



Policy & Resources Directorate

DIRECTORATE PLAN

April 2013 to March 2016

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Service Objectives and performance Indicators

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NB – The objectives / performance indicators that have provisionally been identified for Policy, Planning & Transportation may require review and amendment following the conclusion of the review currently being undertaken as part of the Efficiency Programme.

1.0 Foreword and Introduction from Strategic Director

The Directorate will continue to play a key role in supporting the delivery of front line services and with responsibilities around planning and transportation, and together with Halton Direct Link facilities, we also have some key frontline services to deliver. However, this Plan is being prepared at a period of significant change for the Council, in addition to facing further significant reductions in Government grant. This brings with it a time of great uncertainty for many staff in the Directorate.

The Directorate is comprised of the following five functional areas:

Financial Services

Human Resources & Learning and Development

ICT and Support Services

Legal and Democratic Services

Policy, Planning and Transportation

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

The Directorate provides support to the Council and its Management Team in relation to the development of the Council's long-term policy objectives, and works closely with the Halton Strategic Partnership in the delivery of the Sustainable Communities Strategy. It is critical that this work is based on up to date research material, is in tune with current policy thinking and is able to respond appropriately and effectively to the raft of changes in policy and legislation being handed down from central Government

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 & Learning & Development service works in support of managers to ensure that the workforce is appropriately trained and developed to deliver first class services to the public and the development and implementation of the Council's 'People's Plan' will be critical in meeting this objective. At a time of uncertainty for staff the training, welfare and occupational health services continue to provide important support mechanisms. Retaining positive working relationships with the Council's trade unions is also a key role for staff within the HR team.

The Highways and Transportation service provides key services to those who live in and visit the borough. It plays an integral part in supporting the delivery of all of the Council's priority areas with the progression of the Mersey Gateway being a vital part of that contribution.

Additionally 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 it is increasingly important to work with the other Directorates to identify priorities and to manage expectations. The on-going programme of efficiency reviews are proving how vital to frontline services many of the varied business infrastructure functions provided by the Directorate are in maintaining organisational effectiveness.

Ian Leivesley
Strategic Director
Policy and Resources



2.0 Key messages

2.1 Financial Services

In setting the budget for 2012/13 the Council was faced with making savings of £15m. As a result significant budget cuts were necessary to balance the books. However, this is not the end of the story with the Government's austerity plan meaning yet more cuts in grants resulting in further budget savings forecast of £14m in 2013/14, £11m in 2014/15 and £12m in 2015/16.

Greater efficiency is one way to achieve those savings. The Council set up the Efficiency Programme in 2009 and it has identified over £11m since then. Further efficiencies continue to be needed and it is the responsibility of everyone to identify opportunities for greater efficiency.

Better procurement is another way of funding savings. The Procurement Division was set up in 2010 and has identified savings of £1.6m over the past two years, with a further £1m target to be set for 2013/14.

Financial probity has been maintained, along with effective accounting practices, the issuing of bills and collection of monies. Getting the financial basics right has been achieved despite continuing reductions in the Department's posts and means the Council faces the challenges of the future with a strong financial base, which the Audit Commission have reiterated in their Annual Audit Letter. The Council has a history of setting balanced budgets and then spending within those budgets. A robust Finance Department is essential to assist the Council in facing an uncertain financial future. The District Auditor has yet again given the 2011/12 accounts a clean bill of health and there are sufficient balances and reserves to meet known risks.

2.2 Legal and Democratic Services

Legal Services were again assessed against the Lexcel and ISO 2000 Standards in January 2012. At the 2011 inspection, the assessors commented that the service was getting better and better year after year. In 2012, the observation was that it was becoming harder and harder to find fault. It should be noted that outside assessors have expressed a view that the service continues to improve at times of reducing resources

The Department was instrumental in producing a revised Code of Member Conduct, which was approved by full Council in July 2012. At the same time, Council approved revisions to the Standards Committee and arrangements for dealing with complaints, in compliance with the Localism Act 2011.

The Department supported the Council response to further initiatives in the Localism Act, namely the Community Right to Challenge and Assets of Community Value. Also in response to new legislation, the Council set up a Shadow Health and Wellbeing Board prior to formal transition. The Board was constituted with the support of Legal Services, and is serviced by officers from Democratic Services.

The Council has been assessed for Level 1 Review Charter on Elected Member Development, with a successful outcome, evidencing the commitment of Members and Officers to continued excellence.

In November 2012, the Chief Executive acted as Police Area Returning Officer for the Police and Crime Commissioner Election. The election was administered very successfully, with a lead across Cheshire being provided by Halton's Elections Team. The Communications and Marketing Team also developed a communication plan for the Cheshire Halton and Warrington area and co-ordinated the consistent delivery of the plan across all areas in addition to representing the area at the Electoral Commissions National Communications Group. The print provision and press cutting service have both been reviewed in order to improve efficiency and generate financial savings.

Communications and Marketing were also instrumental in the development and launch of a new staff intranet, using the Share Point Platform. They were also heavily involved in the marketing of numerous local initiatives, including events at the Markets, Shop Mobility, Foodie Fortnight, and the final stage of the Hive Leisure Development.

Legal Services have also supported the emerging Police and Crime Panel, including attendance at shadow meetings, in preparation for the first proper meeting in December 2012 following the election of the Police and Crime Commissioner.

2.3 ICT and Support Services

The operational model over the last two years has allowed the reduction in Administrative resource by over £1.2 Million and the reduction of ICT Resource of over £1.1 Million at a time when both departments are expected to be delivering additional services over and above the original model as resources reduce throughout the authority. This is now a resource model with less than Two Thirds of the originally available resource within each area. For example ICT services 2 years ago retained 110 FTE this number is now 63 – Administrative Services 143 FTE effectively covering over 90% of departments within the authority.

In addition the Corporate Records Management Unit will be developed and managed within the Admin Shared Services Team resource. This team will collate, manage and develop the systems to control the vast array of paper based records the authority holds.

Approximately 60% of the authority's records are held within 4 large warehouse units at the moment within the Picow Depot, the scale of this collation task cannot be underestimated. The collation task is estimated to take 18 – 24 months but this will deliver a centralised and managed store for the whole authority. A centralised scanning unit will also be attached to this development and this will deal with not only back scanning but key areas such as the development of the electronic social care record.

The SharePoint project will support the Records Management and Electronic Social Care Records developments as well as enabling individual and team sites approximately 140 for the departments within the council. This process will enable the reduction of paper based records and will enable the objective of agile working as such developments will enable officers to work in a mobile manner utilising systems such as Lync and the use of the integrated Microsoft suite of products that is now available for all technology users.

Developments continue within the Halton Primary Schools and a dedicated team is now in place to complete the SLA requirements, the new Cloud based services for the schools will be on test late 2012 with two of the Primary schools Hale and Victoria Road in order to finalise the product offering and tailor the requirement of the year groups in terms of the technology and device requirement moving into 2013. This work is attracting much needed revenue to the Council.

To support this key project the authority has been awarded VMware Enterprise resale partner status under the Service Provider Programme (VSPP) as the new Education Cloud is developed and further innovative enhancements are delivered with additional opportunity for the corporate and member technical needs to be met as this programme develops.

The MDM (Mobile Device Management) servers will secure and manage the delivery of software together with the design of a mobile solution trial scheduled for late 2012 in advance of the planned full implementation in 2013. A corporate programme for such devices to be linked to the Virtualisation and Cloud services programme will also deliver greater efficiencies and flexibility.

The contact centre software upgrade will complete the roll-out of the Lync digital telephony solution allowing full digital integration and the removal of all analogue systems.

2.4 Human Resources & Learning and Development

Work commenced during late 2012 to upgrade the Council's integrated HR / Payroll system (Trent) to a web based i-Trent solution. This will allow greater opportunities for self-service, a better reporting capability in terms of management information and improved and more efficient workflows. It is envisaged that the initial transition to the new solution will be completed during Spring 2013 with further enhancements being incorporated during the latter part of the year.

Additionally i-Trent will be fully integrated with the 'I Want HR Portal as new facilities, such as the Amendment to Establishment and Request to Advertise, are added.

As a consequence of the delivery of the Council's Asset Management Strategy the delivery of training courses by the Learning and Development Team is now taking place across a range of Council venues. The Team continue to develop a number of access channels through which training is delivered in order to maximise opportunities and generate the highest returns on investment, for example through extending ITC based e-learning modules, and the use of more traditional methods such as group sessions.

The training calendar continues to be updated based upon needs identification and changes to the operating environment to ensure that training opportunities are demand led and business driven. Learning and development interventions are representative of both particular segment groups and service specific activity including, for example, sessions in Managing through Change and Resilience, First Aid, Safeguarding, etc.

The Employee Relations Team continue to maintain positive relationships with Trade Unions and provide a pivotal role in managing the interface between staff and their representatives and management at all levels to ensure that the continued need for efficiencies and on-going service delivery can be effectively integrated.

The latter part of 2012 will also see the culmination of a significant piece of HR related work as colleagues from Public Health join the Council as a result of the implementation of the Health and Social Care Act 2012.

2.5 Policy, Planning and Transportation

Bridge & Highway Maintenance

Procurement of a new Highways Term Contract is underway with a new contract expected to be operational in Spring 2013.

During 2012, the Audit Commission issued guidance concerning improved procurement and collaboration processes that could be used to deliver savings and this has influenced a review of existing practice across the Council.

In this Department, for example, the Council had previously delivered highway improvement schemes and highway maintenance works through two separate term contracts. However, given a number of common aspects within these two contracts and based on experience elsewhere, it has been agreed that the procurement of a combined contract has the potential to maximise value for money and return on investment. It has also been recognised that the opportunity to both engage modern forms of contract and to rationalise works ordering and payment processes will enhance efficiency and increase the Council's ability to drive down costs.

As a result, the Council has worked in collaboration with Warrington BC to invite tenders that have the scope for delivering highway improvement and maintenance services for both authorities. Although this will be via a separate contract for each authority, it is expected that the further increased economies of scale and associated opportunities for rationalising resource usage and improving service delivery will be to the advantage of both authorities.

Highway Development

Flood Risk

In the past year, in fulfilling the Council's role as Lead Local Flood Authority (LLFA), the Division has acquired new duties and responsibilities resulting from the Flood and Water Management Act and changes to the Land Drainage Act. The legislation requires the development of plans and strategies which will have policy implications for the Council. The Division has taken on a range of new functions including enhanced asset management of drainage and flood risk structures and the regulation of ordinary watercourses (previously carried out by the Environment Agency) involving the adoption of a formal consent procedure for works on or near watercourses.

A set of Land Drainage Byelaws for Halton is currently being drafted and these will form the basis for future enforcement of watercourses and other land drainage in the future. Close partnership working with neighbouring LLFAs, the EA and Defra is intended to continue to help address these challenges.

