



# Policy & Resources Directorate

Policy and Resources

Directorate Plan

**April 2014 to March 2017**

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## 1.0 Foreword and Introduction from Strategic Director

Like all parts of the Council the period of this plan will be the most challenging period the Directorate has faced, given the severe financial constraints the authority is working within. The Directorate will continue to play a key role in supporting and advising Members of the Council in making the difficult decisions they will inevitably have to make in order to deliver balanced budgets over the period of the Plan.

The Directorate contains a mixture of frontline and organisational support services. Both are equally important to providing first class services to the Halton's residential and business communities as well as visitors to the borough. The purpose of this plan is to identify and communicate what the Directorate seeks to achieve within the limited resources made available to it.

The Directorate has a good track record both of meeting its financial targets and delivering on its objectives. Such achievements reflect the hard work and dedication of the excellent staff that I have the daily pleasure of working with and the support that the Directorate receives from the Elected Members of the Council.

Within the Directorate we will continue to conscientiously maximise the value of the resources that we have at our disposal and target our energies toward the delivery of the Council's agreed priorities.

This is the first plan we have produced since the Public Health Team joined the Directorate and I would like to take this opportunity to welcome them to the Directorate and I know they will make a major contribution to both the Directorate's objectives but more importantly to the improvement of health outcomes in the Borough.

I continue to take pride in the work done by the Directorate and I am confident that we will achieve the objectives outlined in this plan.

*Ian Leivesley*

Strategic Director  
(Policy and Resources)

## 2.0 Key Messages

### Finance

In setting the budget for 2013/14 the Council faced a funding gap of £14m due to reductions in Government grant funding. As a result significant budget reductions were necessary in order to balance the books. The Council's Medium Term Financial Strategy (MTFS) 2014-17 identifies further budget funding gaps of £15m in 2014/15, £17m in 2015/16 and £14m in 2016/17. Implementing further budget reductions on this scale will be extremely difficult for the Council, whilst maintaining delivery of services and protecting the Borough's most vulnerable residents.

Greater efficiency continues to be one way of achieving those savings. The Council set up the Efficiency Programme in 2009 and it has identified over £12m since then. Further efficiencies continue to be needed and it is the responsibility of everyone to identify opportunities for greater efficiency.

Improvement in procurement practices has also provided another way of funding savings and this approach will continue. The Procurement Division was set up in 2010 and has since then identified savings of over £2m, with a further £0.7m target to be set for 2014/15.

Financial probity has been maintained, along with effective accounting practices and the issuing of bills and collection of monies. This has been successfully achieved alongside unprecedented changes to the council tax, business rates and benefit regimes. Operating on a sound financial basis has been maintained despite reducing numbers of staff and means that the Council faces the challenges of the future with a strong financial base, which the Council External Auditors have reiterated in their [Annual Audit Letter](#).

The Council has a history of setting balanced budgets and then spending within those budgets. A robust Finance Department is essential to assist the Council in facing an uncertain financial future. The External Auditor has yet again given the 2012/13 accounts a clean bill of health and there are sufficient balances and reserves to meet known risks.

### Human Resources and Learning and Development

To reflect the emerging environment, the Human Resources and Learning and Development Division is presently undergoing a restructure to enable it to best support the rest of the organisation in an environment of reducing resources and to deliver a more efficient and modernised service for the Council.

This follows the successful introduction of a number of improved transactional systems over the last few years, namely iTrent, the I Want HR Portal and document imaging.

The new structure includes Development posts to enable the functionality of all of these systems to be further enhanced to enable the Division to provide Directorates with improved management information and performance data.

As a result of the restructure, the way Learning and Development is delivered by the Division will change and only employees of the Council will be offered training opportunities. Members of the L&D Team will work with colleagues in other Directorates to provide advice and assistance in the delivery of training for third parties including Foster Carers, school governors, partners etc.

As the Council continues to respond to imposed austerity measures, it is envisaged that a consequence of this will be a reducing workforce. Consequently the Division will continue to work with the Trade Unions and managers on formal consultations on revised structures, reviewing staffing protocols and changes to Terms and Conditions of Service over the coming years. Although the Council has a good track record of minimising compulsory redundancies and facilitating redeployment opportunities as far as possible, this will become more difficult over the coming years as such opportunities become fewer. It is therefore particularly important that energies remain focussed upon maintaining the existing and constructive working relationships with key stakeholders including staff, Unions and Elected Members.

April 2014 sees a significant change to the Local Government Superannuation Scheme and the Teachers' Pension Scheme. The H.R and L&D Division are central to both communicating these changes to affected employees and also to ensuring that employees requests are appropriately actioned.

### **ICT and Shared Administration Services**

ICT and Administrative Support has placed emphasis upon the development of centrally based systems and resource solutions that maximise business impact and minimise present and future operating costs and overheads.

This work has resulted in a number of significant developments including;

The centralisation of document management processes through the use of SharePoint with over 150 teams now using team sites to share and store information. This initiative allows greater access to information and provides a degree of flexibility that supports wider considerations such as agile working.

Further developing, in collaboration with Directorates, the deployment of Electronic Social Care Records and the development of new and improved central reporting systems for Children's and Adults services.

The further development of the intranet based 'I-Want' portals that provide Officers with desktop access to an increasing range of support functions including ICT, Human Resources, Print and Design and Finance Services. In addition to making services more accessible this initiative has had a significant impact in reducing staff time and duplication.

In addition work has also been undertaken to continue to minimise operating costs and maximise customer access through the expanding the range of services available electronically via the Councils external website including for example the on-line ceremony planning and reservation for the Registrars Service.

