



**Policy & Resources
Directorate**

DIRECTORATE PLAN

April 2012 to March 2015

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Foreword and Introduction from Strategic Director

This Plan is being prepared at a time of significant change for the Council. We are also facing further significant reductions in Government grant. This brings with it a time of great uncertainty for many staff in the Directorate. 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 have some key frontline services to deliver.

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

- 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 continues to have a key role to play with the co-ordination of the efficiency programme and facilitating better procurement across the Council. Ensuring sound financial 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, working closely with the Halton Strategic Partnership in the delivery of the Sustainable Communities Strategy. It is important that this work is based on up to date research material and is in tune with current thinking.

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

Key to the success of any organisation is its people. The Human Resource service works in support of managers to ensure that the workforce is appropriately trained and developed to deliver first class services to the public. The development and implementation of the Council's 'People's Plan' is important in meeting that objective. At a time of uncertainty for staff the training, welfare and occupational health services continue to provide important support mechanisms. Retaining positive working relationships with the Council's trade unions is 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 ongoing programme of efficiency reviews are proving how vital to frontline services many of the business infrastructure functions provided by the Resources Directorate are in maintaining organisational effectiveness.

Key messages

In setting the budget for 2011/12 the Council was faced with cuts in grants totalling £19.6m. As a result significant budget reductions 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.

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

As an element of the first wave of the Council's Efficiency Programme a number of revised structures were introduced as of April 2010 in order to ensure that the organisations business support functions remained cost-effective and efficient. Learning from the Wave 1 Efficiency Programme initiatives has been integrated into Waves 2 and 3 which will continue to be undertaken during the life of this plan.

The revised approach saw a number of previously discrete functions being migrated into centrally managed organisational support teams. These revised structural arrangements made a significant contribution to the Wave 1 efficiency savings of £4.4 million through reducing the on-going cost of functional support to the delivery of front line services. Adopting this approach has ensured that as we move into the period 2012 and beyond the Council is better placed to:-

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

Better procurement is another way of finding savings. The Procurement Division was set up in 2010 and immediately identified savings of £600,000. Further enhancements to procurement processes, for example through the use of e-tendering, will continue to deliver savings, anticipated to increase to £1 million into the medium term. Additionally, this will enhance the transparency of the procurement process and ongoing work with the Halton Chamber of Commerce will further improve trading opportunities for local suppliers.

Financial probity has been maintained, along with effective accounting practices, the issuing of bills and collection of monies. Getting the basics right has been achieved despite a cut of 25% in 2010 and means the Council faces the challenges of the future with a strong financial base. The Council has a history of setting balanced budgets and then spending within those budgets. The Audit Commission has yet again given the accounts a clean bill of health and there are sufficient balances and reserves to meet known risks.

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

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

Legal and Democratic Services have again secured Lexcel and ISO accreditation which provides the authority with assurance of the quality of service provision.

The acceptance of the Government's Conditional Funding offer for the construction of Mersey Gateway will involve the Directorate in a vast amount of work throughout the Plan period. The Legal Section will closely support the procurement and land acquisition strands.

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

The authority's continued focus upon the deployment and maintenance of technology for individual business areas has enabled the ICT & Support Service to maintain a solid operational base upon which to deploy not only the many 3rd party software solutions the Council requires, but also a high volume of in-house developed systems and solutions. This together with administrative support enables us to maintain and support the current

efficiency programme whilst reducing the directorate capital and revenue requirement.

The requirement, demand for and cost of technology will always be high for a Council the size of Halton. The strategy for zero increase or preferably reducing revenue whilst maintaining a considerable growth in technology demand has always proven a challenge which we continue to manage successfully.

Every effort will be made to comply with the full requirement through additional income generation and effective purchasing for all corporate and SLA driven services.

The corporate rollout of the new “Lync” telephony solution continues supported by the corporate rollout of the new Windows 7 operating system and Office 2010 suite.

The device replacement strategy has been reviewed and new device plans are in place to reduce the cost of equipment and clearly focus upon the new operational requirement of Agile working, the new corporate policy surrounding hot-desking and the more open office environment this policy is achieving.

The positive feedback from the recent corporate and member’s device replacement has proven this strategy to be a solid one, and a post implementation review of this will be undertaken within the along with the supporting property objectives and resource planning process.

It is understood that the demand for the use of technology will only ever increase over the coming years as the Council looks to technology and the use of improved process to reduce its revenue requirements. Therefore, the technology and administrative strategies will always be flexible and aimed at maintaining an ICT infrastructure and support platform that will enable change whilst maintaining an acceptable capital and revenue requirement within the boundaries of the authorities’ financial capacity.

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

Following an Efficiency Work stream review of transactional processes, a successful invest to save bid was approved and work has commenced on the introduction of document imaging and workflow to enable the HR Department to move to a paperless office and improve the flow of information within and between its customers.

An 'I Want HR' Portal has been developed and employees can now access an on-line mileage claim system. The Portal will be further enhanced by additional self serve facilities being added to it on a phased basis.

As ICT is updating some servers and as there are external changes imposed by Her Majesty's Revenue and Customs (real time tax reporting) and the new scheme for auto enrolments into pension schemes, there is a need to upgrade the current integrated HR/Payroll system. This will build on the work undertaken in streamlining transactional processes and provide more robust establishment control and management information.

There is a significant piece of work across 2012/13 which will see the transfer of the Public Health function to local authorities and H.R. are actively involved on the Transition Group dealing with TUPE and other staff related matters.

The L&D Team will be developing additional courses to add to the Training Calendar including Coaching Skills Level 3 & level 5, and new E Learning courses specifically for Halton such as Affordable Warmth, Data Protection, Dignity in Care and the Bribery Act.

The L&D Team are developing Food Safety Courses at level 2 & 3 and are working with the Chartered Institute for Environment Health as there are currently no training providers in the Borough who offer this essential training. In addition to this, the team is working towards accreditation to deliver First Aid at Work qualifications with the Health & Safety Executive. It is hoped therefore that both qualifications will be a source of income generation for the Council.

The Policy, Planning and Transportation Department came together as a business unit in April 2011 and it has had to adapt to its new role without the benefit of a number of very experienced staff and in the face of increased budgetary pressures and new legislation that governs many of our activities

The Policy Planning and Transportation Department consolidated further in 2011 with a merger of Policy and Strategy Teams with Development Control, Building Control and Contaminated Land into one Division.

The Council's constitutional policy framework has been revised including the Sustainable Community Strategy, Corporate Plan, Children and Young People's Plan, and Child and Family Poverty Strategy. Policy teams are supporting the overview and scrutiny processes to deliver improvements to corporate policy and service delivery. A number of scrutiny reviews have been undertaken including Dignity in Care and Autism and several more reviews are in progress.

The department continues to support the Halton Strategic Partnership to coordinate early intervention and prevention activity across the public sector, voluntary sector and business sectors in Halton.

The prominence of the sub groups has increased with the innovation within the Children's Trust and evolution of the Health Partnership into a shadow Health and Well Being Board

The loss of grant funding streams and reductions in mainstream funding for the Council and partner organisations following the Comprehensive Spending Review will have significant implications for the delivery of services for Halton residents. More innovative and collaborative approaches to service delivery will be necessary to ensure that local needs are met. The Halton Strategic Partnership is exploring opportunities for more focused service delivery and is in the process of piloting a Halton specific cost benefit analysis and resource tool to enable us to better understand the totality of resources deployed in key areas across the partnership and identify how resources are allocated at each stage of the customer journey. In the long term it is hoped that this will enable us to better quantify the benefits derived from partnership activity and investment, reduce duplication and improve efficiency.

In addition, the Halton Strategic Partnership Board is implementing a revised development plan with support from officers. In addition to the cost benefit analysis resource mapping, a full Governance Review of the HSPB and its membership is being undertaken to ensure that it remains fit for purpose and reflects the rapidly changing public sector architecture.

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

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

The Child Poverty Act 2010 placed a duty on local authorities and partners to co-operate in the production and publication of a Child Poverty Needs Assessment and Strategy for their area. The Halton Child Poverty Needs Assessment and Halton Child and Family Poverty Strategy was published in 2011 and will run until 2014.

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

To support the Council's efficiency review, we are in the process of re-aligning all our workforce strategies across the council under the umbrella of an overarching People's Plan.

This will ensure that all Directorates share an overarching vision and principles to achieve a skilled, motivated, flexible and diverse workforce which delivers value for money services and will ultimately make a difference to the community that it serves. The work will be progressed and monitored via our Corporate Organisational Development Group, which replaces four working groups which had a workforce development remit.

The Directorate continues to carry a large and strategic case load dealing with applications from the Mersey Gateway, 3MG, Ineos, Building Schools for the Future and Widnes Waterfront. The challenge will be to continue to deliver a timely and effective service to all of our customers.

The Directorate provides central support for the statutory and regulatory inspection process across the Council and the level of internal customer satisfaction in Operational Directorates with the service provided has remained high. In areas, where support has been provided all statutory returns were submitted by the due date. This year the Department received an Outstanding Grade for 'Performance Management and Quality Assurance' in the February 2011 Safeguarding & Looked After Children's Inspection. Following on from this, the DfE intervention team came to Halton on 9th November 2011 to spend a day with us to look at what a good council looks like in terms of Safeguarding, Children in Care and Children in Need. The Division supported this process and delivered presentations.