LTP Integrated Transport Programme

The Division is now working with a much reduced budget for integrated transport (IT) work compared with previous business plan periods. The capital block grant for IT is 60% down on the allocations provided during LTP2 and this has severely restricted the number, type and scope of walking / cycling and public transport improvements in recent years. It is expected that this reduced level of funding will continue over the period of this business plan. Whilst the Division continues to deliver IT through the 'neighbourhood centre' improvement based approach (co-ordinating transport improvements with road safety and maintenance works where appropriate) this level of funding means that the Council is unable to deliver the larger highway and transport schemes or provide the sort of contributions to regeneration projects that have previously been possible.

Highway Development is leading for the Partnership on the delivery of the Mineral Line project to provide improved cross boundary walking and cycling links to employment.

Logistics

In the last 12 months, bus services in the Borough have come under increasing pressure. Operators have been faced with increasing fuel and insurance costs at the same time that the Council has found it necessary to reduce its funding for supported services. These factors have combined to lead to a reduced number of services on offer and a consequent decrease in the number of passenger journeys being made. It is anticipated that increasing operating costs, the current fiscal climate, and decreasing funding from central government will remain during the life of this plan and possibly beyond. The challenge now is to try and halt this decline, and if this is not possible, then to at least ensure that the value from any investment is maximised.

As a consequence, the Council will continue to target interventions aligned to its strategic priorities, for example, by providing or sustaining links to new and existing employment sites, and by responding to specific local contexts and needs especially in those areas / groups where deprivation is disproportionately high as compared to the borough as a whole.

The Council will also continue to exploit other grant funding opportunities in order to mitigate against the adverse effects of reducing direct funding. Recent successes in this area include the acquisition of grants totalling almost £4 million from the Mid Mersey Local Sustainable Transport Fund and the Regional Growth Fund. These monies will be used to improve bus services to key strategic employment sites, e.g. Daresbury SciTech Park, and further improve walking and cycling routes.

In relation to bus passenger transport services, the findings of the most recent National Highways and Transport Survey suggest that whilst access to a car remains relatively high at 80%, over 40% of respondents made use of a free bus pass. Of the 29% of respondents that had a long standing illness or disability, 79% stated that this limited their mobility. This gives some indication of the importance of, and reliance upon, bus services for Halton's residents.

Policy & Planning

Officials that work within the public sector are accountable for ensuring that public business is conducted in accordance with the law and that proper standards are maintained for the use of public assets. Strategy and policy, combined with community engagement, ensure that the Council is open and transparent in the way it sets out the future for the borough and the way it does business. Lack of policy would leave the Council open to challenge in the way it conducts business as it could not demonstrate legislative compliance or fair handed dealing with service users.

The Division continues to revise and update the constitutional policy framework and advise on changing national policy through regular horizon scanning and strategic briefings.

A number of new strategies/operational policies have been adopted including the Core Strategy, 'Volunteering for the Council' Strategy and associated operational policies, People Plan and workforce data profiling, Community Right to Challenge Protocols, and implementation of the Digital Economy and Inclusion Strategy through the £40m Connecting Cheshire Superfast Broadband initiative.

Policy teams help resource the overview and scrutiny process that allows elected members to suggest improvements to service delivery. A number of scrutiny reviews have been undertaken including Partnership Governance, Autism and Apprenticeships. Several more reviews are in progress, including one on the Night Time Economy.

The Halton Strategic Partnership continues to coordinate early intervention and prevention activity across the public sector, voluntary sector and business sectors in Halton. The prominence of the subordinate sub groups has increased via innovation from within the Children's Trust and evolution of the Health and Well Being Board.

It is critical that policy is based on sound evidence. The Division has published a number of research and survey documents including the Joint Strategic Needs Assessment for Health, Area Forum Profiles, Service Satisfaction Consultations, Halton 2000, and Troubled Families Initiative.

The Development Control, Building Control and Contaminated Land Teams continue to carry a large and strategic case load dealing with major scheme applications across the Borough including 3MG, Mersey Gateway, Ineos, Widnes Waterfront, Daresbury and Sandymoor.

Most of the above work will have been delivered or comprehensively developed by March 2013.

Performance & Improvement

The Performance and Improvement Division continues to support the statutory and regulatory inspection process across the Council and the level of internal customer satisfaction in Directorates and also by external regulators e.g. Ofsted has remained high. For instance, the Council was awarded an "outstanding" grade for Performance Management and Quality assurance in the Safeguarding and Looked after Children's Inspection. In areas, where support has been provided all statutory returns were submitted by the due date.

During the year 2012/13, revised Performance Frameworks have been implemented so that they remain fit for purpose, given legislative and statutory changes, and ensure local accountability and transparency.

A number of additional frameworks in a number of specialist areas have also been developed including: for Adoption; Safeguarding; to ensure compliance with the Munro Review of Child Protection in the Children and Enterprise Directorate; and to monitor the implementation of commissioning and action plans across the Council in conjunction with local partners.

Central government targets have been replaced by minimum standards in some areas. However, whilst there may be fewer centrally imposed targets the authority has and will still be required to publish performance against a national data set under the transparency agenda.

The Code of Practice for Local Authorities on Data Transparency also states LA's should be responsive to best practice as it develops, which will require a proactive approach to review and the pursuit of higher standards. It is their expectation that government departments, local authorities and other public bodies will be performance managed by the communities and citizens which we serve. For instance "Local Accounts" for Adult Social Care Services have been published in 2011/12 and will be published in 2012/13 as part of the transparency agenda.

Whilst we will have greater freedom in designing self-determined strategic policy and performance management frameworks there will still be areas of close regulation for Social Care, with little change note for Children's Services in particular. In fact, for Children's Services, Ofsted have published new inspection frameworks across all Children's Services areas, significantly raising the bar of what is expected with "tougher standards" for schools. Thus, communicating these changes to the frameworks has been and remains a key area of work for the Division alongside the Strategic Director for Children and Enterprise e.g. the new framework for the Local Authority Arrangements for Child Protection – effective May 2012. New Statutory Surveys have also been introduced e.g. the Carers survey in 2012/13.

Further duties have also been placed on Local Authorities who will now be responsible as a sector for their own improvement with the demise of the Comprehensive Area Assessment (CAA) and Public Service Agreements (PSAs), and a changed role for the Care Quality Commission. Thus, "Promoting Excellence in Councils" Programme Boards have been set up for Adult Social Care and Children's Services to assist this and to support sector led improvement models. The Local Government Group have also issued guidance via the publication "Taking the Lead: Self-Regulation and Improvements in Local Government" as to the wider use of self-assessment as a tool to for improvement and local accountability. For instance, In 2012/13, the Division has supported the Children & Enterprise Directorate with Peer Challenge with a focus on "narrowing the gap" in attainment for vulnerable groups including those in receipt of Free School Meals. This is being undertaken in conjunction with three other Local Authorities – Oldham, Warrington and Wirral. The Division has also supported the developments through the North West Performance Leads Group of a set of Regional benchmarking measures to support sector improvement in Adult Social Care.

Traffic, Risk & Emergency Planning, Health & Safety

The increasing cost of energy for the Borough's street lights and illuminated signs, including traffic signals, has meant that efforts are now clearly focussed on either reducing the demand for or improving the efficiency of the stock. In order to reduce costs in 2012, street lighting on high speed roads (those with speed limits of 40 mph or above) was switched off between midnight and 6.00 am. The effects of this move will be monitored over the course of this Plan (particularly with regard to road and community safety) but the switch-off is anticipated to remain for the foreseeable future.

Whilst a significant level of saving was predicted by implementing this measure, rather regrettably, the full amount is unlikely to be achieved as the energy supplier had increased standing charges as a result of the impact of feed-in tariffs on themselves (e.g. the payments they are required to make for solar panels). This together with a reassessment of the energy consumption of our stock has resulted in an anticipated short fall for the financial year 2012/13. Energy prices are expected to continue to rise and this will undoubtedly affect the ability to keep existing highway electrical equipment operating with current resources.

The number of Top Tier Control of Major Accident Hazard (COMAH) sites within the Borough is increasing. The former ICI site in Runcorn is now classed as three sites and Univar in Widnes has become Top Tier COMAH plus a further site has been designated in Widnes). When a site is designated as Top Tier, it necessitates the development, maintenance and regular testing of emergency plans, which incorporate and result in the need for live exercises to deal with any potential impact on the community should there be an incident.

Government cuts in both capital and revenue funding for Road Safety continues to not only impact on the provision of traditional Road Safety engineering, education, training and publicity initiatives but also on the Council's ability to contribute to the Cheshire Safer Roads Group which is responsible for operation of safety cameras. Funding cuts also mean that the Council is no longer able to provide travel planning advice to schools which aims to encourage safer and more sustainable travel.

3.0 Factors affecting the Directorate

3.1 Financial Services

The Council will continue to face significant budget reductions. As well as needing to find £14m in 2013/14 a further £23m of budget reductions will be needed in the following two years. The Council is faced with cutting 35% of its budget over the next three years.

From 1st April 2013 there will be a fundamental change to the funding of local government, whereby the Government intend to allow local authorities to retain 50% of the business rates generated in their area. Instead of business rates being pooled nationally and distributed based on need, they will stay with the local authority. There will be safety nets in place but over time this is expected to dwindle, resulting in Halton potentially losing up to £10m in resources.

Council Tax Benefit will be abolished from 1st April 2013 and replaced with localised council tax support. In making this change the Government will reduce the funding for this support by 10% with the provision of a fixed grant rather than funding actual expenditure. The protection of pensioners under the new arrangements means that the reduction in support to claimants will actually be approximately 21% rather than 10%.

Coupled with the introduction of significant Welfare Reforms, these changes are likely to put increased pressure upon the Council's services and the costs of those services. There will also be a further significant change in the Council's funding with the transfer of funding from Early Intervention Grant to Dedicated Schools Grant with an expected reduction in grant. This will create significant financial pressures within children's related services

3.2 Human Resources & Learning and Development

Two major statutory changes to the way in which pay and pensions are processed will become effective during the early part of 2013. This places a responsibility on the Council to implement Pensions Auto Enrolment for all employees and the provision of Real Time Tax Information to Her Majesty's Customs and Revenues (HMRC).

These arrangements will require the Authority to have certain processes in place to ensure compliance which will result in the need for additional work to be undertaken on an on-going basis by both central support services and other key personnel across the organisation.

During the latter part of 2012 work was undertaken to communicate the detail of these new responsibilities to all relevant staff, managers and Schools and the full implications for the Council of implementing these new arrangements will become known once new systems are in place and fully operational.

As a consequence of the continued pressure on Council budgets and the on-going need to satisfy future savings requirements during the life of this plan HR staff will need to continue to play a significant role in facilitating consultations with Trade Unions concerning changes to organisational structures affecting employees. Additionally management will continue to require advice concerning the introduction and or revision to legislative requirements in order that the Authority fulfils its statutory obligations.

In addition managers will continue to be provided with HR related advice and guidance as new working practices, for example the use of shared services with other local authorities, are introduced. It is also anticipated that during 2013 a significant amount of work will be required in relation to managing the Personnel related impacts of changes to the national Welfare Benefit system.

3.3 ICT and Support Services

2013/14 will be a critical point in the development of commercial services for the department with an income target double that of the 2012 target now in excess of £600'000. This considerable figure is high but a realistic target if the services and marketing plan develop as expected and remote services are available to a wider external market – potentially beyond the boundaries of Halton service users.