The service has also focused upon further developing opportunities for on-going income generation through the development of externally focused ICT applications. These opportunities include the development of a clouds-based solution for Schools, support to the Halton Clinical Commissioning Group and the Mersey Gateway Project.

In order that ICT can be used to maximum effect service has also delivered a broad range of training surgeries for staff and the continued emphasis on the use of electronic documents has resulted in a considerable reduction in the use of printed material and associated costs such as a reduction in the number of printers required.

The Council continues to maintain Public Services Network Compliance which meets security requirements and has undergone 4 external audits in 2013. This is a significant investment and demonstrates the Councils on-going commitment to maintaining a secure electronic environment and supports the authority's on-going Information Governance arrangements.

Work has also continued in establishing the new Records Management Unit and a programme of recording and scanning hardcopy material held within the different services areas of the Council. This will minimise the space and accommodation costs of on-going records retention and provide an electronic library of material which can be more easily accessed and interrogated.

### **Legal and Democratic Services**

The legal team has to ensure that the Council is always kept up to date on legislative, and often complex, changes in the operating environment which can at times impose significant service demands. For example the new arrangements governing the progress of child care cases through the courts have put pressure on solicitors to ensure that very demanding timescales are met.

The team will continue to ensure that the Councils decision-making processes are fit for purpose and legislatively compliant.

At a time when there have been large numbers of staffing changes in the Council, it is vital that Members, staff and the public are apprised of developments in a timely fashion. The Communications & Marketing team have a key role to play in securing this.

The Customer Intelligence Unit is keeping the Council in the best possible position in terms of information gathering. It is also making great strides in ensuring that services are as accessible as possible and that the Council uses Social Media effectively.

## **Policy, Planning and Transportation**

### *Bridge & Highway Maintenance*

Confirmation of the Merseylink consortium as the Preferred Bidder for the Mersey Gateway project was announced in April 2013 and since then Merseylink has been developing the planning, technical and commercial aspects of their final tender to Halton, with a view to reaching a position whereby both parties can agree to Financial Close.

It remains expected that construction will commence in early 2014 with the Gateway Bridge opening to toll paying traffic in mid-2017.

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 particularly that of the Policy, Planning and Transportation Department in the coming years.

Delivery of the major bridge maintenance programme (through the Halton's Bridge Maintenance Partnership Contract) has continued, using the £18.6m maximum funding availability from the Silver Jubilee Bridge Complex Major Maintenance Scheme. However, the advanced state of procurement of the Mersey Gateway project has significantly increased the certainty that the two projects will overlap.

The construction phase of the Mersey Gateway project involves significant changes to the existing highway network, particularly at its interfaces with the approaches to the new crossing. The provision of new elevated junctions and the delinking of the Widnes route to the Silver Jubilee Bridge have the potential to create serious disruption for cross river traffic during construction.

To address this, the procurement strategy for the Mersey Gateway has placed minimum requirements on lane availability for cross river traffic during construction and, through the Widnes Diversion Charging Scheme, incentivised the bidders to produce a Traffic Management Strategy which minimises the scale of disruption during construction.

There is now, therefore, the prospect that any major maintenance work within the Silver Jubilee Bridge Complex which would require significant traffic management (i.e. anything greater than short term overnight temporary lane closures) from the commencement of Mersey Gateway construction in January 2014 could be considered to conflict with the principles of the Mersey Gateway contract. Indeed, should the disruption associated with on-going Silver Jubilee Bridge Complex maintenance works conflict with Merseylink's construction activities, which is very likely, there could be significant contractual consequences.

The Council has, therefore, formally requested Department for Transport's deferral of £4.9m of already approved Silver Jubilee Bridge major maintenance funding into 2017/18 to allow these works to be undertaken during a period of total closure of the Silver Jubilee Bridge following opening of the Mersey Gateway crossing.

The intention would be to procure these works in conjunction with the works required to modify and improve the Silver Jubilee Bridge to suit its post Mersey Gateway function in accommodating all local traffic, pedestrians and cyclists.

Following a procurement exercise undertaken collaboratively with Warrington Borough Council, a new term Highways Term Contract was awarded to Lafarge Tarmac and this became operational on 1st June 2013. The aim of this contract is to provide a high quality, value for money service which focuses on delivering continuous improvement in important areas. It also provides opportunities to improve the efficiency of HBC's own asset management, inspection, reporting and ordering processes. The contract will be monitored closely during the early stages of this plan to ensure that intended impacts are being achieved.

### *Logistics*

During 2013, the Council has been working with its Liverpool City Region partners on preparing an application to the Secretary of State to become a Combined Authority (CA). If approved, this will bring all 6 local authorities, Merseytravel and the LEP together into one body with strategic decision making powers for economic development, regeneration and transport. In becoming part of the CA, the Council would have to transfer all of its Local Transport Authority powers. Whilst this would not bring about any significant changes in service delivery in 2014/15, changes will become more apparent such as the adoption of the Merseytravel brand at bus stops and train stations.

The Bus Service Operators Grant (BSOG) paid to operators to subsidise the cost of fuel for tendered bus services will be devolved to the Council from 1st January 2014. It will therefore need to administer the distribution of these grants.

The environment in which bus and community transport companies have to operate has become increasingly challenging during 2013/14. It is anticipated that increasing operating costs (especially fuel and insurance), the current fiscal climate, and decreasing funding from central government will remain during the life of this plan



and possibly beyond. This is likely to impact on the provision of public transport services across the borough.

The Council has worked with operators and Merseytravel to try to minimise the impacts of these factors. It has utilised funding available through the Mid-Mersey Local Sustainable Transport Fund (LSTF) Partnership, to target public transport interventions aligned to the Council's strategic priorities, for example by creating through links to new and existing employment sites or by responding to specific local contexts and needs e.g. those areas / groups where deprivation is disproportionately high as compared to the borough as a whole.