During the year, Performance Frameworks have been reviewed by the Council and in conjunction with its key local partners through various forums. This is to ensure that these frameworks remain fit for purpose given legislative and statutory changes and ensure local accountability and transparency.

Confirmation of funding for the Mersey Gateway has finally enabled the Procurement Process to commence. The return of Pre-Qualification Questionnaires and the submission of new planning applications were due by mid-December 2011.

A number of working groups are now set up and these are taking up an increasing amount of staff time. It is obvious that the work associated with the MG will impact heavily on the work of the Policy, Planning and Transportation Department, and other departments of the Council over the coming years.

It is expected that construction will commence in 2013. As the largest project of this type currently being undertaken by a local authority, it will have a significant influence on the work of the Council and its Departments in the coming years.

Continuation of delivery of the major bridge maintenance programme (through the HBC Bridge Maintenance Partnership Contract) will continue until 2015/16 using the £18.6m maximum funding availability from the SJB Complex Major Maintenance Scheme which has received DfT's full approval.

Government approval of the Mersey Gateway project dictates that review of the SJB Complex bridge maintenance programme is required to remove work no longer required or that which may be postponed to allow it to be delivered more effectively and economically post Mersey Gateway construction. This will have implications for the total funding requirement for future SJB Complex bridge maintenance, the delivery programme and for how the funding is awarded through DfT (i.e. combined with Mersey Gateway funding).

LTP 3 commenced in April 2011 and has been developed to ensure that the transport services we provide meet the needs of residents and businesses; support the achievement of the Council's priorities, the Core Strategy and the Sustainable Community Strategy; and progress initiatives in Halton that reduce transport's contribution to greenhouse gases.

However, the Department had to respond to serious cuts in funding from the Department for Transport (DfT) during 2011/12. The Integrated Transport Block was reduced by £1m (66% cut) leading to a significantly reduced capital programme and a refocusing of work on more sustainable transport measures. Both the Road Safety Capital and Revenue Grants were cut in entirety as was the funding for School Travel Plans. This necessitated a reduction in staff numbers, a reduction in education, training and publicity initiatives and our withdrawal from the Cheshire Safer Roads Partnership. It was recently confirmed that Halton was the best performing authority in the country over the last 15 years in terms of the numbers of road casualties killed or seriously injured. However, with the cuts in funding, the challenge will be to maintain this impressive performance. Reduced finance will also impact on our ability to deliver against LTP 3 targets.

The amount available for road maintenance was reduced to a lesser degree and the funding available for the maintenance of the Silver Jubilee Bridge (SJB) and the additional grant available for potholes kept overall funding close to pre-2011 levels. The potential for further reductions has, however, encouraged us to seek efficiencies through the deployment of new technologies and the recycling of materials.

It is now obvious that we will need to continue to pursue greater efficiencies in future years by for example, combining works contracts, working more collaboratively with neighbouring authorities and by rigorously pursuing income due to the Council as Highway Authority and as permitted by legislation. Increased monitoring of roadworks is being carried out to reduce the potential damage to the highway infrastructure.

With the growth in vehicular traffic and residential/business developments, there is an increasing desire for new traffic management measures and street lighting. However, due to reduced budgets it is not always possible to deliver

the service to the public's full satisfaction. There will be a need for increased prioritisation of work and project implementation.

There are over six million public passenger journeys per annum undertaken in the Borough. Cuts in funding and an increase in operating costs (fuel and insurance) have resulted in the loss of both commercial and supported bus services, and the introduction of a charge for using Community Transport. Members of the public have responded to these withdrawals by submitting complaints and petitions. Further cuts to services are unfortunately anticipated and hence these pressures are likely to increase over the length of this Plan unless we are successful in acquiring additional funding. Investment in future transport provision for links to new and existing employment sites and to areas of deprivation, is one of our main priorities and will be heavily influenced by the outcome of the Local Sustainable Transport Fund (LSTF) bid which is being progressed.

Additionally we will also have to respond to a number of increasing pressures including:

Parking - a parking strategy for the Borough will need to be developed working in partnership with private sector operators and a decision on whether to proceed with an application for parking enforcement powers will need to be made. A review of the Policy on Residents Only Parking Schemes could also be considered. It is also possible that the police may withdraw from parking enforcement which would add a burden on the authority

Flooding and Water Management - The Flood and Water Management Act and the Flood Risk Regulations (2009), place significant new duties on Halton as a 'Lead Local Flood Authority'. Strict timescales for delivery of the various responsibilities have been laid down by Defra/Environment Agency, which will have significant resource implications. Whilst some provisions of the Act have been published there are more to come and when taken in combination they will require the acquisition of new skills, a reallocation of workload for some, the completion of various assessments and plans, and the pursuit of funding to address identified flooding problems.

Transport Asset Management - further development of the assets inventory (to enable the valuation of our highway assets) and policy and strategies for future maintenance and improvement of the borough's highways will be required.

Community & Personal transport – 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 in the borough. Also, changes in the way in which transport contracts are procured through The Chest e-procurement system are currently being developed.

The Health & Safety team is providing advice to schools on H&S matters and some academies have now also bought back the advice service. This work needs to be coordinated with the service provided to the Council's main departments. Electronic systems are being implemented to assist the reporting of compliance, however initially there is an increased workload during the transition.

The CCTV control room has now been refurbished. However, there is an increasing demand to monitor more sites and Council buildings, which is resulting in increased pressures on the control room staff.

Factors affecting the Directorate

Continued and significant budgetary pressures are anticipated over the course of this Plan period. These will affect all areas of the Directorate and will necessitate the pursuit of all available funding sources, the consideration and implementation of new service delivery models, and the achievement of further efficiencies to realise financial savings. The introduction of recent or new legislation will present added challenges at a time when human and financial resources will be stretched

The Council will continue to face significant budget cuts. As well as needing to find £15m in 2012/13, a further £24m cuts will be needed in the following two years. The Council is faced with cutting one third of its budget over the next three years. The need to maintain effective financial controls and probity is increased at a time of significant change, including the loss of experienced staff year on year.

The development of the Mersey Gateway project will place significant demands on staff for the next 5 or more years. Formal Local Authority approval of the various planning and technical issues associated with the project 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 has several interfaces with the existing highway network which will be severely affected during the construction phase of the project. Whilst a range of mitigation measures will be in place, traffic disruption will have significant consequences for how the Council delivers its services and early consideration of the business continuity issues will be vital to ensure HBC can continue to function to acceptable standards. Cross river travel both to normal place of work, especially during peak periods, and as part of the normal working day, will inevitably be more difficult and measures to rationalise this will have to be evaluated.

This evaluation will need to take account of the potential for response times and punctuality to be severely compromised for diverse areas of service including public transport, welfare transport, refuse collection, community meals, emergency highway maintenance and also the external social and economic consequences for the public, emergency services, schools and businesses.

Key provisions of the Flood and Water Management Act (2010) (FWMA) continue to be implemented incrementally. Halton must develop and adopt a Local Strategy, setting out our objectives for local flood risk management, and how and when we propose to achieve them.

Over the coming year, the legislation will also place new and significant operational and resource demands on the Department; to develop and maintain a register of assets; approve and adopt sustainable drainage systems (SuDS) on developments; and to undertake a consent and enforcement role in relation to watercourses.

Funding cuts will continue to significantly affect the number, scale and type of capital funded transport schemes likely to be delivered in future years. This is at a time when we are, through the Mersey Gateway, trying to procure the largest local authority transport infrastructure project in the country (together with its Sustainable Transport Strategy). There could well be further cuts to both the Supported Bus Network budget and Community Transport grant funding. In an attempt to offset these reductions, we continue to work with private and voluntary sector partners to develop our 'Routes to Prosperity' application for the Local Sustainable Transport Fund (LSTF) and Big Lottery Funded 'Reaching Communities' bid. These constitute a programme of co-ordinated actions and interventions, costing over £5m, aimed at removing transport barriers. There is a risk of the LSTF bid being jeopardised if further bus service budget reductions are implemented.

The high and increasing cost of energy will require us to review the provision of street lighting in the Borough, which currently has an annual bill of over £1m. We will explore and implement where possible, new technologies and more efficient lighting sources (such as LEDs) in order to reduce the demand. However, because of the age and size of our lighting stock there will be a need for significant capital investment to take full advantage of these technologies and to enable, for example, the dimming of lights or their switching off overnight when the roads are at their quietest. The size of the investment needed is such that the continued provision of lighting at all hours of darkness cannot be guaranteed.

Statutory Undertakers are reluctant to pay defect and overrun charges and it is likely we may need to introduce the Fixed Penalty Notices (FPNs) system.

The number of COMAH sites (Control of Major Accident Hazards) is increasing by two and the Runcorn site, which was previously classed as one, is now being classed as 3 sites. This is increasing the testing regime required to comply with the COMAH Regulations.

In terms of Performance Management, central government targets are being replaced by minimum standards in some areas. However, whilst there may be fewer centrally imposed targets the authority will still be required to publish performance against a national data set under the transparency agenda.

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. This extends beyond the publication of financial information and salaries, and is intended to include performance information identifying a minimum of 10 data items that should be released.

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.

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 Adult Social Care, with little change noted for Children's Services in particular. In fact additional requirements have been introduced in respect of Inspections introduced in 2011/12, for example around Children's Centres. Government surveys have also been introduced by the Department of Health to be administered by Local Authorities, e.g. Adult Social Care Survey introduced in 2011/12, with a carer's survey to be introduced in 2012/13.

