Buildings
- Schools
- Street Lighting

Vehicle Fleet Business Miles

To improve the focus on achieving its targets the Directorate, through the Carbon Group, will develop specific plans and, where appropriate, specific reduction targets around buildings and vehicle fleet, business miles (need to insert Street Lighting in environment plan and IT and Procurement in Resources Plan Schools as a separate classification in CYP Plan)

The Council has also worked with the Energy Saving Trust to develop opportunities for reducing emissions in the wider community. The opportunities will form the basis of a Corporate Climate Change Strategy to be developed in 2011/12. Directorates will contribute to and support specific actions within the overall Strategy.

Arrangements for managing Data Quality

Good quality data provides the foundation for managing and improving services, determining and acting upon shared priorities, and accounting for performance to inspecting bodies and the local community.

In recognising this, the Council has developed a Corporate Data Quality Strategy that will provide a mechanism by which the authority can be assured that the quality of its data remains robust and fit for purpose. This strategy, which will remain subject to periodic review, identifies five Key Corporate Objectives and establishes the key dimensions of good quality data i.e. that data is:-

Accurate:	For its intended purpose;
Valid	By being consistently recorded and used in compliance with predetermined definitions and rules;
Reliable	By reflecting stable and consistent data collection processes;
Timely	By being made available as soon as possible after the activity or event and in line with organisational requirements;
Relevant	For the purpose intended;
Complete	In that the monitoring of incomplete, missing or invalid data is avoided as far as is possible.

In supporting the delivery of the corporate strategy the Directorate will ensure that appropriate systems and processes are in place to secure the quality of its data and that such systems are subject to periodic and risk-based review.

Risk Management

Risk Management, which forms a key element of the strategic and performance management processes of the Council, is a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

Risk assessments are the process by which departments identify those issues that are, or may be, likely to impede the delivery of service objectives. Such risks are categorised and rated in terms of both their probability, i.e. the extent to which they are likely to happen, and their severity i.e. the potential extent of their impact should they occur.

Following such assessments a series of risk treatment measures are identified that will mitigate against such risks having an adverse impact upon the delivery of departmental / organisational activities. All high risks and the implementation of their associated mitigation measures will be monitored and reported through the Council's quarterly performance monitoring arrangements.

Directorate structure

To be inserted

Resources

To be inserted

Business planning

Directorate Plans form an integral part of the authority's corporate planning framework, as illustrated within the diagram opposite.

This framework ensures that the Council's operational activities are complementary to the delivery of its community aspirations and legal and statutory responsibilities.



Such plans, and the Quarterly Service Plan Monitoring Reports that flow from them, are an essential tool in enabling the public, Elected Members, Senior Management, and staff how well Council departments are performing and what progress is being made in relation to improving the quality of life within the borough and service provision for local people, businesses and service users.

Performance Reporting

It is imperative that the Council and interested members of the public can keep track of how the Council and its Departments are progressing against objectives and targets, and that mechanisms are in place to enable councillors and managers to see whether the service is performing as planned.

As a result Departmental progress will be monitored through:

- **The day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Provision of Quarterly progress reports to Corporate and Directorate Management Teams;**
- **The inclusion of Quarterly monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**
- **Publication of Quarterly monitoring reports on the Councils intranet site.**

In demonstrating it's commitment to exploiting the potential of Information and Communications Technology to improve the accessibility of its services and related information an extensive range of documentation, including this plan and it's associated quarterly monitoring reports, are available via the Council's website at

<http://www2.halton.gov.uk/content/councilanddemocracy/council/plansandstrategies>

Additionally information and assistance can be accessed through any of the Council's Halton Direct Link facilities (HDL) or the Council's libraries.

Appendices

Departmental Service Objectives / Key Milestones and Performance Indicators / Targets.

1. Financial Services
2. ICT Services
3. Human resources & Organisational Development
4. Legal and Democratic Services
5. Policy and Strategy and Performance and Improvement

Corporate Priority	Corporate Effectiveness & Business Efficiency					
Service Objective:	Set the Revenue Budget, Capital Programme and Recommend Council Tax					
Key Milestone(s) (11 – 12)	<ul style="list-style-type: none"> • Report Medium Term Financial Forecast to Executive Board November 2011. • Report to Council in March 2012 					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> • Report Medium Term Financial Forecast to Executive Board November 2012. • Report to Council in March 2013 					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> • Report Medium Term Financial Forecast to Executive Board November 2013. • Report to Council in March 2014 					
Risk Assessment	Initial	Medium	Responsible Officer	Operational Director	Linked Indicators	
	Residual	Medium				