Halton in partnership with the Liverpool City Region submitted a bid under the Better Bus Area fund and in October 2012/13 the bid proved to be successful. The key element for the bid is that all operators taking part will devolve all Bus Service Operators Grant (BSOG) to the Liverpool City Region (LCR) partnership. The amount of BSOG devolved will attract 20% uplift from Department for Transport (DfT) which will be re-invested into the public transport network.

Through the bid, Halton will potentially benefit from the introduction of a quality bus partnership on the Widnes – St. Helens corridor 17 (Halton Transport) and 33 (Arriva) service. The services will be scheduled to provide a balanced 15 minute frequency along the corridor and a reciprocal ticketing agreement will be in place, whereby both operators accept each other's weekly or daily tickets.

#### *Policy & Development Services*

For Policy and Performance teams the preceding 12 month period has been one of consolidation, with the transition of staff back to individual directorates, and the discontinuance of the Centres of Excellence for Policy and Performance.

Within the Policy and Resources Directorate, the policy and performance team has responsibility for ensuring the Council has a single unified and cohesive policy and performance framework under which the full range of diverse services are delivered. This is achieved through the Sustainable Community Strategy and Corporate Plan combined with performance monitoring. Policy work directly relating to specific service areas is now undertaken within the relevant directorate.

The role of this Directorate's policy and performance team is the production of policy that has an organisation wide impact and requires Council wide coordination. Examples include Strategic Partnership activity, adherence with equalities duties, corporate workforce planning, responding to national policy implementation (Welfare Reform, Localism Act implementation, Open Public Services, Community Budgets), sector led improvement initiatives and external influences from the Local Enterprise Partnership and Combined Authority.

Development Services teams (Planning, Building Control and Contaminated Land) continue to add value to proposed development schemes as well as safeguarding

public interests through the management of a high case load. A significant amount of new development has come forward including that at SciTech Daresbury, Widnes Waterfront, the Upton Rocks Local Centre, the Ford dealership and Lidl both at Halton Lea, and new homes at a number of sites in north Widnes (Lunts Heath, Norlands Lane, Barrows Green Lane, and Eternit Derby Road). A significant amount of development is being planned for 2014 including new housing schemes at Sandymoor and Daresbury, and at new employment sites including Bayer, 3MG and a number of other projects.

The Contaminated Land Team was highly commended in the National Brownfield Briefing Awards for work on Mersey Gateway remediation.

#### *Traffic, Risk & Emergency Planning and Health & Safety*

The Council 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 road works is being carried out to reduce the potential damage to the highway infrastructure and to improve this further and subject to Member approval it is proposed to have a Permit Scheme in place from 01 January 2015. This will increase the control the Council has over works carried out by the statutory undertakers.

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 system continues to be upgraded to improve monitoring and the quality of recorded images available. The number of cameras monitored has increased to improve the safety of Council assets, such as Victoria Park. There are regular requests to increase the monitoring capacity, particularly to enhance the night time economy.

#### **Public Health**

One of the major concerns for Public Health continues to be the issue of Health Inequalities across Halton. The main focus for this is the Health and Wellbeing Strategy. During 2013/14 action plans for each of the five priority areas were agreed by the Health and Wellbeing Board and implementation has begun. Details and progress on each of the priorities are outlined below:

### *Prevention and early detection of cancer*

Cancer is a key public health issue in Halton. At the time of writing the Health and Wellbeing Strategy, cancer was the highest single cause of death in Halton with the female death rate from cancer being the highest in England. Since the development of the strategy an action plan has been developed and a range of actions implemented. These include raising public awareness of the signs and symptoms of cancer, continued efforts to increase smoking quit rates with a particular emphasis on pregnant women and workplaces.

Regionally there has been a marked drop (12%) in people accessing all services in Cheshire/Merseyside due to the emerging popularity of the E cigarette (which are not recognised as a quit aid by the NHS) and the current economic downturn.

Other activity on this priority includes HPV vaccination which protects women against cervical cancer and a “Sun Safety” campaign, aimed at Early Years settings and Primary Schools. Environmental Health activity to mystery shop underage access to sunbeds has been undertaken to help prevent incidence of skin cancer in future years.

### *Improved child development*

Data from the national Millennium Cohort study shows that by 3 yrs children in families with incomes below the poverty line are 8 months behind in language and 9 months behind in school readiness compared to those with incomes above. The data also provides evidence that there are potential modifiable factors, daily reading, regular bedtimes and library visits, which parents can implement and health and social care professionals can recommend to parents in order to improve cognitive development.

For 2010-11 Halton had the lowest percentage of children achieving a good level of development at age 5 in England.

Through the Health and Wellbeing Strategy a draft under 5’s child development strategy is in place and actions are underway. The 0-5 universal healthy child programme is being delivered and includes all components.

The Department of Health programme to increase the numbers of health visitors who deliver the universal child health programme is on target in Halton. Breastfeeding support is available across the borough, and offered to all breastfeeding women. The Public Health Team continue to maintain breastfeeding friendly premises, and this is currently being refreshed with materials for the “breast milk it’s amazing” social marketing campaign.

Halton has been awarded UNICEF Baby Friendly status which is the equivalent of an OFSTED inspection. As part of this assessment Halton frontline staff and managers were assessed as outstanding.

### *Reduction in the number of falls in adults*

Hospital admissions due to falls in those aged 65+ were one of the highest in the country for 2010-11. The Halton Falls Pathway has been reviewed and subsequently redesigned to include both universal prevention and education, and specialist treatment services. A comprehensive action plan has been implemented to deliver a community wide approach embracing the full range of community services with a robust performance framework for monitoring and evaluation.