Further duties will also be 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 in 2011/12 for Adult Social Care and Children's Services to assist this and to support sector led improvement models.

Regional bodies have been abolished, the Health Service is being restructured and Police Commissioners,, Local Economic Partnerships and Health and Wellbeing Boards have been, or are soon to be introduced. Whilst the complete picture of reform has yet to fully emerge there are some clear implications for the service.

The nature of partnership working will change and it will become increasingly important for agencies to work collectively in pursuit of community goals whilst operating with a significantly reduced resource base.

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

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

The Government now intend to allow local authorities to keep most of the business rates generated in their area. This is a fundamental change to the funding of local government.

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 losing up to £10m in resources.

As well as controlling grants and business rates, as part of the Localism Act, the Government are introducing local referenda on council tax increases. Each year the Government will set what it deems to be a reasonable increase in council tax. If a local authority wishes to increase the council tax beyond that figure then a local referendum is required.

The Government also intend to introduce the localisation of council tax benefit. It proposes that from 2013/14 Government funding will be by a fixed grant rather than based on actual expenditure. This grant will be set at 10% less than the 2011/12 grant.

The Government's proposals will require councils to introduce their own local council tax benefit scheme from 2013, an almost impossible task within this timeframe. Despite passing responsibility for setting its own scheme the Government insist that pensioners and other vulnerable people (as yet unidentified) will be protected. This will result in bigger cuts, expected to be 19%, in the council tax benefit of those not protected.

The first community budgets were run in 16 local areas from April 2011 for families with complex needs. These budgets pooled departmental budgets for local public service partnerships to work together more effectively, help improve outcomes, and reduce duplication and waste. The approach was further rolled out during 2011 with a further 50 areas being invited to apply to operate Community Budgets. In addition, the Government invited areas to apply to pilot two new community budget models for Whole Place and Neighbourhood Level Budgets, with the first pilots anticipated to start in 2012/13.

An announcement on who will pilot the new community budgets could be made during December 2011. The successful areas will work with a team of around eight civil servants from key Whitehall spending departments to design a blueprint for public service reform in their localities that could see all public spending pooled into a single budget. This programme would allow councillors to take control of public sector expenditure within a Borough. It is likely that all places may be able to operate these approaches from 2013-14 giving councils and their partners greater flexibility to work across boundaries in health, policing, worklessness and child poverty.

The Government will increasingly pay and tender for more services by results, rather than be the default provider of services. The use of simple tariffs and more innovative payment mechanisms will be explored in new areas, including community health services, processing services, prisons and

probation and children's centres. This builds on measures already announced to implement payment by results in welfare to work, mental health and offender rehabilitation services.

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

A number of grant funding streams ceased as of 31st March 2011, including Working Neighbourhood's Fund, Local Public Service Agreement and Safer and Stronger Communities. The small amount of underspend funding remaining from the grant funding is currently supporting a significantly reduced number of activities, however many others have ceased and the underspend is now at its final stage. As such, streams support a variety of projects delivered by the Council and its partners, for example the Community Safety Team and the Domestic Violence Service. This represents a significant challenge in terms of supporting future service provision and the delivery of community priorities identified within the 2011 Sustainable Community Strategy.

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

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

The Localism Bill received Royal Assent and hence became law on the 16th November 2011. Whilst the majority of the Act will come into force in the planning of sustainable development, this will have major implications for the Directorate and the organisation as a whole including:

- New general power of competence
- Neighbourhood Planning
- National Planning Policy Framework
- Clarifying the rules on predetermination by councillors
- Council control over business rates
- Reforming homelessness legislation
- National home swap scheme for social tenants
- Community 'Rights to Bid' for local assets, a 'Right to Challenge' to take on local services and 'Right to Build'.
- Further transparency on local pay

The changes within the NHS and adult social care will impact on the Authority as a whole, such developments include the transition of Public Health services to the Council in 2013, the development of a Halton wide Health and Wellbeing Strategy which will outline how the Council and Partners will

address the key Health & Wellbeing issues in Halton and the development of Local Health Watch which from October 2012 will be the independent consumer champion for the public - locally and nationally - to promote better outcomes in health for all and in social care for adults.

The Health and Social Care Bill is a crucial part of the Government's vision to modernise the NHS so that it is built around patients, led by health professionals and focused on delivering world-class healthcare outcomes.

The Bill takes forward the areas of Equity and Excellence: Liberating the NHS (July 2010) and the subsequent Government response Liberating the NHS: legislative framework and next steps (December 2010), which require primary legislation. It also includes provision to strengthen public health services and reform the Department of Health's arm's length bodies.

In 2010, the Government published its proposals on the future of Public Health in the form of a White Paper. Amongst other things, the Public Health White Paper 'Healthy Lives, Healthy People' confirms the leadership role of local government across the three domains of public health; health improvement, health protection and population healthcare and it sets out a list of mandatory public health functions for local government such as Tobacco control; Alcohol and drug misuse services; Obesity and community nutrition initiatives. Public Health will revert to the Local Authority in April 2013.

Health & Wellbeing Boards will need to be established in every upper tier local authority, operating in shadow form by April 2012 with full implementation anticipated in April 2013. The Boards will have the following main functions:

- To assess the needs of the local population and lead statutory Joint Strategic Needs Assessments.
- Promote integration and partnership across areas including through promoting joined up commissioning plans across the NHS, Social Care and Public Health and to publish a Joint Health and Well-being Strategy.
- To support joint commissioning and pooled budget arrangements where all parties agree this makes sense.

Halton's Health Partnership under the Strategic Partnership has evolved into the Shadow Health and Wellbeing Board for Halton.

The introduction of Universal Credit and changes to housing benefit and local housing allowance which will also have significant implications for Halton residents and will have local policy implications.

The 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. This has implications when considering the potential equality impacts of new policies and strategies. We are also

required to publish data demonstrating our compliance with the Duty in January 2012 and develop and publish Equality Objectives in June 2012.

As part of the Localism Act, Legal & Democratic Services will lead on the development of a new code of conduct which will be submitted to Members for consideration and adoption. Support will also be provided in the setting up of the required arrangements to oversee compliance with the code. The Department will also assist with regard to any changes to the Council's governance arrangements.

The Democratic Services team will support the Chief Executive in his role as the Returning Officer for the Police Commissioner elections, to take place in November 2012. The team will also manage the anticipated transition to Individual Electoral Registration, a Government proposal welcomed by the Electoral Commission with legislation likely to be introduced in late 2011/early 2012.

A General Election will also take place within the Plan period.

As a number of schools adopt Academy Status, Democratic Services are developing processes to make themselves as competitive as possible to run parental appeals arrangements.

Communications & Marketing will continue to play a key role in supporting key Council initiatives and major projects.

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

- Carefirst/ ESCR/ICS to provide an effective solution for Adult and Children's Social Care.
- The rollout of the Carefirst financials system to income and assessment and client finance teams.
- Building Schools for the future - developing the Council's vision for an ICT enabled learning community, which covers not just the students and teachers but also extends the provision of learning across to the community
- ICT Infrastructure – The largest and most complex area of the service relating to the on-going Hardware and Software projects that supports the continued maintenance of the platform that controls the estate of servers, networking equipment, mobile solutions and desktop communication devices that, in turn underpin the operation of the authorities four hundred plus computerised service delivery and management solutions.

- Continuing the onward development of the authority's internally developed CSD workflow and service delivery system, enabling more efficient delivery of the many services through not only the HDL infrastructure but also forwards into the Authority as a whole within each service area.
- Enabling more web based systems, moving transactions from more costly face to face and telephone channels onto a more efficient and cost effective web based platform.
- New telephony system 'Microsoft Lync' to be installed throughout the Authority, beginning April 2011, replacing the existing MD110 system and enabling major advances in communications modes suitable for the 21st century.
- Building new and improving existing portals onto internal services, expanding 'IWantIT', 'IWantAdmin' and implementing 'IWantHR'.
- Investigating and implementing new hardware devices for members and officers. (Laptops, Netbooks, Desktop PCs)
- Rollout of Windows 7 and Office 2010 to all staff.
- Continuing compliance with the Code of Connection helping to ensure that sensitive data held on the authority's computer systems is secure.
- Implementing a central hosting service for the schools pupil administration system within the Data Centre at the Municipal Buildings.

In order to support the current demand for technology growth and replacement the authority required an investment in the region of 1.3 million pounds this year in relation to the £1.1 million Capital budget made available. All projects funded by this were identified and through smart procurement, financial year-end discount opportunities, detailed specification and programme management the budget will support the current requirement.

In line with the wider corporate resource reductions and the increasing ICT demand upon administrative support to underpin this demand the department is utilising its flexible working strategy in training and exposing as many members of the team to the many areas of support requirement as well as the systems that require administrative support.

Funding cuts will present the most serious challenges for the ongoing delivery of transportation needs and initiatives between 2011 and 2013 and will impact significantly on what can be delivered in comparison to previous years. In 2010, it was confirmed that funding for the LTP Integrated Transport Block will reduce from £1.787m to £0.68m; Road Safety Capital and Revenue Grants will disappear completely; Highway Maintenance funding, including for the SJB and Watkinson Way, will reduce by over £0.7m; and grants for Rural Bus

Subsidies, the School Travel Plan Officers and the Independent Travel Trainer will cease.

This not only results in a loss of staff and a consequent need for further restructuring, it also means that previous excellent work could be jeopardised.

This is a serious concern because of the potentially adverse impact on road casualties in the Borough which have, until now, shown a markedly downward trend.