The primary mechanism for the delivery of the schools programme along with additional opportunity both internal and external services will be the development of a self-service cloud based infrastructure.

In summary Virtualisation is the fundamental technology that enables cloud computing – this technology enables organisations of any size to use technical resources such as access to desktop's and servers as and when required. Simply put IT requirement can become almost as simple as a pay as you go mobile phone package in that the end users of these resources pay for what they need when they need it.

As a partner within the VMware environment the HBC data centres become the service provision element of the pay as you go model, allowing potential business or schools to register within our secure cloud infrastructure and determine their hardware and software requirement. Once complete schools can then arrange a set fee for services through a catalogue interface. This model allows the user to upgrade at any time change services and the number of services literally at the press of a button within a web based portal. Everything within this environment will be chargeable and the user retains control over the choice and level of services but most importantly for what they pay for.

The investment required to develop this service has been minimal as hardware that supports the authority will be utilised further in order to maximise its capability. The skills to manage and develop this solution are in-house again minimising revenue, capital risk and reliance upon high cost 3rd party vendors.

3.4 Legal and Democratic Services

Work has continued on an efficiency review including Communications and Marketing. Once completed, it will be possible to assess the impact on service provision.

The Family Justice Review published by the Ministry of Justice has focused on reform of the child care system, noting that the legal framework was generally considered to be robust. However, the report found that cases take too long to be taken through the court system, showing an average of 56 weeks. It was recommended that a Family Justice Service be set up to develop and monitor national quality standards for processes. The Report recommends that the Government legislate to provide power to set a time limit on Care Proceedings which should require completion of care and supervision hearings within six months. It is anticipated that this change will provide a considerable increase in pressure on staff in both Legal Services and Children's Social Care.

Whilst the procurement phase of the Mersey Gateway Project continues, Legal Services will be required to provide a great deal of support. This also applies to the establishment of the Mersey Gateway Crossing Board.

3.5 Policy, Planning and Transportation

Mersey Gateway

The Mersey Gateway project will continue to place significant demands on staff beyond the life of this plan. Formal involvement in the project procurement and delivery processes including provision of necessary Client approvals is fundamental to the progress of the project and will have to be approached with the appropriate level of experienced resource to avoid compromising the project programme.

The requirement for staff to satisfy Mersey Gateway needs without neglecting other wider service delivery functions will be particularly challenging

The Mersey Gateway also has several interfaces with the existing highway network which will be severely affected during the construction phase of the project.

Although Mersey Gateway procurement has included mitigation requirements, difficulties in maintaining access through the existing highway network, particularly across the SJB, during construction will inevitably create issues not solely for the Department but also for the social and economic wellbeing of the Borough.

The Department will also be required to contribute to the development of the design of sustainable transport aspects of the project, such as modifications to the SJB and at other network interfaces where the route affects existing transport provision. There may also be a demand for additional facilities and works to accommodate sustainable travel during the construction phase as the network comes under more pressure due to traffic restrictions.

Additional demands will be placed on staff because of the need to co-ordinate traffic management for the construction phase with all other roadworks. There will also be a need to check proposals (including intelligent transport systems, signs, lighting, etc.) and prepare or amend Traffic Regulation Orders for the new route.

The need for effective Local Authority PR and communications to harmonise with the successful bidder's overall construction strategy will be important to ensure that the consequences of disruption during construction are minimised.

Bridge & Highway Maintenance

The Council has been successful in attracting significant additional Capital Maintenance funding from the Department for Transport to address the backlog of major bridge maintenance activity on the Silver Jubilee Bridge (SJB) and the structures on its approaches. This provides a maximum £18.6m of Grant funding availability over a 5 year period to 2016 – 17.

Highways Development

Development

The scale and pace of new development across the Borough is expected to continue over the period covered by the Plan. Changes to planning legislation and the transition to the National Policy Planning Framework, aimed at assisting development, are expected to place additional demands on the service. New housing development at Sandymoor and Daresbury; continuing house building in north Widnes and in Castlefields; major industrial / commercial development at 3MG / Stobarts, Widnes Waterfront, Sci-tech Daresbury and within the Borough's town centres, will in combination, have significant impacts across the Highway Development Division.

The planning consultation and approvals process includes a detailed consideration of traffic and transportation needs, the effect on the existing highway network and the incorporation of sustainable transport within development proposals.

The negotiation of planning and highway agreements and funding (S106, CIL and S278), to support the proposed developments and now, additionally, the inclusion of measures to manage flood risk associated with development, will be key to delivering high quality and sustainable development for the Borough.

Achieving the goals set out in LTP3 through the implementation of the various strategies, will be a challenge over the period of the business plan, and interventions will need to be proportionate to the funding available and measured in terms of the value they add to the transport network.

With the reduced capital budget available for integrated transport, the Council will need to manage the wants and expectations of business and the community through for example continuing the on-going processes of scheme assessment and prioritisation based upon the LTP implementation plan and developing needs and demands.

Logistics

The Personalisation Agenda, an ageing population, an increasing demand for more specialised/flexible vehicles and a review of passenger charge levels will necessitate a thorough review of specialised transport provision, including Community and Personal Transport.

Additionally, through the use of targeted intervention the Council will seek to continue its success in increasing passenger numbers on existing networks thereby maximising the impact of available resources and minimising unit costs.

During the lifetime of this plan, the way in which transport contracts are procured will be subject to review in order to identify and exploit any potential opportunities to maximise the return upon investment through the most economically viable means available.

Policy & Planning

'Whole Place' Community budgets continue to remain a high profile agenda for public sector reform. These will aggregate budgets across local public service partnerships to work together more effectively, help improve outcomes, and reduce duplication. All local authority areas 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, child poverty and tackling troubled families.

The on-going changes in areas such as Localism, Welfare Reform and Health and Well Being will impact corporately as additional duties and responsibilities combine with an anticipated increase in demands from our communities for advice, engagement and support.

Performance & Improvement

Support will need to be provided for the submission of statutory returns and on-going national inspections frameworks for Children's and Adult Care Social Services, given the new and challenging inspection frameworks across all Children's Social Care areas, new multi-agency frameworks from May 2013 for Child Protection and "tougher standards" for schools.

Preparatory work will be required to implement additional new data collections following the zero based review for Adult Social Care to make social care data more outcome focused in 2013/14 and 2014/15. Thus, more information will be provided to Government on how well Halton is providing personalised care to promote people's independence and ensure value for money. This will require redesign of existing systems in a number of areas to meet statutory requirements and presents a significant challenge for the Local Authority, at a time of limited resources.

With the demise of Comprehensive Area Assessment (CAA) and Public Service Agreements (PSAs), the Coalition is placing greater emphasis on self-regulation with stronger accountability through increased transparency to drive further improvement. Thus, the Performance and Improvement Division will be required to support a range of sector lead improvement initiatives in Adult Social Care and Children's Services including peer challenge and regional benchmarking. Other initiatives include national and local benchmarking through Local Government Inform or potentially supporting Departments from a performance perspective, if subject to a Community Right to Challenge.

An Efficiency Review of both the Policy & Planning and the Performance & Improvement Divisions could possibly affect the way in which services are delivered over the course of the Plan and it will be necessary to plan for and respond to any changes in this regard.

Traffic, Risk & Emergency Planning, Health & Safety

In addition to increasing energy prices as referred to earlier, street lighting lamps are being re-tested to determine actual energy consumption. These rates are used to determine the energy consumption for the Borough. The results so far have all resulted in increased consumption rates above those previously accepted and this will therefore increase the cost of the Councils energy bill.

To mitigate these effects the Council will continue to review its equipment and the range of new technologies that are available to reduce energy consumption. Where possible, lower energy consuming equipment is being used, but its introduction is limited by the availability of funding. 'Spend to Save' projects have been unsuccessful due to the payback period for new capital equipment being around 5 years.

A full review of street lighting operations, energy saving devices and techniques and proposals for further savings will be brought together in a Street Lighting Strategy and Policy document that will be submitted to the Executive Board for its consideration.

There is an increasing desire for CCTV coverage and/or monitoring of additional areas within the Borough that are experiencing anti-social behaviour and/or criminal activity. This desire is coming from the police, housing associations (RSLs) and the public often via elected members.

The challenge is to provide for the on-going costs for maintenance and monitoring of cameras; the Council has limited resources and contributions are required from partner agencies to help fund this service. The Coalition Government have decided that Remploy should not continue to trade and this means that a new contractor needs to be appointed to monitor the CCTV cameras throughout the Borough. The issues surrounding the continued provision of this service are currently being explored.

Liverpool City Region Transport Agenda

In its support of the Liverpool City Region, Halton will continue to work with its Merseyside partners (including Merseytravel, the five local authorities and the LEP, for example) in progressing a number of major transport projects and initiatives whose primary purpose will be to assist economic growth and improve access to employment/training/education opportunities whilst at the same time reducing carbon emissions. This majority of this work is contained within the City Deal Action Plan and covers the following: a review of transport governance across the LCR incorporating the establishment of a Local Transport Body (to consider and make decisions on the prioritisation of Major Transport Schemes); improving access to the Port of Liverpool to support the wider Superport proposals; progression of the LCR bus agenda to achieve improvements in the public transport offer; to work with Government on rail devolution proposals, the development of High Speed 2 and the achievement of rail connectivity priorities such as the Halton Curve. It is difficult to predict the demands of this work at present but is expected to increase beyond current commitments as Halton more formally becomes integral to the LCR and the recently approved Local Transport Body, and as it works with partners to develop the next Local Transport Plan.

4.0 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:-

4.1 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 Council's 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 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 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 and sex, and also covering age, sexual orientation, religion or belief, pregnancy and maternity and gender reassignment more fully. In response to this, 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 has worked with partners to develop a Hate Crime Strategy for Halton. The development of such a strategy was 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.

4.2 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 Plan 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 was reviewed and updated during 2011/12, with a revised energy emissions reduction target and it is now set at a reduction of between 5% and 10% over 2010/11 figures over a 5 year period. The main measure included in the revised Plan is the Green House Gas emissions indicator, which differs from the previous carbon emissions indicator. The GHG emissions figure for 2011/12 was 23,917 tonnes CO₂ which was a 7.3% reduction on the 2010/11 figure. This total figure breaks down as follows:-

Corporate buildings	- 7505 tonnes CO ₂ (estimated)
Schools	- 8393 tonnes CO ₂ (estimated)
Street lighting	- 6211 tonnes CO ₂ (estimated)
Vehicle fleet	- 1359 tonnes CO ₂ (estimated)
Business Miles	- 449 tonnes CO ₂ (estimated)

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 and business miles.

There is particular focus on the CRC energy efficiency scheme and the implications for the Council, i.e. £175k cost in April 2012 rising to £190k the following year.

Positive work being undertaken in Halton includes:

- carbon management plan
- work with schools on the Eco schools programme
- energy efficiency works implemented to date
- awareness raising with officers/managers
- Sustainable Projects office focusing initially on working with managers re energy management,
- the proposal re solar/PV panels to take advantage for the feed in tariffs.