Through a series of events held during national Falls Awareness Week in June a number of local organisations worked together to educate 400 older people across Halton about the dangers, how to avoid falls and stay healthy.

### *Reduction in the harm from alcohol*

Alcohol harm is a key public health issue and also has a significant impact on crime, community safety and the wider economy. A range of services are already in place to address this issue. The Alcohol Action Plan (developed as part of the Health and Wellbeing Strategy) identifies on-going action with key contacts and training for all front line workers including GPs, Alcohol Liaison Nurses and children's workers etc., to identify and help moderate unhealthy drinking behaviour.

A social marketing campaign is currently being developed targeting women who are of childbearing age and pregnant, to ensure they understand the harm that alcohol can cause to their baby.

### *Prevention and early detection of mental health conditions*

One in four people attending GP surgeries seek advice on mental health. Halton has a higher than average rate of suicides and undetermined injuries and a slightly higher rate of people suffering from depression. Dementia is also on the increase with an increasing elderly population.

The rate of hospital admissions due to self-harm for under 18s is also high. An integrated Child and Adolescent Mental Health Strategy that will focus upon prevention, early detection and treatment across Public Health, Children's Services and NHS provision has been developed.

The Strategy focuses upon meeting the needs of local children, young people and their families and will focus upon the role of schools, GPs, Children's Centres and other local facilities to support the implementation of the Mental Health and Wellbeing Programme.

An action plan for the Prevention and Early Detection of Mental Health problems has been developed, focussing largely on prevention to help provide a shift in attitudes

and awareness of mental health issues. An overarching Mental Health Strategy is in development, which will be further supported by the development of a Child and Adolescent Mental Health (CAMHS) Strategy.

### ***Trading Standards***

A project plan has been drawn up to facilitate the transfer of the trading standards service back to Halton. A principal trading standards officer has been appointed to manage the new service. Negotiations are on-going to agree the remaining staff to transfer.

This will provide a significant opportunity for the Borough by bringing together under a single management arrangement the Trading Standards, Environmental Health and Public Health functions. There are many inter-relationships between with these services that can be mutually supporting in delivering positive community outcomes.

## 3.0 Factors Affecting the Directorate

### Finance

The Council will continue to face significant budget reductions. As well as needing to find £15m in 2014/15 a further £31m of budget reductions will be needed in the following two years. The Council is faced with cutting 40% of its budget over the next three years.

The coming year will be the second year of the Business Rates Retention Scheme whereby councils retain 50% of the business rates generated in their area. This means that continuous economic development and regeneration is now even more important for the Council's funding of all its services. In order to help maximise this funding, the Council has agreed to create from 1<sup>st</sup> April 2014 a business rates pool with Warrington and St Helens Councils.

There has been a range of significant changes made to housing and council tax benefits over the past year. This has impacted upon the work of the Department and increased the demand from the public for support and assistance. This situation will continue as the Government roll out their welfare reform programme and will continue to put increased pressure upon the Council's services and the costs of those services.

There will also be a further significant change in the Council's funding, with greater integration of health and social care services through the implementation of the Better Care Fund from 2015/16. Preparations for this major change in service delivery and funding will be undertaken during 2014/15.

Opportunities will continue to be sought to expand and develop the delivery of procurement services to other councils and CCGs, in order to generate additional income and thereby support the delivery of Halton's services.

The Mersey Gateway Bridge project will shortly reach financial close. The Mersey Gateway Crossings Board Limited has been established as a separate entity in order to manage the construction and operation of the bridge. The Council will over the coming years make a significant capital contribution towards the construction cost of the bridge, which will require careful management of investment and borrowing activities in order to secure the most favourable position for the Council.

These activities relating to the Mersey Gateway Bridge will have a significant impact upon the Department's activities, particularly in protecting the Council's interests. The Department along with others will charge the Mersey Gateway Crossings Board for the services delivered, which will generate additional income to support the Council's services.

## **Human Resources and Learning and Development**

The Division will continue to play an active role facilitating consultations between trade unions and managers concerning organisational changes such as restructurings, TUPE transfers, schools transferring to Academy status, changes to terms and conditions etc.

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

Additionally, there has been a raft of Employment Law changes over recent years from central government and the Division will ensure that the Council responds appropriately to these and has sound and robust policies' and procedures in place.

There is a challenge for the Division to continue to provide the current high quality, well respected, learning and development service to the Council with significantly reduced resources and this will inevitably mean that things will be done differently although it is envisaged that the service will be more focused and work in partnership with client Directorates.

## **ICT and Shared Administration Services**

In light of on-going financial constraint it is inevitable that there will be a continued demand for administrative and technical resources and that ICT will need to be exploited as fully as possible as new and innovative ways of working continue to emerge.

As a result the Council's strategy during the life of this plan will be continue to focus upon the centralisation of management systems, consistent with Directorate needs, in order to reduce overheads and to exploit further the potential for income generation through the active marketing and externally focused development of ICT provision.

Key components of the strategy will be taken forward during the period of the business plan which will include the following areas of work.

CareFirst enhancements for Children's and Adults services together with bespoke reporting and management solutions will remain a key focus for the development teams. This will involve close collaboration with the Administrative Services Team in order to improve operational processes and deliver efficiencies.

The upgrade of Schools Networking and the delivery of a new Virtual Learning Environment into all schools will further enhance the quality of provision to the education sector.

Additionally the wider implementation of the Halton Cloud Computing Platform and the development of the extranet data sharing and access arrangements will continue in order to maximise income generation opportunities and further support the delivery of holistic and integrated services to the community.