These cuts are also likely to significantly affect the number and size of capital funded transport schemes we are likely to be able to deliver in future years, at a time when we are trying to procure the largest local authority transport infrastructure project in the country (together with its Sustainable Transport Strategy). In addition to this, the need to find significant budget savings in line with the rest of the Council will adversely affect service provision. For example, there likely to be cuts to Supported Bus Services, Community Transport and Street Lighting whilst it remains uncertain how we will be able to respond to our new Flood Risk Management responsibilities. In an attempt to offset some of these funding reductions, the Department will be preparing a bid for funding from the Government's recently established Local Sustainable Transport Fund, but it is not possible to predict whether this will be successful or what funding may be awarded.

The Human Resources Department continues to play an active role facilitating the consultations with trade unions concerning changes to organisational structures affecting employees at risk of redundancy. In addition, negotiations continue with a view to changing terms and conditions of employees.

Agreement on the settlement of equal pay claims will remain an on-going activity as both the Equal Pay legislation develops and new claims are received.

The Department will also monitor the possible wide ranging Employment Legislation reform currently out for consultation from central government and advise management on appropriate responses and risks that may be involved.

Organisational initiatives

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

Equality, Diversity and Community Cohesion

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

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

The scheme sets out the 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 throughout the organisation and will use its position of influence in the borough to help to identify and remove discriminatory barriers and practices where they are found to exist.

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

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

Through the Directorate the Council 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.

Environmental Sustainability

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

The Council has set a target to reduce its emissions by 20% from 2008 – 09 levels over 4 years by 2013/14. If this target is to be achieved individual services areas will need to develop service specific plans for their areas.

To improve the focus on achieving its targets the Directorate, through the Carbon Group, will develop specific plans and, where appropriate, specific reduction targets.

The Council has also worked with the Energy Saving Trust to develop opportunities for reducing emissions in the wider community. These opportunities will formed the basis of a Corporate Climate Change Strategy to which individual Directorates will each making a contribution.

Arrangements for managing Data Quality

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

In recognising this, the Council has developed a Corporate Data Quality Strategy that will provide a mechanism by which the authority can be assured that the quality of its data remains robust and fit for purpose.

This strategy, which will remain subject to periodic review, identifies five Key Corporate Objectives and establishes the key dimensions of good quality data i.e. that data is:-

- | | |
|------------------|---|
| Accurate: | For its intended purpose; |
| Valid | By being consistently recorded and used in compliance with predetermined definitions and rules; |
| Reliable | By reflecting stable and consistent data collection processes; |

Timely	By being made available as soon as possible after the activity or event and in line with organisational requirements;
Relevant	For the purpose intended;
Complete	In that the monitoring of incomplete, missing or invalid data is avoided as far as is possible.

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

Risk Management

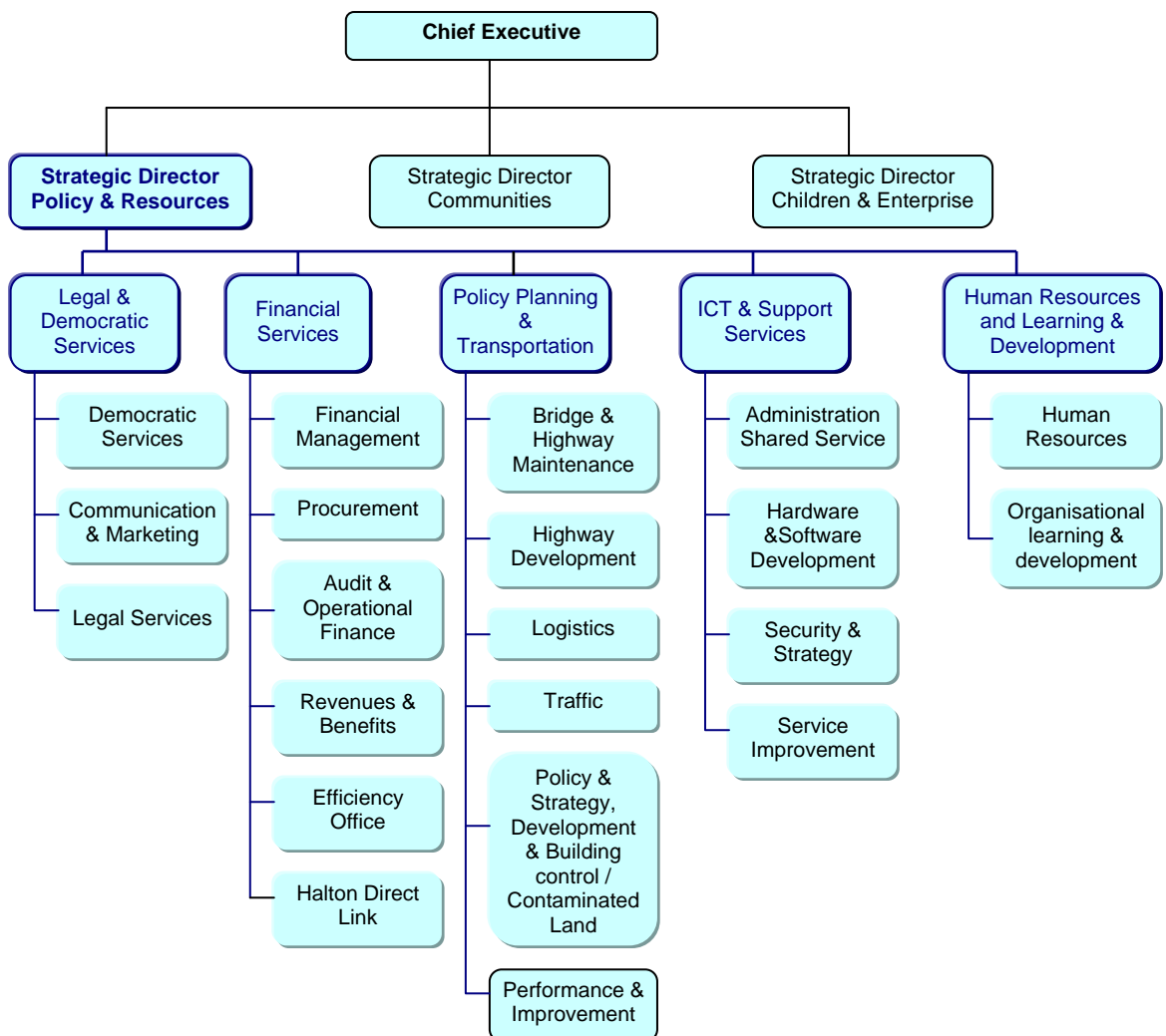
Risk Management, which forms a key element of the strategic and performance management processes of the Council, is a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

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

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

Directorate structure

From April 2011 a revised organisational structure has been implemented in order to reduce the organisations cost base and deliver ongoing efficiencies through the realignment and re-organisation of functional responsibilities. The chart below provides an overview of those functions that fall within the Policy and Resources Directorate.



Resources

7.1 Budget Summary and Service Costs

Information to follow

7.2 Human Resource Requirements

Staffing costs form the largest expenditure of the Council. Given the prevailing economic conditions and the ongoing requirement that local authorities continue to reduce expenditure it is highly likely that the staff resource base of the Directorate will reduce during the period of this plan.

The Council is committed to supporting those people who leave the authority through the provision of a series of support interventions such as staff road shows providing advice on a range of issues such as welfare benefits, career progression etc and engagement in regional jobs fairs etc.

As an example, there is a conflict between the need to consider staff reduction to satisfy future budget savings targets and the need to have the appropriate level of experienced staff to avoid compromising the procurement, development and delivery phases of the Mersey Gateway project.

In relation to the Flood and Water Management Act, there will be significant staff resource implications for the Directorate, as the Council in its role as LLFA, leads the strategic management of local flood risk and becomes SuDS Approval Authority for the area. Defras' new partnership approach to funding flood and coastal erosion schemes means that relatively small amounts of local funding could make the difference between locally-important projects going ahead or not. Contributions could leverage large amounts of funding from Government and in turn deliver benefits to the community that dwarf the costs involved. Halton has been successful to date in this respect. In addition to any direct financial contributions that the Council may make (either as LLFA, Highway Authority or landowner), securing contributions from other partners (e.g. United Utilities, developers, businesses etc.), and managing the bidding & procurement processes involved will impact on the Directorate's staff resources in the future.

Changes within the Town Planning and Public Health arenas are expected to become resource hungry with the requirements for the introduction of a Community Infrastructure Levy (CIL) and Health and the Well Being Strategy. Two members of the Division will be taking maternity leave during 2012/13 and this may have an impact on the Division's capacity to support a number of crucial agendas.

The Directorate will continue to embrace new ways of working, such as agile working and this will continue over the life of this plan. Additionally the Directorate will continue to explore opportunities to maximise the utility of all of the resources at its disposal in order to ensure that its operations remain efficient and effective.

7.3 Accommodation and property requirements

Following organisational restructuring staff within the newly configured Directorate are now dispersed across a number of operational sites within both Runcorn and Widnes.

There is the intention to relocate staff from Rutland House to the Municipal Buildings and this will require the support of Property Services and acceptance from staff that they must accept more agile working. Increased archiving will take place at Picow Farm Road.

Mechanisms are in place to ensure that communication between the various departments, divisions and teams remains effective and that all staff are working toward a common set of Directorate goals.