Corporate Priority	Corporate Effectiveness & Business Efficiency					
Service Objective:	To effect financial prudence by assisting managers to control their budgets by monitoring spending and providing timely and accurate financial reports					
Key Milestone(s) (11 – 12)	<ul style="list-style-type: none"> • Provide monthly financial reports to budget holders within 8 days of month end (FM – Divisional Manager Financial Management). • Provide quarterly financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports (PFO's – Principal Finance Officers). • Provide quarterly monitoring reports on the overall budget to Executive Board Sub Committee. (FM) 					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> • Provide monthly financial reports to budget holders within 8 days of month end (FM). • Provide quarterly financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports (PFO's). • Provide quarterly monitoring reports on the overall budget to Executive Board Sub Committee. (FM) 					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> • Provide monthly financial reports to budget holders within 8 days of month end (FM). • Provide quarterly financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports (PFO's). • Provide quarterly monitoring reports on the overall budget to Executive Board Sub Committee. (FM) 					
Risk Assessment	Initial	Low	Responsible Officer	DM – Financial Management	Linked Indicators	
	Residual	Low				

Corporate Priority	Corporate Effectiveness & Business Efficiency					
Service Objective:	Provide for public accountability by reporting the Councils stewardship of public funds and its financial performance in the use of resources by preparing the final accounts as required by statute and in accordance with the latest accounting standards.					
Key Milestone(s) (11 – 12)	<ul style="list-style-type: none"> • Complete the Draft Abstract of Accounts and report to the Business Efficiency Board by 30th June 2011. • Publish the Abstract of Accounts by 30th September 2011. 					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> • Complete the Draft Abstract of Accounts and report to the Business Efficiency Board by 30th June 2012. • Publish the Abstract of Accounts by 30th September 2012. 					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> • Complete the Draft Abstract of Accounts and report to the Business Efficiency Board by 30th June 2013. • Publish the Abstract of Accounts by 30th September 2013. 					
Risk Assessment	Initial	N/A	Responsible Officer	Divisional Manager – Financial Management	Linked Indicators	
	Residual	N/A				

Corporate Priority	Corporate Effectiveness & Business Efficiency					
Service Objective:	<i>Make best use of cash resources available to the Council and meet its statutory responsibility by setting, implementing and monitoring the Treasury Management Policy</i>					
<i>Key Milestone(s) (11 – 12)</i>	<ul style="list-style-type: none"> • <i>Establish Treasury Management Policy and report to the Executive Board Sub-Committee by April 2011.</i> • <i>Provide monitoring reports to the Executive Board Sub-Committee on a quarterly basis.</i> 					
<i>Key Milestone(s) (12 – 13)</i>	<ul style="list-style-type: none"> • <i>Establish Treasury Management Policy and report to the Executive Board Sub-Committee by April 2012.</i> • <i>Provide monitoring reports to the Executive Board Sub-Committee on a quarterly basis.</i> 					
<i>Key Milestone(s) (13 – 14)</i>	<ul style="list-style-type: none"> • <i>Establish Treasury Management Policy and report to the Executive Board Sub-Committee by April 2013.</i> • <i>Provide monitoring reports to the Executive Board Sub-Committee on a quarterly basis.</i> 					
Risk Assessment	Initial	N/A	Responsible Officer	Operational Director	Linked Indicators	
	Residual	N/A				

Corporate Priority	Corporate Effectiveness & Business Efficiency					
Service Objective:	<i>Ensure that the Capital Programme is affordable, prudent, and sustainable by setting and monitoring prudential borrowing indicators.</i>					
<i>Key Milestone(s) (11 – 12)</i>	<ul style="list-style-type: none"> • <i>Report prudential indicators to Council in March 2011.</i> • <i>Provide monitoring reports to the Executive Board Sub-Committee on a quarterly basis</i> 					
<i>Key Milestone(s) (12 – 13)</i>	<ul style="list-style-type: none"> • <i>Report prudential indicators to Council in March 2012.</i> • <i>Provide monitoring reports to the Executive Board Sub-Committee on a quarterly basis</i> 					
<i>Key Milestone(s) (13 – 14)</i>	<ul style="list-style-type: none"> • <i>Report prudential indicators to Council in March 2013.</i> • <i>Provide monitoring reports to the Executive Board Sub-Committee on a quarterly basis</i> 					
Risk Assessment	Initial	N/A	Responsible Officer	Operational Director	Linked Indicators	
	Residual	N/A				