In addition to extending the capacity of the I-Want portals the website developments will continue within the SharePoint 2013 Platform and the second data centre at Picow Farm Road, which will strengthen the Council's ICT infrastructure resilience and business continuity arrangements, will be used as a Disaster Recovery and Active delivery platform.

### **Legal and Democratic Services**

The primary focus of the legal team in the early stages of the plan period will be to support the Mersey Gateway Project as it approaches Financial Close.

There will continue to be significant demands in terms of land acquisition, contracts and employment issues.

It is expected that the Greater Merseyside Combined Authority will be established in April 2014. Considerable work has been carried out with colleagues from other authorities to develop the submission, a constitution, and an operating agreement.. Demands will continue to be high as the Combined Authority commences operation.

The local and European elections will both be managed by the Democratic Services team. Polling day is 22 May 2014. The roll out of individual elector registration continues to be labour intensive and time consuming.

### **Policy, Planning and Transportation**

#### Delivery of the Mersey Gateway Project.

The development of the Mersey Gateway project will place significant demands on staff for the next 4 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 remain particularly challenging.

Although all bidders were incentivised through the procurement process to identify measures to minimise the impact of construction works, the Mersey Gateway has several interfaces with the existing highway network which will be significantly affected during the construction phase of the project



As a result, traffic disruption during critical phases of construction is inevitable and the social and financial consequences of this disruption in particular for emergency services, schools, local businesses and employees, needs to be planned for and mitigated.

The client technical and planning approval processes must keep pace with the Project's delivery phasing and construction programmes, and it is expected that the Highways Development Division will be heavily involved throughout. Additionally, it will be involved in the statutory / highway order processes necessary to implement aspects of the project.

There may also be a demand for additional works and facilities to promote and accommodate sustainable travel modes during the construction phase as the network comes under more pressure due to traffic restrictions.

Over the period of the business plan, it is likely that the development of design proposals for future integrated and sustainable transport provision, including modifications to the Silver Jubilee Bridge, will be progressed. This is likely to include input into the Mersey Gateway Regeneration Strategy and maximising opportunities for development through highway delinking proposals on both sides of the Silver Jubilee Bridge.

Development Management staff will be heavily engaged in ensuring all appropriate planning conditions are discharged in a timely fashion whilst the Contaminated Land Team will continue to offer advice to the Mersey Gateway Team and Merseylink in conjunction with that afforded by HBC's Legal Team.

### ***Bridge and Highway Maintenance***

#### **Maintaining an affordable and effective highways and transportation infrastructure.**

Whilst the level of highway maintenance funding available through revenue and capital sources appears significant, the amount of work that it allows to be carried out in relation to the whole highways network is relatively small. For example in 2012/13:

- Of the 411 km of unclassified road (mainly roads in residential estates) we were only able to treat or resurface approx. 10km or 2.5%.
- Of the 760km of footways/footpaths we were only able to treat or reconstruct approx. 28km or 3.7%.

It also needs to be recognised that over the last 8 years the cost index HBC have used to adjust contract base prices for highway maintenance has increased by over 40% largely due to big increases in fuel and bituminous materials costs over that period of time. The consequences of static or reducing funding availability continue to be compounded by these increases in costs.

The adverse weather of recent winters, including the very weather of 2013/14, is continuing to take its toll on the condition of our highways.

To mitigate the consequences of this, the Council are exploring the full range of quality and cost savings potentials made available through the collaboration and partnering ethos of the new Highways Term Contract.

This has included Bridge and Highway Maintenance Division introducing new electronic processes for recording defects, issuing works orders and communications to and from the Contractor, made possible by the award of a new Contract to Lafarge Tarmac. This has replaced the bulk of the paper based systems which were previously employed and is to the benefit of efficiency in service delivery. The task of maintaining the Council's biggest physical asset will, however, remain extremely challenging.

### *Highway Development*

#### Development

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

The planning consultation and approvals process includes a detailed consideration of traffic and transportation needs, the effect on the existing highway network and the incorporation of sustainable transport within development proposals. The negotiation of planning and highway agreements and funding (Section 106, Community Infrastructure Levy and Section 278), to support the proposed developments and now, additionally, the inclusion of measures to manage flood risk associated with development, will be key to delivering high quality and sustainable development for the Borough.

Following completion of these planning and technical approval stages, supervision of construction through to adoption and its related aspects, will place very significant demands in the Planning and Development team.

It is expected that new legislation under the Flood and Water Management Act (FWMA), requiring the use of sustainable drainage (SuDS) in new developments, will be enacted in 2014. This will involve new duties for Halton in its role as Lead Local Flood Authority (LLFA).

### Funding for Transport Schemes

The way in which local transport schemes are funded is changing. In recognition of the central role of transport in promoting local economic development, Government has announced its intention to devolve funding for local major transport schemes totalling £819M to Local Enterprise Partnerships. Liverpool City Region's allocation for the period 2015/16 to 2018/19 for major schemes inclusive will be £23.7M. Halton prepared bids for four major transport schemes to be funded from this stream but only the Silver Jubilee Bridge Maintenance Scheme has made its way into the top 12 schemes that are now required to prepare Outline Business Cases (OBC). Once OBCs have been prepared, decisions will have to be made by the Liverpool City Region (LCR) Local Transport Body as to which proceed in the first 4 year period if funding. Not all 12 schemes will be funded.

However, other funding sources outside of the Major Scheme Funding can be pursued to deliver major schemes. In that regard, the Council is working closely with the Highways Agency on plans to bring forward a new junction (Junction 11A) on the M56 motorway. Whether such a scheme is feasible will become clearer during the early part of 2014.