It is unlikely that there will be any additional accommodation needs during the life of the plan and we will continue, through the delivery of an effective asset management strategy, to ensure that every opportunity to rationalise the use and cost of accommodation is exploited.

Financial Requirements

Because of the need to replace existing ageing stock and reduce the energy bill for street lighting it is necessary to 'Invest to Save'. Much of our existing stock is past its original design life and hence needs replacing for safety reasons. It is also necessary to procure new technologies to allow more efficient control of lighting levels and periods. It is not possible at this stage to provide cost estimates for the work required but this will be prepared over the coming months.

Third party insurance claims and statutory undertakers' defects are not being paid in full to the Council resulting in additional costs on budgets already under pressure.

ICT Requirements

The Directorate is in the process of trialling, with a view to implementing, a new combined scheduling and vehicle monitoring/tracking system. This has the potential to provide real-time electronic communication on passenger pick up/drop off events; together with monitoring the operational efficiency of the Client Transport Fleet in terms of route planning and fuel usage. If the trial is successful we may need funding to buy the relevant hardware and software.

Risk and Emergency Planning and Health & Safety are continuing to develop new systems with ICT for assisting with emergencies and risk assessment. Existing systems need assistance with updates e.g. Mayrise, Siemens (VMS) etc.

Further investment in the necessary ICT equipment to enable 'agile working' across the Directorate with initial emphasis on the Policy and Development Services Division. This investment delivers the following benefits:

- Allows staff who regularly attend site (such as Building Control Officers and Town Planners) to organise their time and case load more effectively.
- Allows policy staff to base themselves alongside operational services teams to fully understand operating context and promote integration of knowledge at critical service delivery levels.
- Reduces accommodation overheads as staff can operate from 'hot desks'.

Further document cataloguing within the Policy and Strategy Library (based on Microsoft Sharepoint) is required. This enables easy access to the documents that together comprise the Corporate Policy Framework.

Provide connectivity of the Policy and Strategy Library to the Internet web site to allow full document management and control.

Appendices

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

- 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**

Corporate Priority	Corporate Effectiveness & Business Efficiency					
Service Objective:	Set the Revenue Budget, Capital Programme and Recommend Council Tax					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> • Report Medium Term Financial Forecast to Executive Board November 2012. • Report to Council in March 2013 					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> • Report Medium Term Financial Forecast to Executive Board November 2013. • Report to Council in March 2014 					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> • Report Medium Term Financial Forecast to Executive Board November 2014. • Report to Council in March 2015 					
Risk Assessment	Initial	Medium	Responsible Officer	Operational Director	Linked Indicators	
	Residual	Medium				

Corporate Priority	Corporate Effectiveness & Business Efficiency					
Service Objective:	To effect financial prudence by assisting managers to control their budgets by monitoring spending and providing timely and accurate financial reports					
Key Milestone(s) (12 – 13)	<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 Sub Committee. 					
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 Sub Committee. 					
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 Sub Committee. 					
Risk Assessment	Initial	Low	Responsible Officer	DM – Financial Management	Linked Indicators	
	Residual	Low				

Corporate Priority	Corporate Effectiveness & Business Efficiency					
Service Objective:	Provide for public accountability by reporting the Councils stewardship of public funds and its financial performance in the use of resources by preparing the final accounts as required by statute and in accordance with the latest accounting standards.					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> • Complete the Draft Abstract of Accounts and report to the Business Efficiency Board by 30th June 2012. • Publish the Abstract of Accounts by 30th September 2012. 					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> • Complete the Draft Abstract of Accounts and report to the Business Efficiency Board by 30th June 2013. • Publish the Abstract of Accounts by 30th September 2013. 					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> • Complete the Draft Abstract of Accounts and report to the Business Efficiency Board by 30th June 2014. • Publish the Abstract of Accounts by 30th September 2014. 					
Risk Assessment	Initial	N/A	Responsible Officer	Divisional Manager – Financial Management	Linked Indicators	
	Residual	N/A				

Corporate Priority	Corporate Effectiveness & Business Efficiency					
Service Objective:	<i>Make best use of cash resources available to the Council and meet its statutory responsibility by setting, implementing and monitoring the Treasury Management Policy</i>					
<i>Key Milestone(s) (12 – 13)</i>	<ul style="list-style-type: none"> • <i>Establish Treasury Management Policy and report to the Executive Board Sub-Committee by April 2012.</i> • <i>Provide monitoring reports to the Executive Board Sub-Committee on a quarterly basis.</i> 					
<i>Key Milestone(s) (13 – 14)</i>	<ul style="list-style-type: none"> • <i>Establish Treasury Management Policy and report to the Executive Board Sub-Committee by April 2013.</i> • <i>Provide monitoring reports to the Executive Board Sub-Committee on a quarterly basis.</i> 					
<i>Key Milestone(s) (14 – 15)</i>	<ul style="list-style-type: none"> • <i>Establish Treasury Management Policy and report to the Executive Board Sub-Committee by April 2014.</i> • <i>Provide monitoring reports to the Executive Board Sub-Committee on a quarterly basis.</i> 					
Risk Assessment	Initial	N/A	Responsible Officer	Operational Director	Linked Indicators	
	Residual	N/A				

Corporate Priority	Corporate Effectiveness & Business Efficiency					
Service Objective:	<i>Ensure that the Capital Programme is affordable, prudent, and sustainable by setting and monitoring prudential borrowing indicators.</i>					
<i>Key Milestone(s) (12 – 13)</i>	<ul style="list-style-type: none"> <i>Provide monitoring reports to the Executive Board Sub-Committee on a quarterly basis.</i> <i>Report prudential indicators to Council in March 2013</i> 					
<i>Key Milestone(s) (13 – 14)</i>	<ul style="list-style-type: none"> <i>Provide monitoring reports to the Executive Board Sub-Committee on a quarterly basis.</i> <i>Report prudential indicators to Council in March 2014</i> 					
<i>Key Milestone(s) (14 – 15)</i>	<ul style="list-style-type: none"> <i>Provide monitoring reports to the Executive Board Sub-Committee on a quarterly basis.</i> <i>Report prudential indicators to Council in March 2015</i> 					
Risk Assessment	Initial	N/A	Responsible Officer	Operational Director	Linked Indicators	
	Residual	N/A				

Corporate Priority	Corporate Effectiveness & Business Efficiency					
Service Objective:	Provide an independent and objective opinion of the Council's control environment by evaluating its effectiveness in achieving the Council's objectives.					
Key Milestone(s) (12 – 13)	<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. A commentary on the audit work undertaken will be provided in quarterly progress reports to Business Efficiency Board. Provide an overall opinion on the Council's system of internal control in the Internal Audit Annual Report (2010/11) to the Business Efficiency Board June 2012. 					
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. A commentary on the audit work undertaken will be provided in quarterly progress reports to Business Efficiency Board. Provide an overall opinion on the Council's system of internal control in the Internal Audit Annual Report (2011/12) to the Business Efficiency Board June 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. A commentary on the audit work undertaken will be provided in quarterly progress reports to Business Efficiency Board. Provide an overall opinion on the Council's system of internal control in the Internal Audit Annual Report (2012/13) to the Business Efficiency Board June 2014. 					
Risk Assessment	Initial	N/A	Responsible Officer	Divisional Manager – Audit & Operational Finance	Linked Indicators	
	Residual	N/A				

Corporate Priority	Corporate Effectiveness & Business Efficiency					
Service Objective:	Continue to identify and exploit the potential for further efficiency gains by enhancing the authority's approach to the procurement of goods and services.					
Key Milestone(s) (12 - 13)	<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) (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 					
Risk Assessment	Initial	Medium	Responsible Officer	Divisional Manager - Procurement	Linked Indicators	
	Residual	Medium				

Departmental Performance Indicators

Ref ¹	Description	Halton 10 / 11 Actual	Halton 11 / 12 Target	Halton 11 / 12 Actual	Halton Targets		
					12 / 13	13 / 14	14 / 15

Corporate Health

<u>FSLI 01</u>	Receive an unqualified external audit opinion on the accounts.	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				
FSLI 03	Receive confirmation from External Auditor (annually) that reliance can be placed upon the work of Internal Audit.	Yes	Yes				
<u>FSLI 05</u>	Proportion of Council Tax that was due that was collected	97.00	96.50		96.00+	96.00+	96.00+
<u>FSLI 06</u>	The percentage of Business Rates which should have been received during the year that were received	97.59	96.00+		96.00+	96.00+	96.00+
<u>FSLI 07</u>	Time taken to process HB and CTB new claims and change events	5.78	13		12	12	12

Cost & Efficiency

<u>FSLI 08</u>	Achieve investment returns for the year higher than benchmark						
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Departmental Performance Indicators

Ref ¹	Description	Halton 10 / 11 Actual	Halton 11 / 12 Target	Halton 11 / 12 Actual	Halton Targets		
					12 / 13	13 / 14	14 / 15

Service Delivery

FSLI 10	Average time for processing new claims (Housing & Council Tax Benefit)	14.71	19		18	18	18
FSLI 11	Average time for processing notifications of changes in circumstances	4.15	5.4		5.3	5.3	5.3

Quality

FSLI 12	Percentage of all eligible schools buying back financial services.		83				
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Departmental Objectives & Milestones