Corporate Priority	Corporate Effectiveness & Business Efficiency					
Service Objective:	Provide an independent and objective opinion of the Council's control environment by evaluating its effectiveness in achieving the Council's objectives.					
Key Milestone(s) (11 – 12)	<ul style="list-style-type: none"> • Obtain approval from the Business Efficiency Board for the Internal Audit Plan for 2011/12 June 2011. • Carry out sufficient audit work across the whole of the organisation to ensure that a confident, evidence based audit opinion can be provided on the Council's control environment. A commentary on the audit work undertaken will be provided in quarterly progress reports to Business Efficiency Board. • Provide an overall opinion on the Council's system of internal control in the Internal Audit Annual Report (2010/11) to the Business Efficiency Board June 2011. 					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> • Obtain approval from the Business Efficiency Board for the Internal Audit Plan for 2012/13 June 2012. • Carry out sufficient audit work across the whole of the organisation to ensure that a confident, evidence based audit opinion can be provided on the Council's control environment. A commentary on the audit work undertaken will be provided in quarterly progress reports to Business Efficiency Board. • Provide an overall opinion on the Council's system of internal control in the Internal Audit Annual Report (2011/12) to the Business Efficiency Board June 2012. 					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> • Obtain approval from the Business Efficiency Board for the Internal Audit Plan for 2013/14 June 2013. • Carry out sufficient audit work across the whole of the organisation to ensure that a confident, evidence based audit opinion can be provided on the Council's control environment. A commentary on the audit work undertaken will be provided in quarterly progress reports to Business Efficiency Board. • Provide an overall opinion on the Council's system of internal control in the Internal Audit Annual Report (2012/13) to the Business Efficiency Board June 2013. 					
Risk Assessment	Initial	N/A	Responsible Officer	Divisional Manager – Audit & Operational Finance	Linked Indicators	
	Residual	N/A				

Corporate Priority	Corporate Effectiveness & Business Efficiency					
Service Objective:	Continue to identify and exploit the potential for further efficiency gains by enhancing the authority's approach to the procurement of goods and services.					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> • Develop the new Procurement Centre of Excellence to ensure only experienced officers are sourcing goods • Develop a Category Management Approach to procurement and identify target areas for attention • Implement a new Agency Staff contract and include all current suppliers 					
Key milestone(s) (12/13)	<ul style="list-style-type: none"> • Review any procurements that are delivered external to the Central Unit and establish reasons for non compliance with the Corporate methodology 					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> • TBC 					
Risk Assessment	Initial	Medium	Responsible Officer	Divisional Manager - Procurement	Linked Indicators	
	Residual	Medium				

Departmental Performance Indicators

Ref ¹	Description	Halton 09/ 10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
					11/12	12/13	13/14

Corporate Health

<u>FSLI 01</u>	Receive an unqualified audit opinion on the accounts.	Yes	Yes		Yes	Yes	
FSLI 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	Yes	
FSLI 03	Receive positive comment (annually) from the External Auditor concerning reliability of internal audit work.	Yes	Yes		Yes	Yes	
<u>FSLI 04</u>	Percentage of all invoices that were paid within 30 days.	N/A	90				
<u>FSLI 05</u>	Proportion of Council Tax collected	97.23	96.00		96.50	96.50	
<u>FSLI 06</u>	The percentage of Business Rates which should have been received during the year that were received	99.73	97.75		99.00	99.00	
<u>FSLI 07</u>	Time taken to process HB and CTB new claims and change events	7	14		13	12	

Cost & Efficiency

<u>FSLI 08</u>	Achieve investment returns for the year higher than benchmark	5.00	0.42				
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¹ Key Indicators are identified by an **underlined reference in bold type**.

FINANCIAL SERVICES

Service Delivery

FSLI 09	Issue 75% of draft audit reports within 15 working days of completing the audit fieldwork.		75		75	75	
FSLI 10	Average time for processing new claims (Housing & Council Tax Benefit)		20		19	18	
FSLI 11	Average time for processing notifications of changes in circumstances		5.5		5.4	5.3	

Quality

FSLI 12	Maintain the proportion of all eligible schools buying back financial services.		83		83	83	
FSLI 13	% of fairer charging assessments completed within 10 days of referral		98		98	99	