The LCR Major Scheme funding, forms only one element of the Single Local Growth Fund (SLGF) that was announced by Government in the 2013 spending round. The SLGF brings together central government's 'growth-related' budgets and gives Local Enterprise Partnerships responsibility for spending it, on the basis of strategic plans and under competitive bidding processes.

£200M from the Integrated Transport Block (ITB) and £100M from the Local Sustainable Transport Fund will also be transferred into the SLGF in 2015/16 for local strategic transport projects. Four 'Key Themes' have been identified by partner LCR authorities to steer the competitive bidding process for scheme funding from the SLGF:

- Sustainable Access to Employment and Economy – Competitive Place and People
- Visitor Economy
- Investing for Growth
- Low Carbon

This re-allocation of ITB funds will result in a 40% reduction in the direct grant allocation to Local Authorities for integrated transport and consequently will further restrict the scale and scope of highway, traffic safety and transport schemes that the Council can deliver from this funding stream.

The Highway Maintenance Block will continue to be allocated direct to local Highway Authorities under the needs-based formula.

Achieving the goals set out in LTP3 funding, through the implementation of the various strategies, will therefore be even more of a challenge over the period of the business plan, and interventions locally will need to be proportionate to the funding available and measured in terms of the value they add to the transport network. We will need to manage the needs and expectations of business and the community in this respect.

#### Lead Local Flood Authority Role

As mentioned above, under the 'Development' heading, new SuDS legislation is expected to be introduced by Government in 2014. This will require the setting up of new administrative and technical procedures that will run in parallel with the planning system, so that the Council's role as SuDS Approval Body (SAB) is fulfilled. This entails the approval of SuDS design proposals, supervision of the construction and adoption, and future maintenance of surface water drainage systems that might include soft landscape / open space features as well as underground piped drainage, chambers and storage features.

The new SAB role is in addition to the range of duties Halton has recently acquired as Lead Local Flood Authority (LLFA) to manage local flood risk. Assessing of the impact of new development on flooding through the planning process will be an increasing responsibility for the Division, as the Environment Agency will focus on their strategic overview role more in the future. The management of surface water drainage and flood risk assets, including the formal regulation of work by third parties is a relatively new area of responsibility under the Flood and Water Management Act (FWMA).

It is anticipated that Halton's Local Strategy will be adopted early in the life of this Plan. The Draft Strategy contains a range of actions and interventions designed to manage local flood risk, many of which will require a resource in terms of both staff time and funding. Locally-sourced capital funding allocations will be necessary if Halton's Flood Risk Management (FRM) scheme proposals are to be successful in being awarded Grant funding and entry onto the Defra Medium Term Programme.

#### *Logistics*

If the proposal for a Liverpool City Region/Greater Merseyside Combined Authority is approved, it will become effective from the 1<sup>st</sup> April 2014. Halton will initially retain its functions relating to the provision of public transport infrastructure and passenger information, Supported Bus Services and Concessionary Travel. However, from 2015, Halton will need to become more integrated with the LCR and hence will need to work with partners in considering how these functions will be carried out in subsequent years. Part of this work will also involve considering how and to what extent Halton will contribute to the Merseytravel levy.

Given the current on-going budgetary pressures and the requirement to deliver savings it will become necessary to agree a new concessionary travel reimbursement rate prior to April 2014.

Additionally, the increasingly elderly population will present significant access challenges to service provision.

The Council will seek to retain overall levels of service that meets identified demand within available resources, meeting accessibility needs for those without private transport and making a contribution towards sustainable transport objectives.

#### *Policy & Development Services*

The workload of the Division continues to be driven by changing national government policy and initiatives to tackle the public deficit.

Joint working in the Liverpool City Region evolves further as the Local Economic Partnership receives alternative funding streams (single pot) and proposals for a Combined Authority for Greater Merseyside are submitted to Government.

The on-going changes in areas such as Localism, Welfare Reform and Health and Well Being continue to impact corporately.

'Whole Place' Community budgets remain a high profile agenda for public sector reform. These focus on collaboration across local public service partnerships to work together more effectively, help improve outcomes, and reduce duplication. Councils and their partners will also have greater flexibility to work across boundaries in health, policing, worklessness, child poverty and tacking troubled families.

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

- Welfare Reform - The introduction of Universal Credit and changes to housing benefit and local housing allowance continue to have significant implications for Halton residents and will have local policy implications.
- Local Taxation – business rate retention and council tax reform
- The commencement of provisions contained in the Localism Act continues to impact on service delivery. Examples include the community rights (to bid, challenge, and build) and reforms to town planning including neighbourhood plans, National Planning Policy Framework and Community Infrastructure Levy.
- The Equality Act - replaced existing anti-discrimination laws with a single Act.
- Child Poverty Act – Work required for strategy revision and the consultation on measures.
- Police and Crime Commissioners have taken up office and the Council's 'Safer' thematic work area will require promotion.

- Social Value Act – Greater social outcomes through procurement.
- Health and Social Care Act including public health transition and workforce issues.

### *Traffic, Risk & Emergency Planning and Health & Safety*

The reduction in Government funding for road safety is now impacting on the future operation of the safety cameras within Halton and on the provision of Road Safety Training and Publicity. The exact impact on speed camera provision and enforcement is still uncertain; however Halton is currently a non-financially contributing member of the Cheshire Road Safety Group and hence it is uncertain as to how many cameras will continue to operate in the Borough. The number of Road Safety officers has now been halved. There is concern that the excellent record of casualty reduction achieved in Halton over the last decade could now slow, halt or at worse begin to deteriorate.