Corporate Priority	Corporate Effectiveness & Business Efficiency					
Service Objective: HRLD 01	<i>To enhance the efficiency and effectiveness of corporate training opportunities through the design and implementation of appropriate learning interventions</i>					
Key Milestone(s) (12 - 13)	<ul style="list-style-type: none"> • To further enhance the existing coaching programme September 2012 • Further develop capacity for e-learning opportunities and undertake promotional activities Dec 2012 • Further promote and develop 'skills for life' programme March 2013 					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> • Review and refresh annual training calendar Feb 2014 					
Key Milestone(s) (15 – 16)	<ul style="list-style-type: none"> • Review and refresh annual training calendar Feb 2015 					
Risk Assessment	Initial	low	Responsible Officer	Training Manager	Linked Indicators	
	Residual	low				

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) (12 - 13)	<ul style="list-style-type: none"> • Further develop the HR Self-serve portal Sept 2012 • Engage with relevant stakeholders, including trade unions, in the renegotiation of revised terms and conditions Dec 2012 • Provide support and advice to Directorates on the HR implications of revised structures such as Voluntary Early Retirement, redundancy etc. Dec 2012 • Settle outstanding Equal Pay claims March 2013 • Implement revised transactional processes through the introduction of workflow and document imaging September 2012. 					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> • Effectively support TUPE transfers of Public Health into local authority operations March 2013. 					
Key Milestone(s) (14 – 15)	n/a					
Risk Assessment	Initial	low	Responsible Officer	Divisional Manager	Linked Indicators	
	Residual	low				

Performance Indicators and Targets

Ref ¹	Description	Halton 10/ 11 Actual	Halton 11/12 Target	Halton 11/12 Actual	Halton Targets		
					12 / 13	13 / 14	14 / 15

Corporate Health

HRLD LI 1	The number of working days / shifts lost due to sickness (Corporate)		9.0		8.5	8.0	
HRLD LI2a	Total FTE Establishment		N/A		These measures are being reported for informational purposes and therefore targets are inappropriate.		
HRLD LI2b	Total Staff (head count)	-					
HRLD LI 3	Current advertised vacancies	-					

Cost & Efficiency

HRLD LI 4	% of Employee Development Review / Personal Action Plan returns a) Communities Directorate b) Children & Enterprise Directorate c) Corporate, Policy, & Planning Directorate		50		75	90	
ODHR LI 5	% of training delegates attending as proportion of places reserved		80		85	90	

¹ Key Indicators are identified by an **underlined reference in bold type**.

Appendix 2

Ref ²	Description	Halton 10/ 11 Actual	Halton 11/12 Target	Halton 11/12 Actual	Halton Targets		
					12/13	13/14	14/15

Fair Access

ODHR LI 6	The percentage of top 5% of earners that are ³ a) women b) from BME communities. c) with a disability		50 1.0 3.50		50 1.0 5.00	50 1.0 7.00	
ODHR LI 7	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.		5.00		7.50	9.00	
ODHR LI 8	Minority Ethnic community staff as % of total workforce.		1.00		1.00	1.00	
ODHR LI 9	% Of economically active disabled people in LA area.				These measures are reported to provide context and therefore targets are inappropriate.		
ODHR LI 10	Economically active BME population in LA area.						

² Key Indicators are identified by an **underlined reference in bold type**.

³ Performance targets for these measures take account of local demographic profiles

Departmental Objectives & Milestones

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) (12/13)	<ul style="list-style-type: none"> • Upgrade of the virtualization platform to version V6 December 2012 • System Centre distribution services corporate/schools March 2013 • Development of Cloud Application Distribution Platform February 2013 • SharePoint and Records Management – Paper to Cloud service solution February 2013 • Corporate Wireless Upgrade in line with property strategy October 2012 • Site to site dual Backup system September 2012 • Continued Social Care Systems Service Support Programme March 2013 • Corporate and Member Tablet Computing Evaluation Trials December 2012 • PC and Desktop OS Replacement Programme March 2013 • Rationalisation and integration of Voice and Mobile usage (Unified Comms) November 2012 • Lync Enhancement and Contact Centre Integration July 2012 • Schools Cloud Services Trial and the development of a future primary trial site September 2012 • Interactive Web Services and SharePoint Integration June 2012 • Rationalisation of desktop Printing March 2013 • Development and links to a regional 5Borough's Partnership network January 2013 • Development of commercial ICT opportunity within desktop, hosting and DR provision June 2013

<p>Service Objective: ICT O1 cont'd</p>	<p>Constantly evaluate and improve the usability, resilience, control and flexibility of the Council's Data Communications Network, Hardware and Software Infrastructure</p>					
<p>Key Milestone(s) (13/14)</p>	<ul style="list-style-type: none"> • Maintenance of the virtualization platform to new version's March 2014 • Further Development of Cloud Application Distribution Platform March 2014 • SharePoint and Records Management enhancement March 2014 • Continued Social Care Systems Service Support Programme March 2014 • Corporate and Member Tablet Computing rollout December 2013 • PC and Desktop OS Replacement Programme March 2014 • Lync Enhancement July 2013 • Schools Cloud Services Trial rollout 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 					
<p>Key Milestone(s) (14/15)</p>	<ul style="list-style-type: none"> • Maintenance of the virtualization platform to new version's March 2015 • Further Development of Cloud Application Distribution Platform March 2015 • SharePoint and Records Management enhancement March 2015 • Continued Social Care Systems Service Support Programme March 2015 • PC and Desktop OS Replacement Programme March 2015 • Lync Enhancement July 2014 • Schools Cloud Services upgrade September 2014 • Interactive Web Services and further SharePoint Integration March 2015 • Further development and links to a regional 5Borough's Partnership network January 2015 • Development of commercial ICT opportunity within desktop, hosting and DR provision March 2015 					
<p>Risk Assessment</p>	<p>Initial</p>	<p>Low</p>	<p>Responsible Officer</p>	<p>DM – Software & Hardware Management & Development</p>	<p>Linked Indicators</p>	<p>ICTLI 10, 11</p>
	<p>Residual</p>	<p>Low</p>				

Corporate Priority:	Corporate Effectiveness & Business Efficiency					
Service Objective: ICT O4	The implementation of a range of new corporate wide facilities including Web services, records & document management, business process workflow, corporate desktop portal.					
Key Milestone(s) (12 / 13)	<ul style="list-style-type: none"> • Continuing improvements, enhancements and potential commercial use of Corporate Service Delivery (CSD) system- March 2013 • Continuing workflow implementation- March 2013 • Improvement and enhancement of all web based customer interfaces March 2013 • Continued development of document management and distribution services March 2013 					
Key Milestone(s) (13 / 14)	<ul style="list-style-type: none"> • Continuing improvements, 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 					
Risk Assessment	Initial	Low	Responsible Officer	DM – Security Strategy	Linked Indicators	ICTLI 06
	Residual	Low				

Corporate Priority:	Corporate Effectiveness & Business Efficiency					
Service Objective: ICT O5	Improve service efficiency and improvement through the use of Business Process Re-engineering					
<i>Key Milestone(s) (12/13)</i>	<ul style="list-style-type: none"> • <i>Deliver business transformational projects identified by the corporate Efficiency programme</i> March 2013 					
<i>Key Milestone(s) (13/14)</i>	<ul style="list-style-type: none"> • <i>Deliver business transformational projects identified by the corporate Efficiency programme</i> March 2014 					
<i>Key Milestone(s) (14/15)</i>	<ul style="list-style-type: none"> • <i>Deliver business transformational projects identified by the corporate Efficiency programme</i> March 2015 					
Risk Assessment	Initial	Medium	Responsible Officer	DM - Service Improvement	Linked Indicators	N/A
	Residual	Low				

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency					
Service Objective: ICT O6	<i>Evolve, improve and redevelop customer contact and reactive fix services, access channels and availability.</i>					
<i>Key Milestone(s) (12/13)</i>	<ul style="list-style-type: none"> • <i>Conduct a Satisfaction survey for ICT & Support Services March 2013.</i> • <i>Further Development of I Want IT portal March 2013</i> • <i>Further Implementation of enhanced ICT Service Desk March 2013</i> 					
<i>Key Milestone(s) (13/14)</i>	<ul style="list-style-type: none"> • <i>Conduct a 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> 					
<i>Key Milestone(s) (14/15)</i>	<ul style="list-style-type: none"> • <i>Conduct a Satisfaction survey for ICT & Support Services March 2015.</i> • <i>Further Development of I Want IT portal March 2015</i> • <i>Further Implementation of enhanced ICT Service Desk March 2015</i> 					
Risk Assessment	Initial	Low	Responsible Officer	OD ICT & Support Services. DM Security Strategy	Linked Indicators	N/A
	Residual	Low				

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

Corporate Priority:	Corporate Effectiveness and Business Efficiency					
Service Objective: ICT 09	Satisfy the administrative needs of the Council's Corporate and Directorate requirement by providing a well trained, efficient and effective administrative shared service					
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> •The continued development of technology through the provision of more efficient and lower cost service and technology platforms March 2013 •The continued implementation of standardisation and the innovative use of existing and new technologies supporting the growth in requirement for low cost ICT provision March 2013 					
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> •The continued development of technology through the provision of more efficient and lower cost service and technology platforms March 2014 •The continued implementation of standardisation and the innovative use of existing and new technologies supporting the growth in requirement for low cost ICT provision March 2014 					
Key Milestone(s) (14/15)	<ul style="list-style-type: none"> •The continued development of technology through the provision of more efficient and lower cost service and technology platforms March 2015 •The continued implementation of standardisation and the innovative use of existing and new technologies supporting the growth in requirement for low cost ICT provision March 2015 					
Risk Assessment	Initial	Low	Responsible Officer	DM – Admin Shared Service	Linked Indicators	N/A
	Residual	Low				