Eco-friendly solar panels at the Stadium are due to generate income of £12,000 a year for the Council as well as saving up to £3,000 a year in energy bills. The Council will benefit from income from the feed in tariff from the solar panels – 32.9 p for every kWh it generates income which will increase year-on-year in line with inflation. The total energy saving will be in the region of £75,000 over 25 years.

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. The Directorate will contribute to and support specific actions within the overall Strategy.

The Council is committed to improving a good quality of life for the people of Halton and one of the ways this can be achieved is through allotment gardening. Being part of the allotment gardening community brings an opportunity to meet and share experiences with people from all walks of life. There are also health and social benefits which can give plot-holders a sense of well-being. Our aim is to continue to build on the good practices and positive improvements, but the biggest obstacle is the shortage of growing space.

4.3 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.

Given the transfer of Public Health to Local Authorities from 1st April 2013, Halton Borough Council are part of the 5 Borough's partnership with Health and other partners and are currently applying to connect to health systems.

In order to connect the Council is required to complete an Information Governance Toolkit assessment up to level 2 (there are 3 levels in total). The Information Governance Toolkit is a performance tool produced by the Department of Health (DH). It draws together the legal rules and central guidance set out above and presents them in one place as a set of information governance requirements

The purpose of the assessment is to enable organisations to measure their compliance against the law and central guidance and to see whether information is handled correctly and protected from unauthorised access, loss, damage and destruction.

Where partial or non-compliance is revealed, organisations must take appropriate measures, (e.g. assign responsibility, put in place policies, procedures, processes and guidance for staff), with the aim of making cultural changes and raising information governance standards through year on year improvements.

The ultimate aim is to demonstrate that the organisation can be trusted to maintain the confidentiality and security of personal information. This in-turn increases public confidence that 'the NHS' and its partners can be trusted with personal data.

4.4 Risk Management

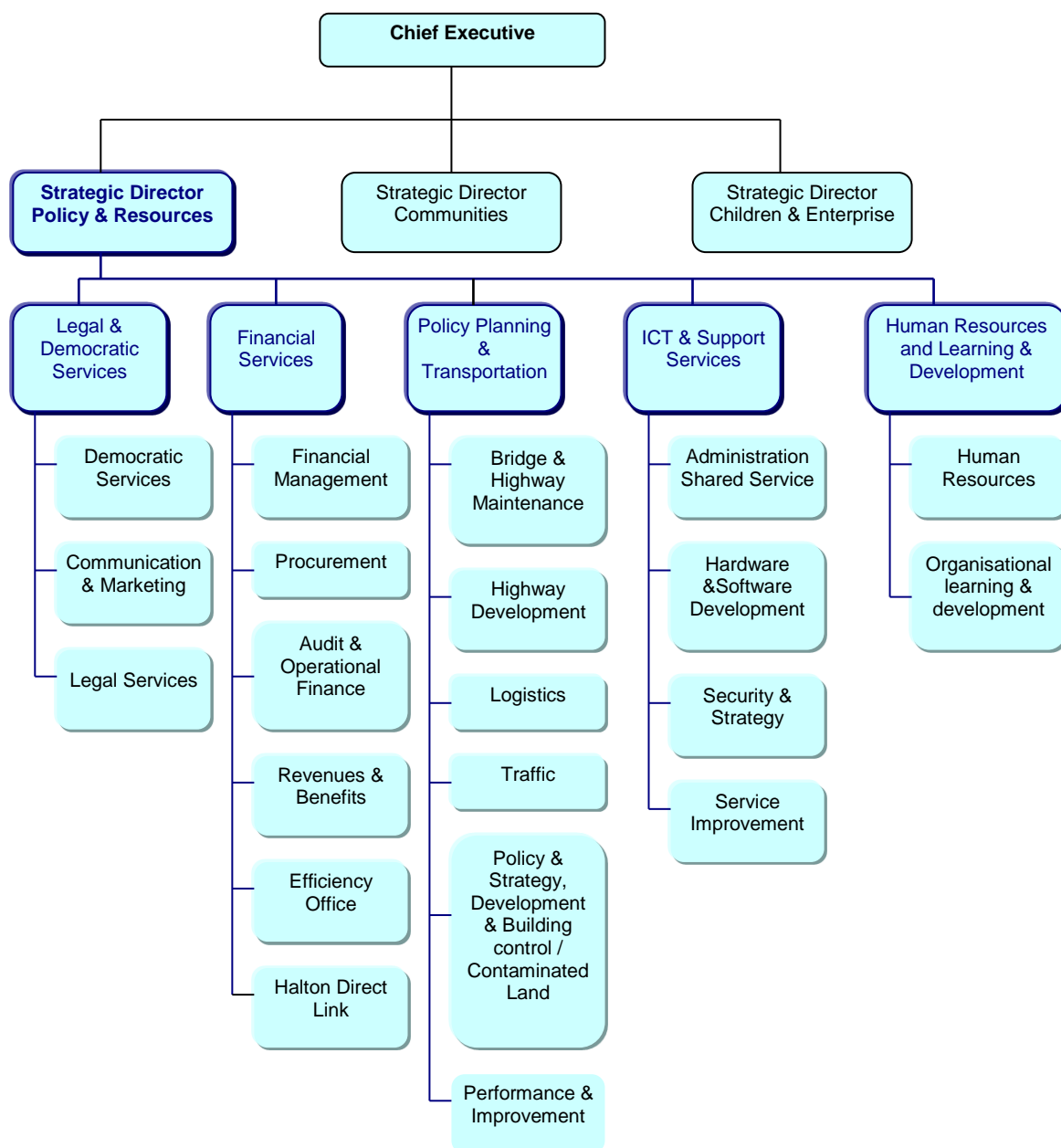
Risk Management, which forms a key element of the strategic and performance management processes of the Council, is a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

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. The implementation of mitigation measures will be monitored and reported through the Council's quarterly performance monitoring arrangements.

5.0 Directorate structure

The diagram below illustrates the current Directorate Structure. However it should be noted that at the time of writing a review of certain aspects of provision of individual functions is being undertaken as an element of the Council's on-going Efficiency Programme. As a result, and following the conclusion of the review, the diagram below may require further revision .



6.0 Resources

The Council will continue to face significant financial constraint during the life of this Plan and possibly beyond. As a consequence the Directorate will continue to play its part in seeking ways to minimise operating costs and maximise return on investment across all service areas.

In order to achieve this all Departments will be required to keep existing management processes and service delivery mechanisms under constant review in order to seek out opportunities to ensure that operating costs are kept to a minimum and that the Directorate makes a positive contribution to the on-going Efficiency Agenda.

6.1 Budget Summary and Service Costs

To be inserted when available

6.2 Staffing Considerations

The Council recognises that the dedication and motivation of staff is a key asset and enabler in delivering positive outcomes for the Borough's communities. The Directorate therefore remains committed, for example through the Employee Development Review process, to providing all possible opportunities for continued personal development across all service areas.

In an organisational context the Council also remains committed to engaging with all staff, both directly and through active engagement with Trade Unions, concerning and future restructuring arrangements that may be proposed as a result of the on-going need to reduce operating budgets.

The Directorate, through the Human Resources & Learning and Development Division, will play a key part in providing corporate advice to managers in all areas of the Council's operations and through the provision of various support mechanisms for staff.

6.3 Accommodation and Property Considerations

There are no significant additional property requirements for the Directorate that are anticipated to be required during the period of the Plan.

The further development of the Records Management Unit at the Picow Farm Road site will require additional space in the short term this has already been integrated into existing Asset Management arrangements.

6.4 Financial Considerations

Within the Directorate there are significant financial pressures in relation to Bridge and Highway Maintenance and new Flood Risk Management responsibilities as outlined below.

Significant Capital Grant reductions of 30% for the period 2010/11 to 2014/15 and revenue expenditure reductions on operational bridge and highway maintenance of 12% 2010/11 – 2011/12 have placed significant pressures upon the service. These pressures have been absorbed at a time when the extent of the authority's highway network has increased and the condition of highways became an area of national concern due in part to a succession of particularly severe winter conditions.

This combines to potentially decrease the Council's ability to comply with statutory obligations and perceived levels of service delivery and may manifest itself in a poorer state of the highway network and longer times to make safe and repair defects.

There is also a conflict between the need to consider staff reduction to satisfy future budget savings targets and the need to retain the appropriate level of experienced staff to avoid compromising bridge and highway maintenance service delivery and the procurement, construction and operational phases of the Mersey Gateway project

The onset of the Council's new role and responsibilities for flood risk management, combined with a growing number of minor flooding & drainage related issues across the Borough has led to an increased demand on the existing land drainage budget.

The new Flood and Coastal Erosion Risk Management (FCERM) funding system is based upon a local partnership approach to funding capital schemes. Without appropriate local funding being available flood defence schemes currently within the medium term programme will not be able to progress and without future support, further bids for grant aid will not be possible.

Additionally there will also be pressures in relation to on-going traffic management and regulation and health and Safety and Emergency Planning issues due to increasing energy costs, the continued extension of the highways network, and the addition of further COMAH sites within the borough.

Whilst the potential creation of an Integrated Transport Unit may require some additional resource this will provide the opportunity for longer term efficiency gains to be made through the centralisation the majority of transport functions.

6.5 ICT Considerations

There are a number of ICT requirements that will need to be addressed during the life of the Plan. The most significant of these requirements includes;-

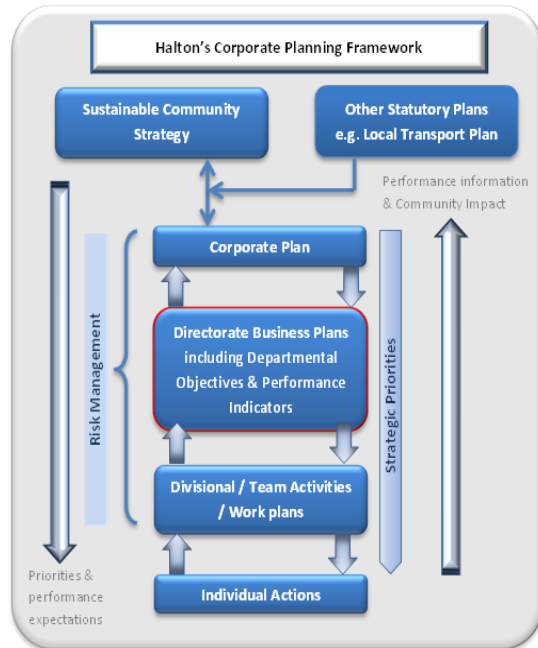
- The need to harmonise ICT processes based around the Council's Mayrise highways in light of a new highway maintenance and improvement contract due to commence in June 2013.
- An anticipated ICT software implications arising from new duties under the Flood and Water Management Act, which will require the Council to maintain an asset register of structures related to flood risk management.
- Development of Logistics databases relating to Car Share, the 'I want Transport' portal and the replacement of the current LT software.
- Further ICT investment in relation to agile and mobile working within the areas of Policy and Planning and Traffic. This would include the further facilitation of 'hot-desking' and enhancing remote access capabilities and mobile solutions for Streetworks teams.
- The development of a live case file management system within Building Control to reduce future scanning and archiving costs and a replacement system for the extraction of on-site investigation reports in relation to Contaminated Land.