The cost of energy for street lighting in the Borough continues to increase above the inflation rate and is currently rising by around 13% per annum. The annual bill is over £1m, despite measures to reduce consumption such as switching off lighting on high speed roads between midnight and 6.00 am. We continue to 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.

The number of COMAH sites (Control of Major Accident Hazards) in Halton is increasing. This is due to the one COMAH site in Runcorn, now being classed as three separate sites. This is increasing the testing regime required to comply with the COMAH Regulations and in addition to this a national review of COMAH sites could result in an increase in the number of sites within the Borough.

### **Public Health**

#### **Transfer and access of some required data sets**

Particularly relating to NHS data for which Public Health have accountability for reporting is problematic. This is a national issue and solutions are being sought both locally and nationally.

### **Environmental Health**

The application for the Premises Licence for the Creamfields event at Daresbury Estate in August 2014 was received by Legal Services.

The application contains changes to the previous premises licence which may cause additional disturbance to the residents of the borough. Changes include the introduction of audible recorded and live music on the Friday night. The applicant has also requested a permanent licence for the site. In response Environmental Health have recommended the imposition of a number of conditions to minimise any disturbance.

Discussions are almost complete in regards to new kennelling facilities for stray dogs and the specification for the contract has been agreed. The Invitation to tender has been placed on the Chest with the intention of having a contractor in place from 1<sup>st</sup> April 2014.

The economic downturn has affected a number of services across Environmental and Public Health, for example, pest control where residents are choosing to deal with issues themselves rather than pay the Pest Control service to deal with it. Evidence shows that economic crisis can also have implications for public health for example in terms of diet and healthy eating, mental health and depression, suicide rates and smoking.

## 4.0 Organisational Initiatives

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

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

The Equality Act 2010 replaced existing anti-discrimination laws with a single Act. It included a new public sector Equality Duty, replacing the separate public sector

equality duties relating to race, disability and sex, and also covering age, sexual orientation, religion or belief, pregnancy and maternity and gender reassignment more fully. In response to this, The Council has developed a systematic approach to examine and address the equality implications of its existing and future policies, procedures and practices through the use of a Community Impact Review and Assessment process.

The Public Sector Equality Duty requires the authority to publish equality information annually and the progression of equality related issues will be monitored through this 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 Plan that will support the Council in managing its carbon emissions and developing actions for realising carbon and financial savings and embedding carbon management into the authority's day to day business.

The Plan was reviewed and updated during 2011/12, with a revised energy emissions reduction target and it is now set at a reduction of between 5% and 10% over 2010/11 figures over a 5 year period. The main measure included in the revised Plan is the Green House Gas emissions indicator, which differs from the previous carbon emissions indicator. The total GHG emissions figure for 2012/13 was 24,451 tonnes CO2 which equates to a 5.28 % reduction since the baseline year of 2006/7.

This total figure breaks down as follows:-

Corporate buildings - 9148 tonnes CO2 (estimated)

Schools - 7677 tonnes CO2 (estimated)

Street lighting - 5891 tonnes CO2 (estimated)

Vehicle fleet - 1341 tonnes CO2 (estimated)

Business Miles - 394 tonnes CO2 (estimated)



To improve the focus on achieving its targets the Directorate, through the Carbon Group, will develop specific plans and, where appropriate, specific reduction targets around buildings and vehicle fleet and business miles.

The qualification designation in respect of phase two of the Carbon Reduction Commitment (CRC) is changing which will mean that the council will no longer be captured by the scheme from 2014/15 onwards.

Positive work being undertaken in Halton includes:

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

Eco-friendly solar/PV panels which have been installed at the Stadium have generated 43,437 kw/h of energy in the first full year, which is in excess of predictions. The result of this is that over £14,000 of income has been generated through the feed in tariff, this together with the saving in energy costs of circa £4000 means that the system has generated a total saving to the Council of over £18,000.

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

### **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:-

<b>Accurate:</b>	For its intended purpose;
<b>Valid</b>	By being consistently recorded and used in compliance with predetermined definitions and rules;
<b>Reliable</b>	By reflecting stable and consistent data collection processes;
<b>Timely</b>	By being made available as soon as possible after the activity or event and in line with organisational requirements;
<b>Relevant</b>	For the purpose intended;
<b>Complete</b>	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 these 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.