Fair Access

	None identified						
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Corporate Priority: 6	Corporate Effectiveness & Business Efficiency
Service Objective: ICT O1	Constantly evaluate and improve the usability, resilience, control and flexibility of the Council's Data Communications Network Infrastructure
Key Milestone(s) (11/12)	<p>By implementing:</p> <ul style="list-style-type: none"> • Active Directory Phase 4 March 2012 • End of Life PC Replacement Phase 4 March 2012 • Virtual Machines (VM) Ware Phase 5 March 2012 • Wide area network review/upgrade July 2011 • Local area network evaluation July 2011 • Wide area wireless networking July 2011 • Cisco Core Switch Replacement July 2011 • Voice Over Internet Protocol (VOIP) Services May 2011 • Information Management Governance Group (IMGG) Strategy Development and Implementation May 2011 • Tribal Synergy Connects July 2011 • Real time data capture schools June 2011 • CareFirst6 Children in Need Teams 1-3 July 2011 • Personalisation CareFirst6 Adults Pilot Role-out July 2011 • Schools Services ICT Review March 2012
Key Milestone(s) (12/13)	<p>By implementing:</p> <ul style="list-style-type: none"> • End of life PC replacement Phase 5 March 2013 • Virtual Machines (VM) Ware Phase 6 March 2013 • I.T. Infrastructure Library (ITIL) Training Review June 2012 • Microsoft Application and Support Systems Review June 2012 • Information Management Governance Group (IMGG) Review March 2013 • CareFirst6 Children & Young People Full Development July 2012 • Personalisation CareFirst6 Adults Role-out July 2012 • Single View Client Data March 2013 • Schools Services ICT Review March 2014

Risk Assessment	Initial	Low	Responsible Officer	DM – Software & Hardware Management & Development	Linked Indicators	ICTLI 10, 11
	Residual	Low				

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency
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Service Objective: ICT O2	Satisfy the business needs of the Council’s Corporate and Directorate requirement by providing a scalable and robust hardware infrastructure					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> • 352 PC & Laptop replacements July 2011 • Virtualisation of a further 40 servers July 2011 • Desktop virtualisation programme Phase 4 March 2012 • Backup Hardware Replacement Phase 3 March 2012 • CareFirst6 Technology Final Deployment April 2012 					
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> • PC & Laptop deployment and Review March 2013 • Virtualisation Technology Review March 2013 • Provision of extended Data Centre April 2012 • Backup Hardware Replacement Phase 3 June 2012 • Microsoft Infrastructure Software Review and contract review April 2012 • Implement Centralised Data Management July 2012 					
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> • SAN and VMware Server Review March 2014 • Desktop Application Review March 2014 					
Risk Assessment	Initial	Low	Responsible Officer	DM – Software & Hardware Management & Development	Linked Indicators	ICTLI 10, 11
	Residual	Low				

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency
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Service Objective: ICT O3	Satisfy the business needs of the Council's Corporate and Directorate requirement by providing a scalable and robust software platform					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> • Corporate wide share point portal Phase 2 August 2011 • Phase 4 rollout Corporate Service Delivery (CSD) March 2012 • ICT Security Strategy review March 2012 • Code of Connection compliance review May 2011 • Evaluate, analyse, deploy corporate and directorate process review March 2012 					
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> • ICT Security Strategy review March 2013 • Corporate Rollout of Windows 7 August 2012 • Corporate Rollout of Microsoft Office 2010 August 2012 • Code of Connection compliance review March 2013 • Corporate Service Delivery (CSD) evaluation and software review March 2013 • Evaluate, analyse, deploy corporate and directorate process review March 2013 					
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> • ICT Security Strategy review March 2014 • ISI 27001 Review March 2014 • Evaluate, analyse, deploy corporate and directorate process review March 2014 					
Risk Assessment	Initial	Low	Responsible Officer	DM – Security Strategy	Linked Indicators	ICTLI 10, 11
	Residual	Low				

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency
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Service Objective: ICT O4	The implementation of a range of new corporate wide facilities including Web services, records & document management, business process workflow, corporate desktop portal.					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> • Continuing improvements and enhancements to Corporate Service Delivery (CSD) system- March 2012 • Continuing workflow implementation- March 2012 • Improvement and enhancement of all customer interfaces March 2012 • Continued development of document management and distribution services March 2012 					
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> • Continuing improvements and enhancements to Corporate Service Delivery (CSD) system- March 2013 • Continuing workflow implementation- March 2013 • Improvement and enhancement of all customer interfaces March 2013 • Continued development of document management and distribution services March 2013 					
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> • Continuing improvements and enhancements to CSD system- March 2014 • Continuing workflow implementation- March 2014 • Improvement and enhancement of all customer interfaces March 2014 • Continued development of document management and distribution services March 2014 					
Risk Assessment	Initial	Low	Responsible Officer	DM – Security Strategy	Linked Indicators	Not applicable
	Residual	Low				