7.0 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 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 Monitoring and 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 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 progress reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**
- **Publication of Quarterly monitoring reports on the Council's intranet site.**

This plan and its associated quarterly monitoring reports are available via the Council's website at

<http://www3.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 1 - 5

Departmental Service Objectives / Key Milestones and Performance Indicators / Targets¹.

- 1** Financial Services
- 2** Human Resources and Organisational Learning & Development
- 3** ICT and Administrative Support Services
- 4** Legal and Democratic Services
- 5** Policy, Planning & Transportation

Appendix 6 – National policy drivers / guidance

NB – The objectives and indicators that have provisionally been identified for Policy, Planning & Transportation may require review and amendment following the conclusion of the review currently being undertaken as part of the Efficiency Programme

¹ Key Objectives / Performance Indicators are indicated by **bold underlined font**. 'Other' objectives / indicators are identified in *italic font*

1. Financial Services – Objectives and Performance Indicators

Corporate Priority	Corporate Effectiveness & Business Efficiency					
<u>Service Objective: FS 01</u>	Set the Revenue Budget, Capital Programme and Recommend Council Tax					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> • Report Medium Term Financial Strategy to Executive Board November 2013. • Report to Council in March 2014 					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> • Report Medium Term Financial Strategy to Executive Board November 2014. • Report to Council in March 2015 					
Key Milestone(s) (15 – 16)	<ul style="list-style-type: none"> • Report Medium Term Financial Strategy to Executive Board November 2015. • Report to Council in March 2016 					
Risk Assessment	Initial	Medium	Responsible Officer	Operational Director	Linked Indicators	
	Residual	Medium				

Corporate Priority	Corporate Effectiveness & Business Efficiency					
<u>Service Objective: FS 02</u>	To effect financial prudence by assisting managers to control their budgets by monitoring spending and providing timely and accurate financial reports					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> • Provide monthly financial reports to budget holders within 8 days of month end. • Provide quarterly financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports. • Provide quarterly monitoring reports on the overall budget to Executive Board. 					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> • Provide monthly financial reports to budget holders within 8 days of month end. • Provide quarterly financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports. • Provide quarterly monitoring reports on the overall budget to Executive Board. 					
Key Milestone(s) (15 – 16)	<ul style="list-style-type: none"> • Provide monthly financial reports to budget holders within 8 days of month end. • Provide quarterly financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports. • Provide quarterly monitoring reports on the overall budget to Executive Board. 					
Risk Assessment	Initial	Low	Responsible Officer	Div. Manager Financial Management	Linked Indicators	
	Residual	Low				

Corporate Priority	Corporate Effectiveness & Business Efficiency					
<i>Service Objective: FS 03</i>	<i>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.</i>					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> • Complete the Draft Abstract of Accounts for certification by Chief Financial Officer by 30th June 2013. • Publish the Abstract of Accounts by 30th September 2013. 					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> • Complete the Draft Abstract of Accounts for certification by Chief Financial Officer by 30th June 2014. • Publish the Abstract of Accounts by 30th September 2014. 					
Key Milestone(s) (15 – 16)	<ul style="list-style-type: none"> • Complete the Draft Abstract of Accounts for certification by Chief Financial Officer by 30th June 2015. • Publish the Abstract of Accounts by 30th September 2015. 					
Risk Assessment	Initial	N/A	Responsible Officer	Div. Manager Financial Management	Linked Indicators	
	Residual	N/A				

Corporate Priority	Corporate Effectiveness & Business Efficiency					
<u>Service Objective: FS 04</u>	Make best use of cash resources available to the Council and meet its statutory responsibility by setting, implementing and monitoring the Treasury Management Policy					
Key Milestone(s) (14 – 14)	<ul style="list-style-type: none"> Establish Treasury Management Policy and report to the Council by April 2013. Provide monitoring reports to the Executive Board on a quarterly basis. 					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> Establish Treasury Management Policy and report to the Council by April 2014. Provide monitoring reports to the Executive Board on a quarterly basis. 					
Key Milestone(s) (15 – 16)	<ul style="list-style-type: none"> Establish Treasury Management Policy and report to the Council by April 2015. Provide monitoring reports to the Executive Board on a quarterly basis. 					
Risk Assessment	Initial	N/A	Responsible Officer	Operational Director	Linked Indicators	
	Residual	N/A				

Corporate Priority	Corporate Effectiveness & Business Efficiency					
<i>Service Objective: FS 05</i>	<i>Ensure that the Capital Programme is affordable, prudent, and sustainable by setting and monitoring prudential borrowing indicators.</i>					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> • Provide monitoring reports to the Executive Board on a quarterly basis. • Report prudential indicators to Council in March 2014 					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> • Provide monitoring reports to the Executive Board on a quarterly basis. • Report prudential indicators to Council in March 2015 					
Key Milestone(s) (15 – 16)	<ul style="list-style-type: none"> • Provide monitoring reports to the Executive Board on a quarterly basis. • Report prudential indicators to Council in March 2016 					
Risk Assessment	Initial	N/A	Responsible Officer	Operational Director	Linked Indicators	
	Residual	N/A				

Corporate Priority	Corporate Effectiveness & Business Efficiency					
<i>Service Objective: FS 06</i>	<i>Provide an independent and objective opinion of the Council's control environment by evaluating its effectiveness in achieving the Council's objectives.</i>					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> • 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 and provide 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 2013. 					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> • 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 and provide 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 2014. 					
Key Milestone(s) (15 – 16)	<ul style="list-style-type: none"> • 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 and provide 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 (2013/14) to the Business Efficiency Board June 2015. 					
Risk Assessment	Initial	N/A	Responsible Officer	D. Manager – Audit & Operational Finance	Linked Indicators	
	Residual	N/A				

Corporate Priority	Corporate Effectiveness & Business Efficiency					
<i>Service Objective: FS 07</i>	<i>Continue to identify and exploit the potential for further efficiency gains by enhancing the authority's approach to the procurement of goods and services.</i>					
Key Milestone(s) (13 - 14)	<ul style="list-style-type: none"> Report to the Business Efficiency Board bi-annually on the on-going delivery of the Council's Procurement Strategy 					
Key milestone(s) (14 - 15)	<ul style="list-style-type: none"> Report to the Business Efficiency Board bi-annually on the on-going delivery of the Council's Procurement Strategy 					
Key milestone(s) (15 - 16)	<ul style="list-style-type: none"> Report to the Business Efficiency Board bi-annually on the on-going delivery of the Council's Procurement Strategy 					
Risk Assessment	Initial	Medium	Responsible Officer	D. Manager - Procurement	Linked Indicators	
	Residual	Medium				

Corporate Priority	Corporate Effectiveness & Business Efficiency					
<i>Service Objective: FS 08</i>	<i>Progress the Council wide Efficiency Programme in line with published Efficiency Programme Plan to develop revised service delivery models and generate sustainable revenue budget savings.</i>					
Key Milestone(s) (13 - 14)	<ul style="list-style-type: none"> Report to the Business Efficiency Board on the on-going delivery of the Council's Efficiency Programme (May, Sept, Nov & Jan meetings) 					
Key milestone(s) (14 - 15)	<ul style="list-style-type: none"> Report to the Business Efficiency Board on the on-going delivery of the Council's Efficiency Programme (May, Sept, Nov & Jan meetings) 					
Key milestone(s) (15 - 16)	<ul style="list-style-type: none"> Report to the Business Efficiency Board on the on-going delivery of the Council's Efficiency Programme (May, Sept, Nov & Jan meetings) 					
Risk Assessment	Initial	Medium	Responsible Officer	D. Manager - Efficiency	Linked Indicators	N/A
	Residual	Medium				

Ref	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 12/13 Actual	Halton Targets		
					13/14	14/15	15/16

Corporate Health

FSLI 01	Receive an unqualified external audit opinion on the accounts.	Yes	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	Yes
FSLI 03	Receive confirmation from External Auditor (annually) that reliance can be placed upon the work of Internal Audit.	Yes	Yes		Yes	Yes	Yes
FSLI 05²	Proportion of Council Tax that was due that was collected	96.50	96.00+		96.00+	96.00+	96.00+
FSLI 06	The percentage of Business Rates which should have been received during the year that were received	96.00+	96.00+		96.00+	96.00+	96.00+

Cost & Efficiency

FSLI 08	Achieve investment returns for the year higher than benchmark	0.46%			See footnote ³		
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² NB – Future targets for the collection of Council Tax and Business Rates will need to be reviewed following legislative changes that will come into effect post April 2013.

³ NB – Targets to be determined annually post April following tracking of Interbank Bid Rate rate.

Ref	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 12/13 Actual	Halton Targets		
					13/14	14/15	15/16

Service Delivery

FSLI 10	Average time for processing new claims (Housing & Council Tax Benefit)	19	18		18	18	18
FSLI 11	Average time for processing notifications of changes in circumstances	5.4	5.3		5.3	5.3	5.3

Fair Access

FSLI13⁴	Number of residents accessing Welfare Rights Advice at a casework level.	N/A	N/A		Targets to be confirmed		
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⁴ NB – Measure also forms part of the Halton Sustainable Community Strategy Performance Framework

2. Human Resources and Organisational Learning & Development - Objectives & Performance Indicators

Corporate Priority	Corporate Effectiveness & Business Efficiency					
Service Objective: HRLD 01	<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) (13 - 14)	<ul style="list-style-type: none"> • Transfer existing personnel records to i-Trent system May 2013 • To commence pensions auto-enrolment May 2013 • To commence Real Time Tax information reporting to HMRC by June 2013 • To further enhance i-Trent system capabilities March 2014 • Provide support and advice to Directorates on the HR implications of revised structures such as Voluntary Early Retirement, redundancy etc. Dec 2013 • Settle outstanding Equal Pay claims March 2014 					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> • Provide support and advice to Directorates on the HR implications of revised structures such as Voluntary Early Retirement, redundancy etc. Dec 2014 • Settle outstanding Equal Pay claims March 2015 					
Key Milestone(s) (15 – 16)	<ul style="list-style-type: none"> • Provide support and advice to Directorates on the HR implications of revised structures such as Voluntary Early Retirement, redundancy etc. Dec 2014 • Settle outstanding Equal Pay claims March 2015 					
Risk Assessment	Initial	low	Responsible Officer	Divisional Manager	Linked Indicators	
	Residual	low				

Corporate Priority	Corporate Effectiveness & Business Efficiency					
Service Objective: HRLD 02	<i>To enhance the efficiency and effectiveness of corporate training opportunities through the design and implementation of appropriate learning interventions</i>					
Key Milestone(s) (13 - 14)	<ul style="list-style-type: none"> Promote and take forward the delivery of actions identified within Corporate People's Plan March 2014 Monitor & review implementation of revised Employee Development Review (EDR) process December 2013 Review and refresh annual training calendar March 2014 					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> Promote and take forward the delivery of actions identified within Corporate People's Plan March 2015 Review and refresh annual training calendar March 2015 					
Key Milestone(s) (15 – 16)	<ul style="list-style-type: none"> Promote and take forward the delivery of actions identified within Corporate People's Plan March 2016 Review and refresh annual training calendar March 2016 					
Risk Assessment	Initial	Low	Responsible Officer	Training Manager	Linked Indicators	
	Residual	Low				