Appendix 4

Corporate Health

<u>ITCLI 1</u>	Average availability of the Council's operational servers (%).	99.43	99		99	99	99
<u>ITCLI 2</u>	Average availability of the Councils WAN infrastructure (%).	99.89	99		99	99	99

Service Delivery / Quality

ITCLI 3	% Of all calls received that were resolved at the Help Desk.	68	65		65	65	65
ITCLI 4	% Of all responsive repairs completed within 2 working days.	88	80		80	80	80
ITCLI 5	School Support SLA: % of calls responded to within <u>agreed</u> target*.						
	Priority 1	100	100		85	85	85
	Priority 2	100	100		90	90	90
	Priority 3	100	100		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
ITCL1 7	% E-mail accounts set-up within 3 working days of receipt.	91	80		80	80	80
ITCL1 8	Average working days from order to completion of a new PC	9	10		10	10	10
ITCL1 9	Average working days from delivery to completion of a new PC	4	5		5	5	5

Appendix 4

ITCLI 10	Number of teams rolled out on CareFirst6 / Integrated Children's System (ICS)	----	-----		TBA	TBA	TBA
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Departmental Objectives & Milestones

Corporate Priority:	Corporate Effectiveness & Business Efficiency
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Service Objective: LOD 01	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) (12/13)	<ul style="list-style-type: none"> Secure renewal of Lexcel & ISO Accreditation January 2013 					
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> Secure renewal of Lexcel & ISO Accreditation January 2014 					
Key Milestone(s) (14/15)	<ul style="list-style-type: none"> Secure renewal of Lexcel & ISO Accreditation January 2015 					
Risk Assessment	Initial	Medium	Responsible Officer	Operational Director -	Linked Indicators	N/A
	Residual	Low				

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) (12/13)	<ul style="list-style-type: none"> Review Constitution May 2012 					
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> Review Constitution May 2013 					
Key Milestone(s) (14/15)	<ul style="list-style-type: none"> Review Constitution May 2014 					
Risk Assessment	Initial	Medium	Responsible Officer	Operational Director	Linked Indicators	LDLI 9, 10
	Residual	Low				

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

Corporate Priority:	Corporate Effectiveness & Business Efficiency
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Service Objective: LD 04	Improve the quality and effectiveness of the Council’s communications					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> • Review and retender press cutting service December 2012 • Review and update directorate work programmes July 2012 • Review Design and Print Tender June 2012 • Internal Communications survey October 2012 • Review of advertising contract - September 2012 					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> • Review and update directorate work programmes July 2013 • Rebuild of intranet October 2013 • Internal Communications survey October 2013 					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> • Review and update directorate work programmes July 2014 • Internal Communications survey October 2014 					
Risk Assessment	Initial	Low	Responsible Officer	Operational Director	Linked Indicators	LDLI 13, 14, 15,16,17, & 18
	Residual	Low				

Performance Indicators and Targets

Ref ¹	Description	Halton 09/10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
					12/13	13/14	14/15

Performance Indicators and Targets

Corporate Health							
LDLI 01	No. Of Members with Personal Development Plans (56 Total)	52 (92%)	56 (100%)		56 (100%)	56 (100%)	56 (100%)
LDLI 02	% of Members attending at least one organised Training Event	100	100		100	100	100

Service Delivery							
LDLI 05	Average Time taken to issue prosecutions from receipt of full instructions (working days) ^{NB}	10	10		10	10	10
LDLI 06	Average time taken to send out first draft business lease from receipt of complete instructions from Property Services (working days)	New target	New target	New target	20	20	20
LDLI 07	Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days)	New target	New target	New target	3	3	3

Performance Indicators and Targets

Ref ¹	Description	Halton 09/10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
					12/13	13/14	14/15
Fair Access							
LDLI 08	Members of Public attending Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums) – For information	600	600		N/A	N/A	N/A
LDLI 09	No. Of Questions asked by Members of the Public at Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums) – For information	150	175		N/A	N/A	N/A
LDLI 10	% of Executive Board, Executive Board Sub-Committee and Mersey Gateway Executive Board minutes published within 5 working days after the meeting.	TBA	TBA		100	100	100
LDLI 11	% Of those eligible casting a vote in local elections. – For information	TBA	TBA		N/A		
LDLI 12	% Of completed form A's (register of voters) returned	TBA	TBA		90	90	90
LDLI 13	% who believe internal communications service has improved	83	--		86	87	88
LDLI 14	% of people satisfied or more than satisfied with visit to Council Website www.halton.gov.uk	79	93		80	85	90

Performance Indicators and Targets

Ref ¹	Description	Halton 09/10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
					12/13	13/14	14/15
Fair Access							
LDLI 16	% of customers satisfied or very satisfied with the service of the internal print service	N/A	N/A		80	85	90
LDLI 17	% take up of press releases	N/A	N/A		82	83	84
LDLI 18	% satisfaction with Inside Halton	98	85		87	90	93

Departmental Objectives & Milestones

Corporate Priority	Corporate Effectiveness & Business Efficiency					
Service Objective: PPT 01	Provide a corporate policy framework to guide corporate decision making and the appropriate allocation of resources and to support the overview and scrutiny processes to contribute to the development of policy					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> • Adopt the Core Strategy. August 2012 • Adoption of Climate Change Strategy June 2012 • Publish State of the Borough Report July 2012 • Adoption of the Waste Development Plan Document. December 2012 • Revision of Children and Adult Social Care Policies March 2013 					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> • Publish State of the Borough Report July 2013 • Publication of Site Allocations Development Plan Document. October 2013 • Revision of Children and Adult Social Care Policies March 2014 					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> • Adoption of Site Allocations & Development Management Policies Development Plan Document. October 2014 • Revision of Children and Adult Social Care Policies March 2015 					
Risk Assessment	Initial	Medium	Responsible Officer	DM ⁴ Policy & Strategy	Linked Indicators	PPTLI 01
	Residual	Low				

⁴ DM Refers to Divisional Manager

Corporate Priority	Corporate Effectiveness & Business Efficiency					
Service Objective: PPT 02	Provide a robust, credible and co-ordinated evidence base (ensuring community participation and citizen involvement) on which the Policy Framework is based.					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> • Produce Community Engagement Strategy March 2013 • Republish Statement of Community Involvement March 2013 • Publication of the Health Joint Strategic Needs Assessment (JSNA) March 2013 					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> • Publication of the Health Joint Strategic Needs Assessment (JSNA) March 2014 • Undertake Residents Survey March 2014 					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> • Publication of the Health Joint Strategic Needs Assessment (JSNA) March 2014 					
Risk Assessment	Initial	High	Responsible Officer	DM Policy & Strategy	Linked Indicators	
	Residual	Medium				

Service Objective: PPT 03	Facilitate new development within the Borough to secure the most desirable outcomes for Halton in accordance with the corporate policy framework.					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> • Ensure planning application decisions are made within statutory timescales March 2013 					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> • Ensure planning application decisions are made within statutory timescales March 2014 					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> • Ensure planning application decisions are made within statutory timescales March 2015 					
Risk Assessment	Initial	High	Responsible Officer	DM ⁵ Policy & Strategy	Linked Indicators	
	Residual	Medium				

Corporate Priority	Corporate Effectiveness & Business Efficiency
Service Objective: PPT 04	<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) (12 - 13)	<ul style="list-style-type: none"> • Monitor performance against the Sustainable Community Strategy Targets 2011-16 and review delivery plans with partners June 2012 • Analyse, evaluate and disseminate the results of the Adult Social Care Survey June 2012 and the new statutory Carers Survey March 2013 • Respond as appropriate to the Munro Review of Child Protection to ensure that the Children and Enterprise Directorate have effective quality assurance and performance management frameworks in place by September 2012 • Implement the code of Practice for Local Authorities on Data Transparency and demonstrate and describe performance to local people through various forums, for instance the Adult Social Care Annual Report (Local Account) Dec 2012 • Conduct a satisfaction survey for all non transactional services Feb 2013 • Support unannounced and announced statutory inspections in Children's & Young Peoples Directorate March 2013 • Ensure statutory performance information continues to be captured, reported and monitored appropriately, following reconfiguration of the care management process in Adult Social Care March 2013.