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency
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Service Objective: ICT O5	Improve service efficiency and improvement through the use of Business Process Re-engineering		
<i>Key Milestone(s) (11/12)</i>	<ul style="list-style-type: none"> • Deliver business transformational projects identified by the corporate Efficiency programme March 2012 		
<i>Key Milestone(s) (12/13)</i>	<ul style="list-style-type: none"> • Deliver business transformational projects identified by the corporate Efficiency programme March 2013 		
<i>Key Milestone(s) (13/14)</i>	<ul style="list-style-type: none"> • Deliver business transformational projects identified by the corporate Efficiency programme March 2014 		
Responsible Officer	DM Service Improvement	Linked Indicators	Not applicable

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency
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Service Objective: ICT O6	Evolve, improve and redevelop customer contact and reactive fix services, access channels and availability.		
<i>Key Milestone(s) (11/12)</i>	<ul style="list-style-type: none"> • Conduct a Satisfaction survey for ICT & Support Services March 2012. • Further Development of I Want IT portal March 2012 • Further Implementation of enhanced ICT Service Desk March 2012 		
<i>Key Milestone(s) (12/13)</i>	<ul style="list-style-type: none"> • Conduct a Satisfaction survey for ICT & Support Services March 2013. • Further Development of I Want IT portal March 2013 • Further Internal Development of ICT Service Desk Software March 2013 		
<i>Key Milestone(s) (13/14)</i>	<ul style="list-style-type: none"> • Conduct a Satisfaction survey for ICT & Support Services March 2014. 		
Responsible Officer	OD ICT & Support Services. DM Security Strategy	Linked Indicators	ICTLI 1, 2

Corporate Priority:	Corporate Effectiveness and Business Efficiency					
Service Objective: ICT 07	Maintain the continuity of service delivery by ensuring that the Council's telephony services are fit for purpose and meet the needs of the Council and its stakeholders.					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> Procure and implement new systems / working arrangements by March 2012 100 User Trial Live in Municipal Building May 2011 					
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> Review Service Delivery March 2013 Corporate Rollout of new Telephony Services July 2012 					
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> Review Service Delivery structure March 2014 					
Risk Assessment	Initial	Medium	Responsible Officer	DM – Software & Hardware Management & Development	Linked Indicators	N/A
	Residual	Medium				

Corporate Priority:	Corporate Effectiveness and Business Efficiency					
Service Objective: ICT 08	Constantly evaluate and improve the delivery of administrative services across the Council's Corporate and Directorate requirement through the use of business re-engineering					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> Deliver administrative transformational projects March 2012 Further develop the I Want Admin Portal March 2012 					
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> Deliver administrative transformational projects March 2013 					
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> Deliver administrative transformational projects March 2014 					
Risk Assessment	Initial	Low	Responsible Officer	DM – Admin Shared Service	Linked Indicators	N/A

Corporate Priority:	Corporate Effectiveness and Business Efficiency					
Service Objective: ICT 09	Satisfy the administrative needs of the Council's Corporate and Directorate requirement by providing a well trained, efficient and effective administrative shared service					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> Implement, monitor and review learning plans for the staff in the Admin Shared Service March 2012 					
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> Continuing, monitoring and review of learning plans for the staff in the Admin Shared Service March 2013 					
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> Continuing, monitoring and review of learning plans for the staff in the Admin Shared Service March 2014 					
Risk Assessment	Initial	Low	Responsible Officer	DM – Admin Shared Service	Linked Indicators	N/A

Performance Indicators and Targets (Statutory & Local Indicators)

Ref	Description	Corp. Plan Priority	Halton 2009/10 Actual	Halton 2010/11 Target	Halton 2010/11 Actual	Halton Targets		
						11/12	12/13	13/14
Corporate Health								
<u>ITCLI 1</u>	Average availability of the Council's operational servers (%).	CP6 AOF 38	99.43	99		99	99	99
<u>ITCLI 2</u>	Average availability of the Councils WAN infrastructure (%).	CP6 AOF 38	99.89	99		99	99	99