Appendix 2

Ref	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 12/13 Actual	Halton Targets		
					13/14	14/15	15/16

Corporate Health

HRLD LI 1	The number of working days / shifts lost due to sickness (Corporate)	9.03	8.5		8.0	7.5	7.0
HRLD LI2a	Total FTE Establishment	3938	N/A		These measures are being reported for informational purposes and therefore targets are inappropriate.		
HRLD LI2b	Total Staff (head count)	5280	N/A				
HRLD LI 3	Current advertised vacancies	-	N/A				

Cost & Efficiency

HRLD LI 4	% of Employee Development Review / Personal Action Plan returns						
	a) Communities Directorate	N/A	75		90	90	90
	b) Children & Enterprise Directorate	N/A	75		90	90	90
	c) Corporate, Policy, & Planning Directorate	N/A	75		90	90	90
ODHR LI 5	% of training delegates attending as proportion of places reserved	N/A	85		90	90	90

Appendix 2

Ref	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 12/13 Actual	Halton Targets		
					13/14	14/15	15/16

Fair Access

ODHR LI 6	The percentage of top 5% of earners that are ⁵						
	a) women	58	50		50	50	
	b) from BME communities.	2.73	1.0		1.0	1.5	
	c) with a disability		5.00		7.00	8.0	
ODHR LI 7	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	0.61	7.50		9.00	10.0	
ODHR LI 8	Minority Ethnic community staff as % of total workforce.	0.89	1.00		1.00	1.0	

⁵ Performance targets for these measures take account of local demographic profiles

3. ICT and Administrative Support Services – Objectives and Performance Indicators

Corporate Priority:	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, Hardware and Software Infrastructure					
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> • Maintenance of the virtualization platform to enhanced or new technologies March 2015 • Development of VSPP Cloud Distribution Platform March 2014 • SharePoint and Records Management enhancement March 2014 • Continued Social Care Systems Service Support Programme March 2014 • Corporate Tablet Computing rollout December 2013 • PC and Desktop OS Replacement Programme March 2014 • Lync Enhancement July 2013 • Schools Cloud Services developments September 2013 • Interactive Web Services and further SharePoint Integration March 2014 • Further development and links to a regional 5Borough's Partnership network January 2014 • Development of commercial ICT opportunity within desktop, hosting and DR provision March 2014 					
Key Milestone(s) (14/15)	<ul style="list-style-type: none"> • Maintenance of the virtualization platform to enhanced or new technologies March 2015 • Further development of Cloud Services Platform March 2015 • SharePoint and Records Management enhancements March 2015 • Continued Social Care Systems Service Support Programme March 2015 • OC and Desktop OS Replacement Programme March 2015 • Lync Enhancement Programme July 2014 • Interactive Web Services Enhancement and further SharePoint Integration March 2015 • Further development of commercial ICT opportunity within desktop, hosting and DR provision March 2015 					
Key Milestone(s) (15/16)	<ul style="list-style-type: none"> • Formal Review Cloud Platform for service provision and potential replacement in line with new technology developments March 2016 • Formal Review Hardware requirements for potential replacement in line with new technology developments January 2016 					
Risk Assessment	Initial	Low	Responsible Officer	DM – Hardware and Software	Linked Indicators	ICTLI 06
	Residual	Low				

Corporate Priority:	Corporate Effectiveness & Business Efficiency					
Service Objective: ICT O2	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) (13 / 14)	<ul style="list-style-type: none"> Continuing improvements, enhancements and potential commercial use of Corporate Service Delivery (CSD) system - March 2014 Continuing workflow implementation- March 2014 Improvement and enhancement of all web based customer interfaces March 2014 Continued development of document management and distribution services March 2014 					
Key Milestone(s) (14 / 15)	<ul style="list-style-type: none"> Continuing improvements, enhancements and potential commercial use of CSD system - March 2015 Continuing workflow implementation - March 2015 Improvement and enhancement of all web based customer interfaces - March 2015 Continued development of document management and distribution services - March 2015 					
Key Milestone(s) (15 / 16)	<ul style="list-style-type: none"> Continuing improvements, enhancements and potential commercial use of CSD system - March 2016 Continuing workflow implementation - March 2016 Improvement and enhancement of all web based customer interfaces - March 2016 Continued development of document management and distribution services - March 2016 					
Risk Assessment	Initial	Low	Responsible Officer	DM -Hardware	Linked Indicators	ICTLI 06
	Residual	Low				

Corporate Priority:	Corporate Effectiveness & Business Efficiency					
Service Objective: ICT O3	<ul style="list-style-type: none"> 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) (13 / 14)	<ul style="list-style-type: none"> Continual development of the I Want Admin Portal March 2014 Deliver operational Records management Unit Services August 2013 Develop Service Catalogue March 2014 					
Key Milestone(s) (14 / 15)	<ul style="list-style-type: none"> Continual development of the I Want Admin Portal March 2015 Develop Records management Unit Services March 2015 Formal review of service deliverables March 2015 					
Key Milestone(s) (15 / 16)	<ul style="list-style-type: none"> Continual development of the I Want Admin Portal March 2016 Develop Records management Unit Services March 2016 					
Risk Assessment	Initial	Low	Responsible Officer	OD/DM – Admin Shared Service	Linked Indicators	N/A
	Residual	Low				

Corporate Priority:	Corporate Effectiveness and Business Efficiency					
Service Objective: ICT 04	Evolve, improve and redevelop customer contact and reactive fix services, access channels and availability.					
Key Milestone(s) (13 / 14)	<ul style="list-style-type: none"> • <i>Conduct & Evaluate point of contact Satisfaction survey for ICT & Support Services March 2014.</i> • <i>Further Development of I Want IT portal March 2014</i> • <i>Further Internal Development of ICT Service Desk Software March 2014</i> 					
Key Milestone(s) (14 / 15)	<ul style="list-style-type: none"> • <i>Conduct & Evaluate point of contact Satisfaction survey for ICT & Support Services March 2015.</i> • <i>Further Development of I Want IT portal March 2015</i> • <i>Further Internal Development of ICT Service Desk Software March 2015</i> 					
Key Milestone(s) (15 / 16)	<ul style="list-style-type: none"> • <i>Conduct & Evaluate point of contact Satisfaction survey for ICT & Support Services March 2016.</i> • <i>Further Development of I Want IT portal March 2016</i> • <i>Further Internal Development of ICT Service Desk Software March 2016</i> 					
Risk Assessment	Initial	Low	Responsible Officer	DM – Security & Strategy	Linked Indicators	N/A
	Residual	Low				

Ref	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 12/13 Actual	Halton Targets		
					13/14	14/15	15/16

Corporate Health

<u>ITCLI 1</u>	Average availability of the Council's operational servers (%).	100	99		99	99	99
<u>ITCLI 2</u>	Average availability of the Councils WAN infrastructure (%).	100	99		99	99	99

Service Delivery / Quality

ITCLI 3	% Of all calls received that were resolved at the Help Desk.	76	65		65	65	65
ITCLI 4	% Of all responsive repairs completed within 2 working days.	92	80		80	80	80
ITCLI 5	School Support SLA: % of calls responded to within <u>agreed</u> target*.						
	Priority 1	100	85		85	85	85
	Priority 2	100	90		90	90	90
	Priority 3	100	95		95	95	95
	Priority 4	100	100		100	100	100
<u>ITCLI 6</u>	Member Support: % of calls responded to within 1 working day.	100	95		95	95	95

Ref	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 12/13 Actual	Halton Targets		
					13/14	14/15	15/16

Service Delivery / Quality cont'd
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ITCL1 7	% E-mail accounts set-up within 3 working days of receipt.	100	80		80	80	80
ITCL1 8	Average working days from order to completion of a new PC	10	10		10	10	10
ITCL1 9	Average working days from delivery to completion of a new PC	-	5		5	5	5
ITCLI 10	Number of teams rolled out on CareFirst6 / Integrated Children's System (ICS)	-	19		TBA ⁵	TBA ⁵	TBA ⁵

Note 5 -Targets for 2013 onwards will be determined following the finalisation of future structural arrangements

4. Legal and Member Services - Departmental Objectives & Milestones

Corporate Priority:	Corporate Effectiveness & Business Efficiency
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Service Objective: LOD O1	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) (13/14)	• Secure renewal of Lexcel and ISO Accreditation January 2014					
Key Milestone(s) (14/15)	• Secure renewal of Lexcel and ISO Accreditation January 2015					
Key Milestone(s) (15/16)	• Secure renewal of Lexcel and ISO Accreditation January 2016					
Risk Assessment	Initial		Responsible Officer		Linked Indicators	N/A
	Residual					

Corporate Priority:	Corporate Effectiveness & Business Efficiency
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Service Objective: LD 02	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) (13/14)	• Review constitution May 2013					
Key Milestone(s) (14/15)	• Review constitution May 2014					
Key Milestone(s) (15/16)	• Review constitution May 2015					
Risk Assessment	Initial		Responsible Officer		Linked Indicators	
	Residual					

Corporate Priority:	Corporate Effectiveness & Business Efficiency					
<u>Service Objective: LD 03</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) (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 					
Key Milestone(s) (14/15)	<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 2014 					
Key Milestone(s) (15/16)	<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 2015 					
Risk Assessment	Initial		Responsible Officer		Linked Indicators	LDLI 9, 10
	Residual					

Ref	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 13/14 Actual	Halton Targets		
					13/14	14/15	15/16

Corporate Health							
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<u>LDLI 01</u>	No. Of Members with Personal Development Plans (56 Total)	51 (91%)	56 (100%)		56 (100%)	56 (100%)	56
LDLI 02	% of Members attending at least one organised Training Event	93	100		100	100	100

Service Delivery							
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LDLI 03	Average Time taken to issue prosecutions from receipt of full instructions (working days) ^{NB}	7	10		10	10	10
LDLI 04	Average time taken to send out first draft business lease from receipt of complete instructions from Property Services (working days)	New measure 12 - 13			20	20	20
LDLI 05	Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days)	New measure 12 - 13			3	3	3

Appendix 4

Ref	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 13/14 Actual	Halton Targets		
					13/14	14/15	15/16

Fair Access							
LDLI 06	Members of Public attending Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums) – For information	138	N/A		N/A	N/A	N/A
LDLI 07	No. Of Questions asked by Members of the Public at Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums) – For information	20	N/A		N/A	N/A	N/A
LDLI 08	% of Executive Board, Executive Board Sub-Committee and Mersey Gateway Executive Board minutes published within 5 working days after the meeting.	100	100		100	100	100
LDLI 09	% Of those eligible casting a vote in local elections. – For information	34	TBA		N/A		
LDLI 10	% Of completed form A's (register of voters) returned	98	90		90	90	90
LDLI 11	% who believe internal communications service has improved		86		87	88	90
LDLI 13	% of customers satisfied or very satisfied with the service of the internal print service	100	80		85	90	90
LDLI 15	% satisfaction with Inside Halton	98	87		90	93	90