Corporate Priority	Corporate Effectiveness & Business Efficiency					
Service Objective: PPT 04 cont'd	<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 Operating Framework 2012/13, to ensure that statutory performance monitoring frameworks are in place and fit for purpose May 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 					
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 • Conduct a satisfaction survey for all non transactional services Feb 2015 • 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 					
Risk Assessment	Initial	High	Responsible Officer	DM Performance & Improvement	Linked Indicators	PPLI 01
	Residual	Medium				

Corporate Priority	Halton's Urban Renewal					
Service Objective: PPT 05	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) (12 – 13)	<ul style="list-style-type: none"> Review progress, revise SJB maintenance strategy document and deliver 2012/13 major bridge maintenance works programme March 2013 Seek agreement with DfT for reallocation of approved major maintenance funding no longer required as a result of Mersey Gateway approval towards the physical de-linking of the SJB July 2012 Seek agreement with DfT for reallocation of approved major maintenance funding to allow high level SJB painting activity to be deferred until MG complete July 2012. 					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> Review progress, revise SJB maintenance strategy document and deliver 2012/13 major bridge maintenance works programme March 2014 					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> Review progress, revise SJB maintenance strategy document and deliver 2012/13 major bridge maintenance works programme March 2015 					
Risk Assessment	Initial	High	Responsible Officer	DM, Bridge and Highway Maintenance	Linked Indicators	
	Residual	Low				

Corporate Priority	Halton's Urban Renewal					
Service Objective: PPT 06	Mersey Gateway – Complete the procedural process to achieve all necessary orders and conditional approval of the Business Case for the construction of the Mersey Gateway within the timescales required.					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> ▪ Complete execution of GVD process in respect of minor interests and that land not acquired by agreement March 2013 ▪ Complete necessary agreements for temporary rights where required March 2013. 					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> ▪ Acquire all land interests for the scheme April 2013 ▪ Settle all outstanding compensation claims March 2014. 					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> ▪ Not applicable 					
Risk Assessment	Initial	Medium	Responsible Officer	Steve Nicholson	Linked Indicators	
	Residual	Low				

Service Objective: PPT 07	Mersey Gateway- Commence the procurement process for the construction of Mersey gateway to ensure that the project can be completed within the required timescales.					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> ▪ Issue Invitation to Submit Final Tender January 2013 ▪ Deadline for return of tenders February 2013 					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> ▪ Confirm Preferred Tenderer – May 2013 ▪ Project Agreement award and mobilisation October 2013 					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> ▪ Not applicable 					
Risk Assessment	Initial	Medium	Responsible Officer	Steve Nicholson	Linked Indicators	
	Residual	Low				

Corporate Priority	Halton's Urban Renewal					
Service Objective: PPT 08	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) (12 - 13)	<ul style="list-style-type: none"> • Commence the development of a strategy for local flood risk in Halton; June 2012 • Progress Report to E&UR PPB March 2013 • Develop and maintain the register and records of structures or features which are likely to have a significant effect on flood risk in Halton October 2012 • Submit bid for Grant in Aid funding for local flood risk management schemes to Environment Agency; June 2012 • Deliver programme of FRM schemes for 2012/13; March 2013 					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> • Publish the Local Flood Risk Management Strategy for Halton October 2013 • Submit bid for Grant in Aid funding for local flood risk management schemes to Environment Agency; June 2013 • Progress Report to E&UR PPB March 2014 • Deliver programme of FRM schemes for 2013/14; March 2014 					
Key Milestone(s) (14 - 15)	<ul style="list-style-type: none"> • Submit bid for Grant in Aid funding for local flood risk management schemes to Environment Agency; June 2014 • Progress Report to E&UR PPB March 2015 • Deliver programme of FRM schemes for 2014/15; March 2015 					
Risk Assessment	Initial		Responsible Officer	D.A.Cunliffe	Linked Indicators	Single Data List 080 Series
	Residual					

Corporate Priority	Halton's Urban Renewal					
Service Objective: PPT 09	LTP Capital Programme - Deliver the LTP Capital Programmes to ensure that the transport system is maintained and developed to meets local needs					
Key Milestone(s) (12–13)	▪ <i>To deliver the 20011/12 LTP Capital Programme March 2012.</i>					
Key Milestone(s) (13–14)	▪ <i>To deliver the 2012/13 LTP Capital Programme March 2013.</i>					
Key Milestone(s) (14–15)	▪ <i>To deliver the 2013/14 LTP Capital Programme March 2014.</i>					
Risk Assessment	Initial	Medium	Responsible Officer	DM Highways Development	Linked Indicators	

Departmental Performance Indicators

Ref ¹	Description	Halton 10/11 Actual	Halton 11/12 Target	Halton 11/12 Actual	Halton Targets		
					12/13	13/14	14/15

Cost & Efficiency

PPTLI 02	Number of third party compensation claims received due to alleged highway / footway defects	149	110		110	105	105
PPTLI 03	Increase MOT test facility turnover by 3% per annum (£)	182,209	187,143		192,757 (+3%)	198,540	198,540

Service Delivery

PPTLI 04	Satisfaction of internal customers (survey of internal customers Feb 2011 to establish baseline and future targets)	New Measure	Baseline to be Determined		Survey to be undertaken	--	Survey to be undertaken
PPTLI 05 NI 154	Net additional homes provided ⁱ	114	500		500	500	500
PPTLI 06 NI 155	Number of affordable homes delivered (gross) ⁱⁱ	108	125		125	125	125
<u>PPTLI 07</u> <u>NI 157</u>	Processing of planning applications as measured against targets for, a) 'major' applications b) 'minor' applications c) 'other' applications	72.97%	60%		60%	60%	60%
		83.63%	80%		80%	83%	85%
		89.94%	80%		80%	83%	85%

Departmental Performance Indicators

Ref ¹	Description	Halton 10/11 Actual	Halton 11/12 Target	Halton 11/12 Actual	Halton Targets		
					12/13	13/14	14/15
<u>PPLTI 08</u> <u>NI 159</u>	To ensure a 5 year rolling supply of housing land available for 2000 homes over 5 years. Measure as supply of ready to develop housing sites (%). ⁱⁱⁱ	137.9	100		100	100	100
<u>PPTLI 09</u> <u>NI 170</u>	To regenerate 5 hectares of urban sites per annum for the next five years. ^{iv}	5ha	5ha		5ha	5ha	5ha
<u>PPTLI 10</u>	No. of people killed or seriously injured (KSI) in road traffic collisions. (5 Year Av.)	47					
<u>PPTLI 11</u>	No. of children (<16) killed or seriously injured (KSI) in road traffic collisions. (5 year Av.)	8					
<u>PPTLI 12</u>	No. of people slightly injured in road traffic collisions.	423					
PPTLI 13	Average number of days taken to repair street lighting fault: non DNO (Street lights controlled by the authority). (Previously BVPI 215a).	5	5		5	5	5
PPTLI 14	Average number of days taken to repair street lighting fault: DNO (Street lights controlled by the energy provider). (Previously BVPI 215b).	32	30		30	30	30
<u>PPTLI 15</u> <u>Ex BVPI 224b</u>	Condition of Unclassified Roads (% of network where structural maintenance should be considered).	17%	9%		9%	9%	9%
PPTLI 16	Damage to roads and pavements (% dangerous damage repaired within 24 hours).	98.37%	98%		98%	98%	98%

Departmental Performance Indicators

Ref ¹	Description	Halton 10/11 Actual	Halton 11/12 Target	Halton 11/12 Actual	Halton Targets		
					12/13	13/14	14/15
<u>PPTLI 19</u> 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.	2.1%					
<u>PPTLI 20</u> 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.	-3.8%					
<u>PPTLI 21</u> NI 168	Percentage of principal road network where structural maintenance should be considered.	1%	2%		2%	2%	2%
	% Of Non principal roads where maintenance should be considered	3%	4%		4%	4%	4%
<u>PPTLI 23</u> NI 178	Bus service punctuality, Part 1: The proportion of non frequent scheduled services on time (%):						
	a) Percentage of buses starting route on time	96.77%	97.6%		97.7%	97.8%	98.0%
	b) Percentage of buses on time at intermediate timing points	87.10%	85%		86%	87%	87.50%

Departmental Performance Indicators

Ref ¹	Description	Halton 10/11 Actual	Halton 11/12 Target	Halton 11/12 Actual	Halton Targets		
					12/13	13/14	14/15

Fair Access

PPTLI 26	% of footpaths and Rights of Way that are easy to use.	86%	87%		88%	89%	90%
<u>PPTLI 28</u>	No. of passengers on community based accessible transport	266,230	267,000		267,000	267,000	267,000
PPTLI 29	% of bus stops with Quality Corridor accessibility features. (No. of stops – 603)	48.25	51		52	53	54
<u>PPTLI 31</u> <u>NI 177</u>	Number of local bus passenger journeys originating in the authority area in one year (000's)	6,293,000	6,150,000		6,200	6,200	6,200

Departmental Performance Indicators

Ref ¹	Description	Halton 10/11 Actual	Halton 11/12 Target	Halton 11/12 Actual	Halton Targets		
					12/13	13/14	14/15

ⁱ Note: Regional Spatial Strategy (RSS) requires Halton to accommodate 9000 new dwellings over the development plan period (to 2028). This is approximately 500 dwellings per annum. It must be acknowledged that at the time of writing RSS is being revoked by Government and Halton's Core Strategy has to be proven 'sound' by a Planning Inspector). It is possible that this target may need to change.

It should also be noted that the rate of house building cannot be directly influenced by the Council and is reliant on economic factors such as the availability of finance and mortgages. If people can't buy homes then house builders will not build them. This indicator needs to be looked at in the context of PPT LI08 which measures the housing land supply in Halton. Sufficient housing land needs to be available throughout an economic cycle to allow housing development when demand conditions allow

ⁱⁱ Note: Halton's Core Strategy (not yet adopted) has a target for 25% of new housing to be 'affordable'. The target figure has been derived by calculating 25% of the overall net new housing target (PPT LI05)

ⁱⁱⁱ Note: This target comes from Planning Policy Statement 3 on Housing. This is national policy that requires local planning authorities to have at least a 5year supply of deliverable housing sites monitored on an annual basis through the Strategic Housing Land Availability Assessment (SHLAA)

^{iv} This target relates to the Homes and Communities Agency's National Land Use Database of Previously Developed Land. This database catalogues all PDL sites in the Borough. The Core Strategy has a target for 40% of housing development on PDL sites. It could be expected that overtime the amount of PDL as a percentage of the land area decreases over time as urban sites are regenerated