Ref	Description	Corp. Plan Priority	Halton 2009/10 Actual	Halton 2010/11 Target	Halton 2010/11 Actual	Halton Targets		
						11/12	12/13	13/14
Service Delivery / Quality								
ITCLI 3	% Of all calls received that were resolved at the Help Desk.	CP6 AOF 38	68	65		65	65	65
ITCLI 4	% Of all responsive repairs completed within 2 working days.	CP6	88	80		80	80	80
ITCLI 5	School Support SLA: % of calls responded to within <u>agreed</u> target*. Priority 1 Priority 2 Priority 3 Priority 4	CP6						
			100	100		85	85	85
			100	100		90	90	90
			100	100		95	95	95
			100	100		100	100	100
ITCLI 6	Member Support: % of calls responded to within 1 working day.	CP6	100	95		95	95	95
ITCL1 7	% E-mail accounts set-up within 3 working days of receipt.	CP6	91	80		80	80	80
ITCL1 8	Average working days from order to completion of a new PC	CP6	9	10		10	10	10
ITCL1 9	Average working days from delivery to completion of a new PC	CP6	4	5		5	5	5
ITCLI 10	Number of teams rolled out on CareFirst6 / IntegratedChildren's System (ICS)					TBA	TBA	TBA

Human Resources & Organisational Development

Service Objective:	<i>To enhance the efficiency and effectiveness corporate training opportunities through the design and implementation of appropriate learning interventions</i>
Key Milestone(s) (11 - 12)	<ul style="list-style-type: none"> • To enhance individual learning opportunities through the design and delivery of a programme of coaching Dec 2011 • Further develop capacity for e-learning opportunities and undertake promotional activities Dec 2011 • Further promote and develop 'skills for life' programme March 2011
Key Milestone(s) (12 – 13)	•
Key Milestone(s) (13 – 14)	•

Service Objective:	<i>Implement appropriate Human Resource related organisational control and information processes to ensure that statutory obligations and corporate business needs are met.</i>
Key Milestone(s) (11 - 12)	<ul style="list-style-type: none"> • Conclude the settlement of outstanding Equal Pay claims March 2011 • Investigate and reconfigure business processes to further develop the HR Self-serve portal Sept 2011 • Engage with relevant stakeholders, including trade unions, in the renegotiation of revised terms and conditions including staff protocol Dec 2011 • Provide support and advice to Directorates on the HR implications of revised structures such as Voluntary Early Retirement, redundancy etc. • Work with Efficiency Office and Finance Support to identify savings through revised establishment structures March 2011.
Key Milestone(s) (12 – 13)	•
Key Milestone(s) (13 – 14)	•

Human Resources & Organisational Development

Ref ²	Description	Halton 09/ 10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
					11/12	12/13	13/14

Corporate Health

ODHR LI 1	The number of working days / shifts lost due to sickness (Corporate)	10.21	9.5				
ODHR LI2a	Total FTE Establishment	4431	N/A				
ODHR LI2b	Total Staff (head count)						
ODHR LI 3	Current advertised vacancies						

Cost & Efficiency

	% of Employee Development Review / Personal Action Plan returns						
	a) Communities Directorate				50	75	100
	b) Children & Enterprise Directorate				“ “	“ “	“ “
	c) Corporate, Policy, & Planning Directorate				“ “	“ “	“ “
	% of training delegates as proportion of places reserved						

Service Delivery

	None identified at present						
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² Key Indicators are identified by an **underlined reference in bold type**.

Human Resources & Organisational Development

Ref ³	Description	Halton 09/ 10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
					11/12	12/13	13/14

Quality

	None identified at present						
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Fair Access

ODHR LI 5	The percentage of top 5% of earners that are a) women b) from BME communities. c) with a disability	46.81	45.00				
ODHR LI 6	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	1.23	1.50				
ODHR LI 7	Minority Ethnic community staff as % of total workforce.	0.77	1.00				
ODP LI 8	% Of economically active disabled people in LA area.	13.6	N/A				
ODP LI 9	<u>Economically active BME population in LA area.</u>	1.0	N/A				

³ Key Indicators are identified by an **underlined reference in bold type.**

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency
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<u>Service Objective: LOD O1</u>	To provide a high quality legal service to the Council and its departments to ensure that the Council is able to deliver its services effectively.					
Key Milestone(s) (11/12)	🕒 Secure renewal of Lexcel & ISO Accreditation January 2012					
Key Milestone(s) (12/13)	🕒 Secure renewal of Lexcel & ISO Accreditation January 2013					
Key Milestone(s) (13/14)	🕒 Secure renewal of Lexcel & ISO Accreditation January 2014					
Risk Assessment	Initial	Medium	Responsible Officer	Operational Director -	Linked Indicators	Not applicable
	Residual	Low				

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency
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<u>Service Objective: LOD O2</u>	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.					
Key Milestone(s) (11/12)	🕒 Review Constitution May 2011					
Key Milestone(s) (12/13)	🕒 Review Constitution May 2012					
Key Milestone(s) (13/14)	🕒 Review Constitution May 2013					
Risk Assessment	Initial	Medium	Responsible Officer	Operational Director -	Linked Indicators	LOD LI 9, 10
	Residual	Low				