5. Policy, Planning and Transportation Services - Objectives & Performance Indicators

Corporate Priority	Halton's Urban Renewal					
Service Objective:	Silver Jubilee Bridge Complex Major Maintenance Scheme – Delivery of the remaining programme of major works identified within the revised SJB Complex Maintenance Strategy to ensure continued unrestricted availability of the SJB crossing and to allow future maintenance to be delivered on a steady state, lifecycle planned basis.					
Key Milestone(s) (13-14)	<ul style="list-style-type: none"> Review progress, revise SJB maintenance strategy document and deliver 2013/14 major bridge maintenance works programme. March 2014 Rationalise delivery of major bridge maintenance works in the SJB Complex in the context of construction programme for Mersey Gateway. October 2013 					
Key Milestone(s) (14-15)	<ul style="list-style-type: none"> Review progress, revise SJB maintenance strategy document and deliver 2014/15 major bridge maintenance works programme. March 2015 					
Key Milestone(s) (15-16)	<ul style="list-style-type: none"> Review progress, revise SJB maintenance strategy document and deliver 2015/16 major bridge maintenance works programme March 2016 					
Risk Assessment	Initial	High	Responsible Officer	DM Bridge & Highway Maintenance	Linked Indicator(s)	N/A
	Residual	Low				

Corporate Priority	<p>Environment and Regeneration in Halton.</p> <p>Provide a well-connected, sustainable and accessible borough, including the provision of the Mersey Gateway. Ensure a variety of safe efficient travel and infrastructure options for people, goods, communications and freight.</p>
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Service Objective:	LTP Capital Programme – Deliver the LTP Capital Programmes to ensure that the transport system is maintained and developed to meet local needs.					
Key Milestone(s) (13-14)	• To deliver the 2013/14 LTP Capital Programme March 2014 .					
Key Milestone(s) (14-15)	• To deliver the 2014/15 LTP Capital Programme March 2015 .					
Key Milestone(s) (15-16)	• To deliver the 2015/16 LTP Capital Programme March 2016 .					
Risk Assessment	Initial	Medium	Responsible Officer	DM Highways Development	Linked Indicator(s)	
	Residual	Low				

Corporate Priority	Environment and Regeneration in Halton.					
Service Objective:	Flood Risk Management - to manage the risk of local flooding (i.e. flooding arising from surface water, groundwater and ordinary watercourses) across the Borough.					
Key Milestone(s) (13-14)	<ul style="list-style-type: none"> • Develop and consult on a local flood risk strategy for Halton. June 2013 • Adopt a local flood risk strategy for Halton. March 2014 • To manage the Flood Defence Grant in Aid capital programme of scheme delivery, and preparation of funding bid for future years. March 2014 					
Key Milestone(s) (14-15)	<ul style="list-style-type: none"> • To manage the Flood Defence Grant in Aid capital programme of scheme delivery, and preparation of funding bid for future years. March 2015 					
Key Milestone(s) (15-16)	<ul style="list-style-type: none"> • To manage the Flood Defence Grant in Aid capital programme of scheme delivery, and preparation of funding bid for future years. March 2016 					
Risk Assessment	Initial		Responsible Officer		Linked Indicator(s)	
	Residual					

Corporate Priority	Corporate Effectiveness & Business Efficiency					
Service Objective:	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) (13-14)	<ul style="list-style-type: none"> • Refresh the Children and Young People's Plan 2011 – 2016 June 2013 • Review the Sustainable Community Strategy Delivery Plan February 2014 					
Key Milestone(s) (14-15)	<ul style="list-style-type: none"> • Review the Sustainable Community Strategy Delivery Plan February 2015 					
Key Milestone(s) (15-16)	<ul style="list-style-type: none"> • Review the Sustainable Community Strategy Delivery Plan February 2016 					
Risk Assessment	Initial	Medium	Responsible Officer	DM Performance & Improvement	Linked Indicator(s)	
	Residual	Low				

Corporate Priority	Corporate Effectiveness & Business Efficiency
Service Objective:	<p>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.</p>
Key Milestone(s) (13-14)	<ul style="list-style-type: none"> • Review the implications of the NHS and Public Health Operating Frameworks 2012/13, to ensure that statutory performance monitoring frameworks are in place and fit for purpose June 2013. • Monitor performance against the Sustainable Community Strategy Targets 2011-26 and review delivery plans with partners June 2013. • Support unannounced and announced statutory inspections in Children's & Young Peoples Directorate March 2014. • Review statutory and regulatory reporting requirements for all Council Directorates to ensure compliance March 2014. • Support Sector Lead improvement initiatives in Adult Social Care and Children's Services and further consider how Halton BC, could contribute to the Peer review process March 2014. • Ensure statutory performance information continues to be captured, reported and monitored appropriately, following reconfiguration of the care management processes in Adult Social Care and implementation of the Zero Based Review of revised Adult Social Care Data collections by the Department of Health March 2014.
Key Milestone(s) (14-15)	<ul style="list-style-type: none"> • Monitor performance against the Sustainable Community Strategy Targets 2011-26 and review delivery plans with partners June 2014 • Support unannounced and announced statutory inspections in Children's & Young Peoples Directorate March 2015 • Review statutory and regulatory reporting requirements for all Council Directorates to ensure compliance March 2015
Key Milestone(s) (15-16)	<ul style="list-style-type: none"> • Monitor performance against the Sustainable Community Strategy Targets 2011-26 and review delivery plans with partners June 2015 • Support unannounced and announced statutory inspections in Children's & Young Peoples Directorate March 2016

	<ul style="list-style-type: none"> Review statutory and regulatory reporting requirements for all Council Directorates to ensure compliance March 2016 					
Risk Assessment	Initial	High	Responsible Officer	DM Performance & Improvement	Linked Indicator(s)	
	Residual	Medium				

Corporate Priority	Corporate Effectiveness and Business Efficiency					
Service Objective:	Provide horizon scanning on key strategic agendas for changing national policy that will impact on Local Government and partners.					
Key Milestone(s) (13-14)	<ul style="list-style-type: none"> • Provide weekly policy briefings on national and sub-regional policy issues (March 2014) • Prepare strategic briefings on policy areas that will have a major impact on services (for example Localism and Welfare Reform) (March 2014). • Support the Strategic Partnership and Specialist Sub Groups (March 2014). 					
Key Milestone(s) (14-15)	<ul style="list-style-type: none"> • Provide weekly policy briefings on national and sub-regional policy issues (March 2015). • Prepare strategic briefings on policy areas that will have a major impact on services (March 2015). • Support the Strategic Partnership and Specialist Sub Groups (March 2015). 					
Key Milestone(s) (15-16)	<ul style="list-style-type: none"> • Provide weekly policy briefings on national and sub-regional policy issues (March 2016). • Prepare strategic briefings on policy areas that will have a major impact on services (March 2016). • Support the Strategic Partnership and Specialist Sub Groups (March 2016). 					
Risk Assessment	Initial	Low	Responsible Officer	DM Policy & Development Services	Linked Indicator(s)	N/A
	Residual					

Corporate Priority	Corporate Effectiveness and Business Efficiency					
Service Objective:	Deliver the framework of statutory plans and other key strategies to provide a clear corporate direction for Council services and external partners. Provide operational policies that implement strategy and ensure transparent and accountable service delivery.					
Key Milestone(s) (13-14)	<ul style="list-style-type: none"> • Progress the Waste Local Plan towards adoption (April 2013) • Update the Joint Strategic Needs Assessment for Health (July 2013) • Progress the Delivery and Site Allocations Local Plan towards adoption (March 2014) • Deliver the Corporate Workforce Strategic Agenda (March 2014) • Ensure compliance with the Equality Act (March 2014) • Revision of Children and Adult Social Care policies (March 2014) • Delivery of Area Forum profiles (March 2014) 					
Key Milestone(s) (14-15)	<ul style="list-style-type: none"> • Progress the Delivery and Site Allocations Local Plan towards adoption (September 2014) • Progress the Community Infrastructure Levy Charging Schedule towards adoption (April 2014) • Delivery of Connecting Cheshire Superfast Broadband Programme (March 2015) • Ensure compliance with the Equality Act (March 2015) • Revision of Children and Adult Social Care policies (March 2015) 					
Key Milestone(s) (15-16)	<ul style="list-style-type: none"> • Progress the Local Plan towards adoption (April 2015) • Ensure compliance with the Equality Act (March 2016) • Revision of Children and Adult Social Care policies (March 2016) 					
Risk Assessment	Initial	High	Responsible Officer	DM Policy & Development Services	Linked Indicator(s)	N/A
	Residual					

Ref	Description	Halton 2011/12 Actual	Halton 2012/13 Target	Halton 2012/13 Actual	Halton Targets		
					13/14	15/16	16/17

Cost & Efficiency

PPT LI 01	Number of third party compensation claims received due to alleged highway / footway defects	127	110		110	110	110
PPT LI 02	Increase MOT test facility turnover by 2% per annum (£)	213,789	192,757 (+3%)		198,539 (+2%)	202,509 (+2%)	206,559

Service Delivery

PPT LI 04 (Ex NI 154)	Net additional homes provided	328	500		500	500	
PPT LI 05 (Ex NI 155)	Number of affordable homes delivered (gross)	145	125		125	125	
PPT LI 06 (Ex NI 157)	Processing of planning applications as measured against targets for:						
	a) 'Major' applications	25%	60%		60%	60%	
	b) 'Minor' applications	34.29%	80%		83%	85%	
	c) 'Other' applications	54.79%	80%		83%	85%	
<u>PPT LI 07</u>	To ensure a five year rolling supply of housing land available for 2,000 homes over 5 years. Measure as a supply of ready to develop housing sites (%).	128.8%	400		400	400	
<u>PPT LI 08</u> (Ex NI 170)	To regenerate 5 hectares of urban sites per annum for the next five years.	N/A	5Ha		5Ha	5HA	

Departmental Performance Indicators

Ref	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 12/13 Actual	Halton Targets		
					13/14	14/15	15/16

Service Delivery cont'd

PPT LI 09	No. of people killed or seriously injured (KSI) in road traffic collisions. (5 Year Av.)	45 (to 2011)	47.2 (to 2012)		TBA	TBA	TBA
PPT LI 10	No. of children (<16) killed or seriously injured (KSI) in road traffic collisions. (5 year Av.)	8.0 (to 2011)	7.6 (to 2012)		TBA	TBA	TBA
PPT LI 11	No. of people slightly injured in road traffic collisions.	382 (2011)	410 (2012)		TBA	TBA	TBA
PPT LI 12	Average number of days taken to repair street lighting fault: Non-DNO (Street lights controlled by the authority). (Previously BVPI 215a).	6	5		5	5	5
PPT LI 13	Average number of days taken to repair street lighting fault: DNO (Street lights controlled by the energy provider). (Previously BVPI 215b).	29	30		30	30	30
PPT LI 14	Damage to roads and pavements (% dangerous damage repaired within 24 hours).	94.4%	98%		98%	98%	98%
PPT LI 15 (Ex NI 47)	Percentage change in number of people killed or seriously injured during the calendar year compared to the previous year. Figures are based on a 3 year rolling average, up to the current year.	13.5% (2011)	-11.5% (2012)		-10.3% (2013)	-8.7% (2014)	-2.5% (2015)
PPT LI 16 (Ex NI 48)	The percentage change in number of children killed or seriously injured during the calendar year compared to the previous year. Figures are based on a 3 year rolling average, up to the current year.	18.2% (2011)	-27.8% (2012)		-8.7% (2013)	-8.0% (2014)	0.0% (2015)

NB – Final descriptors in relation to Road Traffic Accidents / KSI are currently being considered.

Departmental Performance Indicators

Ref	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 12/13 Actual	Halton Targets		
					13/14	14/15	15/16

Service Delivery cont'd

PPT LI 17 (Ex NI 168)	% of network where structural maintenance should be considered:						
	a) 'Principal' roads	1%	2%		2%	2%	2%
	b) 'Non-Principal' roads	3%	4%		4%	4%	4%
	c) 'Unclassified' roads	21%	9%		15%	12%	9%
PPT LI 18 (Ex NI 178)	Bus service punctuality, Part 1: The proportion of non-frequent scheduled services on time (%):						
	a) Percentage of busses starting route on time	96.56%	97.7%		97.80	97.90	98.00
	b) Percentage of busses on time at intermediate timing points	87.30%	86%		87.40	87.50	87.60

Fair Access

PPT LI 19	The percentage (%) of footpaths and Rights of Way which are easy to use.	N/A	88%		89%	90%	
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National Policy Drivers

Localism Act 2011	The Localism Act was passed in November 2011 to support the Coalition Government's Big Society agenda and contains a package of reforms that includes the introduction of Community Assets, the Community Right to Challenge, the General Power of Competence and a series of planning reforms.
Community Assets	The Localism Act introduces a Community Right to Bid (Assets of Community Value) so that voluntary and community organisations and parish council can nominate an asset to be included in a "list of assets of community value". The local authority is required to maintain this list. Community groups are entitled to time to develop a bid and raise funds should the asset become available.
Community Right to Challenge	The Right to Challenge gives community groups, parish councils and local employees the right to challenge to take over a local authority run service. The local authority must consider and respond to the challenge.
General Power of Competence	The general power of confidence is a new power given to local authorities in England that allows them to do "anything that individuals generally may do". It is designed to give local authorities and public sector bodies more freedom to innovate and work together to drive down costs.
Open Public Services 2012	In March 2012 the Government published <i>Open Public Services 2012, a progress document following on from The Open Public Services White Paper</i> . The publication sets out current progress against the five key principles of choice, decentralisation, diversity, fairness and accountability. The report concluded that much work had been done towards opening up public services, but there remains much more to do. This is being delivered through the Open Data Strategy.
Community Budgets	Community Budgets were launched in the 2010 Comprehensive Spending Review. Pi lot areas will be given direct control over local spending in their area free of centrally imposed conditions. As part of the Local Government resource review, the government released the Community Budget prospectus in October 2011. This introduced Neighbourhood-level Community Budgets and whole place Community Budgets. 10 areas were selected to pilot neighbourhood community budgets and the pilots are expected to have budgets and plans in place for 2013/2014. Whole place community budgets are being pilot in four areas.

Local Government Finance Act 2012	This act was passed in November 2012 and creates an economic incentive for councils to generate greater levels of income, support local businesses and promote growth in the local area. It also creates a new system of council tax support which gives councils an incentive to reduce fraud, promote local enterprise and help people back to work.
Health and Social Care Act 2012	The Health and Social Care Act was passed in March 2012. . The Act has had a significant impact on local government, including the transfer of the public health service to local authority control, the abolition of Primary Care Trusts and the creating of Clinical Commissioning Groups.
Clinical Commissioning Groups	Clinical Commissioning Groups, led by GPs and healthcare professionals, were introduced by the Health and Social Care Act. The Act makes CCGs directly responsible for commissioning services they consider appropriate to meet reasonable local needs, An autonomous NHS Commissioning Board will help develop and support CCGs and hold them to account for improving outcomes for patients and getting the best value for money from the public's investment.
Equity and Excellence: Liberating the NHS	The Government's long-term vision for the future of the NHS. The vision builds on the core values and principles of the NHS - a comprehensive service, available to all, free at the point of use, based on need, not ability to pay.
A Better Quality of Life	UK strategy for sustainable development.
Sustainable Community Strategy	The Local Government Act 2000 placed a statutory duty on Local Authorities to produce a community strategy for its area. This should aim to enhance the quality of life of local communities through actions to improve the economic, social and environmental wellbeing of the area and its inhabitants. The Halton Strategic Partnership published its Sustainable Community Strategy in March 2011.
Care Quality Commission (CQC)	The Care Quality Commission is tasked with regulating and improving will regulate and improve the quality of health and social care and look after the interests of people detained under the Mental Health Act.
Healthy Lives, Healthy People 2010	This White Paper stipulates a strengthened focus on public health. It places new public health responsibilities and resources in local government. A ring-fenced grant will be made available to Local Authorities. It commits to tackling health inequalities and establishes an integrated new service in Public Health England (PHE). An update on the paper was published in July 2011 which included a summary of progress against key issues.

Transforming Social Care	Is the first formal guidance outlining actions that local authorities are required to undertake in order to implement the 'personalisation agenda'. The guidance states that 'in the future, all individuals eligible for publicly funded adult social care will have a personal budget, a clear, upfront allocation of funding to enable them to make informed choices about how best to meet their needs, including their broader health and wellbeing'.
Quality Framework for Adult Social Care 2011	The DH has produced two reports – Transparency in outcomes: a framework for quality in adult social care – a response to the consultation and next steps, and the 2011/12 outcomes framework which came into force April 2011.
Neighbourhood Renewal: the National Strategy Action Plan	The Government's vision for narrowing the gap between deprived neighbourhoods and the rest of the country, so that within 10 to 20 years no-one should be seriously disadvantaged by where they live.
Welfare Reform Act 2012	<p>The Welfare Reform Act was passed in March 2012. The Act aims to create incentives to get more people in to work, to protect the most vulnerable in our society, and to deliver fairness to those claiming benefit and to the taxpayer. The main elements of the Act are:</p> <p>The introduction of Universal Credit to provide a single streamlined payment;</p> <ul style="list-style-type: none"> • A stronger approach to reducing fraud and error with tougher penalties for the most serious offences; • A new claimant commitment showing what is expected of claimants while giving protection to those with the greatest needs; • Reforms to Disability Living Allowance, through the introduction of the Personal Independence Payment; • A new approach to housing benefit; • Reforming Employment and Support Allowance.
Adult Social Care – Self Assessment	Self-assessment continues to be a key source of evidence of achievements in improving outcomes for people who use adult social care services. It allows adult social care services to assess and make judgments about their own performance, using local evidence, including the views of people using services and support, and it provides a basis for regulators to assess improvements in outcomes alongside other evidence.

National Planning Policy Framework	The National Planning Policy Framework was published by the Department and Communities and Local Government in March 2012. it sets out the three key dimensions to sustainable development – economic, social and environmental – and the role that the planning system plays in each of these dimensions.
Best Value Statutory Guidance	Statutory guidance on the Best Value Duty was published in September 2011. and sets out some reasonable expectations of the way authorities should work with voluntary and community groups and small businesses when facing difficult funding decisions. This guidance, taken together with measures such as Community Right to Challenge in the Localism Act, reduce the barriers that often prevent voluntary organisations competing for local authority contracts
Child Poverty Act 2010	Part 2 of the Child Poverty Act 2010 places duties on local authorities (LAs) and named partners to 'cooperate with a view to reducing and mitigating the effects of child poverty in their areas'. They are also required to prepare and publish local child poverty needs assessments and to develop joint child poverty strategies.
Equality Act and Public Sector Equality Duty	The act replaced previous anti-discrimination laws with a single act to make the law simpler and to remove inconsistencies. This makes the law easier for people to understand and comply with. The act also strengthened protection in some situations. The act covers nine protected characteristics, which cannot be used as a reason to treat people unfairly. Every person has one or more of the protected characteristics, so the act protects everyone against unfair treatment. The characteristics are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation. The public sector Equality Duty, at section 149 of the Equality Act, requires public bodies to consider all individuals when carrying out their day to day work – in shaping policy, in delivering services and in relation to their own employees. It requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people when carrying out their activities.

Open Data White Paper

The Government published the Open Data White Paper in June 2012. The purpose is to transform and enhance the way in which the public can access government data, building trust with citizens through increased transparency and using data in a smarter way. This will allow residents to hold local authorities to account as they will be able to freely access data on local government spending.

Mutuals and employee ownership

Employee owned mutuals are becoming increasingly significant in the public sector. A public service mutual is an organisation which has left the public sector (also known as 'spinning out') but continues to deliver public services. Mutuals are organisations in which employee control plays a significant role in their operation. There is an increasing focus on supporting mutual and employee ownership of public services.

Social Value Act

This new law, which received Royal Assent on 8th March 2012 and is due to be implemented in January 2013, calls for all public service commissioning to factor in social value.

For the first time, all public bodies in England and Wales, including local authorities, will be required to consider how the services they commission and procure might improve the economic, social and environmental well-being of the area. We hope it will transform the way public bodies choose to buy services.

"Social value" is a way of thinking about how scarce resources are allocated and used. It involves looking beyond the price of each individual contract and looking at what the collective benefit to a community is when a public body chooses to award a contract.

Nuttall Review

The Nuttall review of employee ownership was published in July 2012. The review shows how employee ownership drives economic benefits for companies that adopt it. The review deals with employee ownership in the private sector but highlights a number of parallels with the public sector where the Government is harnessing the strength of the employee ownership model to drive improvements in public service delivery. It also recognises that the Government has embarked on a ground-breaking agenda to "spin out" services from the public sector into public sector Mutuals. The report supports the concept of employee ownership and calls on the government to ensure implementation and support of the model.

Police and Crime Commissioners

Police and Crime commissioners were elected for the first time in November 2012. The role of the police and crime commissioner is to consult with the public, hold the police force and Chief Constable to account, ensure that the police force is effective and efficient, and work closely with relevant partners, including local authorities, to ensure effective consultation and the commissioning of joint community safety activity.

EU Procurement Law

Current proposals to substantially amend current European procurement rules could be adopted at EU level from early 2013 and will need to be implemented in the UK 18 months. The proposed changes:

- Removing the distinction between part A and part B services;
- Greater use of the negotiated procedure which could be used in most circumstances where the contract is something other than “off the shelf”;
- Contracting authorities will be allowed to use performance on previous contracts as a ground for excluding someone from the tender process;
- Within two years of implementation all communication in EU procurement processes must be electronic;
- Thresholds to be fully reviewed every 3 years;
- Any substantial modification (a change that alters the economic balance of the contract in favour of the supplier by 10% or more of the initial contract) will mean having to re-tender.