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency					
<u>Service Objective: LOD O3</u>	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.					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> ⌚ To ensure that all members have been given the opportunity of a having a MAP meeting ⌚ To induct all new members – by October 2011 					
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> ⌚ To ensure that all members have been given the opportunity of a having a MAP meeting ⌚ To induct all new members – by October 2012 					
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> ⌚ To ensure that all members have been given the opportunity of a having a MAP meeting ⌚ To induct all new members – by October 2013 					
Risk Assessment	Initial	Medium	Responsible Officer	Operational Director -	Linked Indicators	LOD LI 9, 10
	Residual	Low				

Legal & Democratic Services

Ref ⁴	Description	Halton 09/ 10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
					11/12	12/13	13/14

Corporate Health							
<u>LODLI 01</u>	No. Of Members with Personal Development Plans (56 Total)	52 (92%)	56 (100%)		56 (100%)	56 (100%)	56 (100%)
LODLI 02	% of Members attending at least one organised Training Event	100	100		100	100	100
LODLI 03	% Of economically active disabled people in LA area.	N/A	1.3		13.5	14	14
LODLI 04	Economically active BME population in LA area.	N/A	1.7		1.8	1.9	1.9

Service Delivery							
LODLI 05	Average Time taken to issue prosecutions from receipt of instructions (working days) ^{NB}	10	10		10	10	10
LODLI 06	Average time taken to complete Conveyancing Transactions	350	325		300	300	300
LODLI 07	Average time taken to complete Child Care Cases (calendar days)	275	250		225	225	225

Ref	Description	Halton 09/ 10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
					11/12	12/13	13/14

Fair Access							
LODLI 08	Members of Public attending Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums)	600	600		600	600	600
LODLI 09	No. Of Questions asked by Members of the Public at Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums)	150	175		200	200	200
LODLI 10	Publish Executive Board, Executive Board Sub-Committee and Mersey Gateway Executive Board minutes within 5 working days after the meeting.				TBA	TBA	TBA
LODLI 11	Of those eligible casting a vote.	Baseline TBA	TBA		TBA	TBA	TBA
LODLI 12	Of completed form A's returned	Baseline TBA	TBA		TBA	TBA	TBA

Corporate Priority	Corporate Effectiveness & Business Efficiency					
Service Objective: PPO1	Deliver the framework of statutory plans and other key strategies to provide a clear corporate direction for Council services and external partners.					
Key Milestone(s) (11 – 12)	<ul style="list-style-type: none"> • Adoption of the Children and Young People’s Plan 2011 – 2016. April 2011 • Adoption of Local Transport Plan 3 2011 – 2026. April 2011 • Adoption of Sustainable Community Strategy. April 2011 • Adoption of Corporate Plan 2011 - 2016. April 2011 • Examination in Public for the Core Strategy. May 2011 • Adoption of Climate Change Strategy – June 2011 • Adoption of Child Poverty Strategy – June 2011 • Publish State of the Borough Report – July 2011 • Consultation on Site Allocations Development Plan Document. October 2011 • Waste Development Plan Document Examination in Public. November 2011 • Adoption of the Core Strategy in December 2011 					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> ▪ Publish State of the Borough Report – July 2012 • Adoption of the Waste Development Plan Document. September 2012 • Publication of Site Allocations Development Plan Document. October 2012 					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> • Adoption of Site Allocations & Development Management Policies Development Plan Document. March 2014 					
Risk Assessment	Initial	Medium	Responsible Officer	Operational Director	Linked Indicators	PPLI 02
	Residual	Low				

Corporate Priority	Corporate Effectiveness & Business Efficiency
Service Objective: PPO2	Improve the effectiveness of the support, intelligence, and advice provided to the Council and its partners to inform decisions on policy, resource planning, service delivery and performance and improvement; demonstrating transparency and accountability to our stakeholders and compliance with inspection and regulatory frameworks.
Key Milestone(s) (11 - 12)	<ul style="list-style-type: none"> • Monitor performance against the Sustainable Community Strategy Targets 2008-11 and review delivery plans with partners June 2011 • Analyse, evaluate and disseminate the results of the Adult Social Care Survey June 2011 • Review Council and partnership performance frameworks June 2011 • Subject to funding, commission a local perception survey Sept 2011 and analyse the results March 2012 • Redesign the performance framework for Adult Social Care having regard to the Department of Health July 2011 and the Care Quality Commission March 2012 • Revise Children and Young Persons' performance framework having regard to new inspection arrangements for Schools Dec 2011 • Support unannounced and announced statutory inspections in Children's & Young Peoples Directorate March 2012 • Conduct a satisfaction survey for all non transactional services Feb 2012 • Needs analysis to support the Team Around the Family and targeted interventions in the Children's and Young People's Directorate March 2012
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> • Monitor performance against the Sustainable Community Strategy Targets 2011-26 and review delivery plans with partners June 2012 • Review the performance reporting requirements for Children's Services May 2012, Childcare and, Learning & Skills Sept 2012 • Conduct a satisfaction survey for all non transactional services Feb 2013 • Review statutory and regulatory reporting requirements for all Council Directorates to ensure compliance March 2013

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Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> • Monitor performance against the Sustainable Community Strategy Targets 2011-26 and review delivery plans with partners June 2013 • Review the implications of the National Institute for Health & Clinical Excellence Standards (NICE) standards for Social Care to be implemented from April 2013 • Conduct a satisfaction survey for all non transactional services Feb 2014 • Review statutory and regulatory reporting requirements for all Council Directorates to ensure compliance March 2014 					
Risk Assessment	Initial	High	Responsible Officer	Operational Director	Linked Indicators	PPLI 02
	Residual	Medium				

Corporate Priority	Corporate Effectiveness & Business Efficiency					
Service Objective: PPO3	Improve the quality and effectiveness of the Council's communications					
Key Milestone(s) (11 – 12)	<ul style="list-style-type: none"> • Review implications of new Publicity Code April 2011 • Review and retender press cutting service April 2011 • New Inside Halton contract to take effect April 2011 • Review and update print unit pricing policy April 2011 • Review and update directorate work programmes April 2011 • Customer Satisfaction Survey September 2011 • Review Design and Print Tender June 2011 • Internal Communications survey(as part of Staff Survey) October 2011 • Retender of InTouch Nov 2011 					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> • Review and update directorate work programmes April 2011 • Retender print and design contract April 2012 • Review advertising contract September 2012 • Rebuild of intranet August 2012 • Re-issue A-Z guide September 2102 • Internal Communications survey October 2012 					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> • Review and update directorate work programmes April 2011 • Review and Retender Inside Halton March 2014 					
Risk Assessment	Initial	Medium	Responsible Officer	Operational Director	Linked Indicators	PPLI 02 PPLI 03 PPLI 04
	Residual	Low				

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Corporate Priority	Corporate Effectiveness & Business Efficiency					
Service Objective: PPO4	Improve the effectiveness of the overview and scrutiny framework for the Council to deliver efficient, effective and high quality services through a programme of continuous improvement					
Key Milestone(s) (11 – 12)	<ul style="list-style-type: none"> Carry out assessment of satisfaction with the O&S support arrangements and make recommendations for/ action improvements as necessary - January 2012 Ensure production of 2010/11 PPB Annual Reports including indicative Topic work programmes for 2011/2012 - July 2011 					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> Carry out assessment of O&S impact on decision making processes and where appropriate make recommendations for improvement - January 2013 Ensure production of 2011/2012 PPB Annual Reports including indicative Topic work programmes for 2012/13 - July 2012 					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> Ensure production of 2012/2013 PPB Annual Reports including indicative Topic work programmes for 2013/2014 – July 2013 					
Risk Assessment	Initial	Medium	Responsible Officer	Head of Overview & Scrutiny	Linked Indicators	N/A
	Residual	Low				

Departmental Performance Indicators

Ref ⁵	Description	Halton 09/10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
					11/12	12/13	13/14
Corporate Health							
PPLI 01	Due to changes within the national performance management framework, the authority will seek to develop a range of local satisfaction indicators during the 2011/2012 period (subject to funding)	--	--	--	--	--	--
Cost & Efficiency							
Service Delivery							
PPLI 02	Satisfaction of internal customers (survey of internal customers to be completed Feb 2011 to establish baseline and future targets)	--	--		--	--	--
Quality							
PPLI 03	% satisfied that Council keeps residents well informed about its services	64 (2008)	N/A		67	N/A	70
PPLI 04	% who believe internal communications has improved	83	--		85	86	87

⁵ Key Indicators are identified by an **underlined reference in bold type**.

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PPLI 05	% of people satisfied or more than satisfied with visit to Council Website www.halton.gov.uk	79	93		85	90	90
PPLI 06	% of customers satisfied or very satisfied with the service of the internal print service	N/A	N/A		70	80	85
PPLI 07	% take up of press releases	N/A	N/A		81	82	83
PPLI 08	% satisfaction with Inside Halton	98	85		85	87	90

Fair Access

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