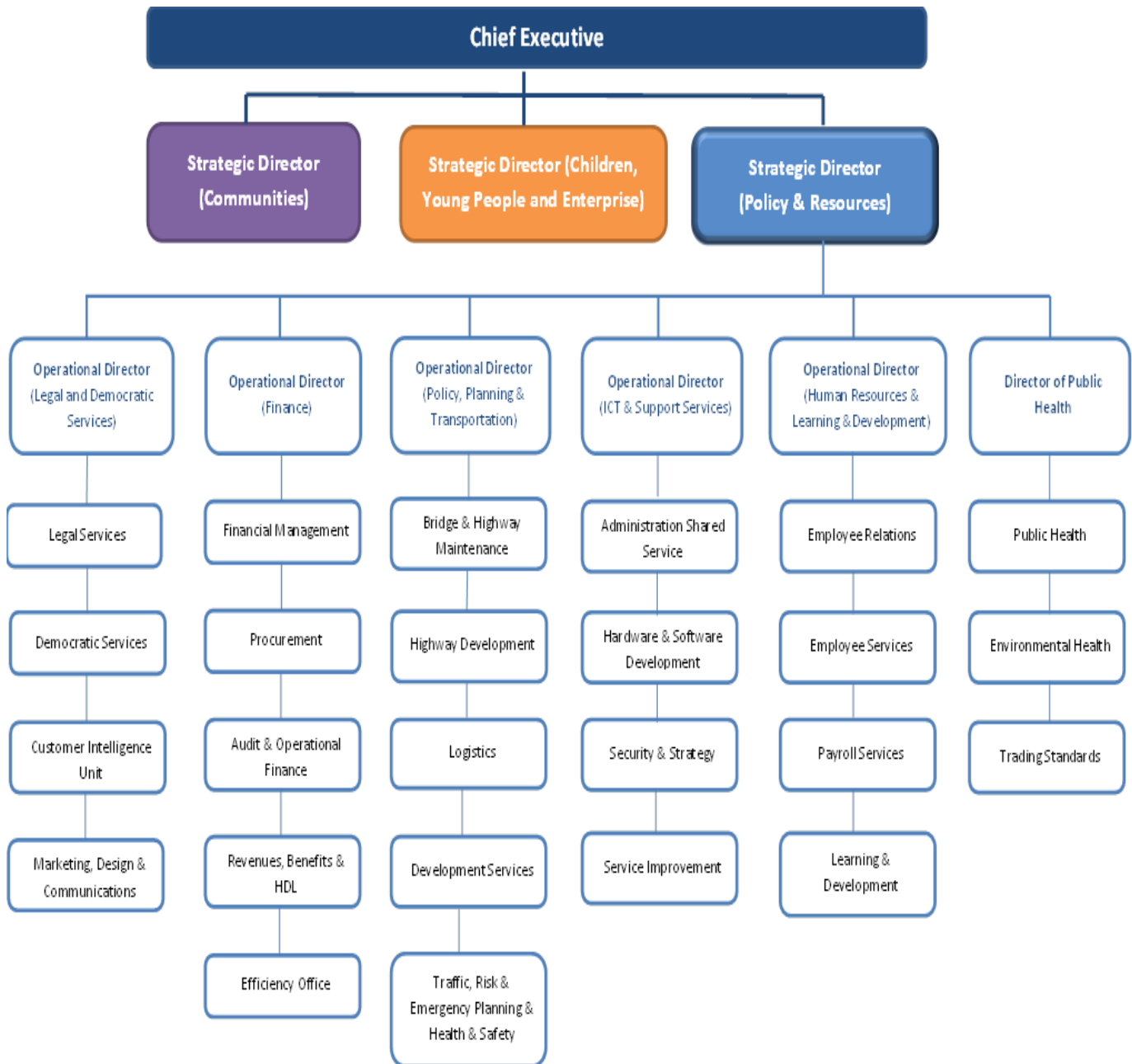
Risk assessments are the process by which departments identify those issues that are, or may be, likely to impede the delivery of service objectives. Such risks are categorised and rated in terms of both their probability, i.e. the extent to which they are likely to happen, and their severity i.e. the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

Each Directorate will maintain a Risk Register which will be reviewed and refreshed in conjunction with the annual budget setting and business planning process. Additionally the implementation of risk treatment measures will be monitored by the appropriate Strategic Director and reported through quarter 2 mid-year performance reports.

## 5.0 Directorate Structure

The Policy and Resources Directorate comprises of the following six departments, each supported by a number of operational teams.



## 6.0 Resources

The current and on-going financial climate will continue to pose challenges and the Directorate will need to retain a focus upon minimising costs and overheads wherever possible. Below is a summary of those known or likely Departmental resource requirements that will arise during the life of this plan.

### **Budget Summary and Service Costs**

### **INFORMATION TO BE INSERTED WHEN AVAILABLE**

#### **Human Resource Requirements**

With the exception of the needs identified below there are no known or anticipated additional HR requirements within the Directorate at the time of writing. However the Directorate will continue to monitor changes, particularly in the external environment, for example in relation to the Council's statutory responsibilities, to ensure that any HR needs that may arise can be considered.

In addition the Directorate will continue to evaluate and rationalise on-going staffing requirements in light of staff voluntarily exiting the authority's employ.

#### **Policy, Planning & Transportation**

The additional demands of the construction of the Mersey Gateway are likely to require the secondment of staff or prioritisation of already stretched resources. These are likely to be determined in the first months of this Plan.

If the Highways Agency agree to fund a new junction on the M56 (Junction 11A) at a cost in the region of £50m, it is possible that the Council will have to Project Manage the scheme. Any additional staff requirements will become known in the early months of this Plan.

If a decision is taken to introduce a Highways Permit Scheme (permissions for works to the highway) this will require additional staff resources to operate the scheme and at the time of writing a business case is being prepared. It should be noted that the scheme will be self-financing and that any additional staff costs incurred will be offset by the revenues generated through the operation of the scheme.

There is an increasing demand to monitor more CCTV cameras at various sites and Council buildings, that is resulting in increased pressures on the control room staff and this situation will be kept under review in the short-term.

## **Accommodation and property requirements**

Since the Learning and Development Team vacated the Corporate Training Centre in 2012, it has been necessary to source alternative venues for the in-house delivery of training courses. This will be a continuing need during the medium term.

Additionally integration of the Trading Standards function to the Local Authority means that a limited amount of additional space will be needed to accommodate staff requirements in the immediate future.

## **Financial Requirements**

At the time of writing this plan there are no significant additional financial requirements that have been identified other than those described elsewhere within this section.

## **ICT Requirements**

There are a small number of ICT related developments that may incur additional ICT resources most notably

### *Policy, Planning & Transportation*

The development of an 'I want Transport' Portal will be further explored and funding for the Combined Fleet Database has been agreed. This will go out to tender in March and hopefully be implemented by September 2014.

Potential for the development of 'Travel Planning' software will also be explored and the Street-works systems will need upgrading. The Mersey Gateway will bring requirements to provide additional links to their systems (the exact impact is unclear at present). It is known that additional traffic signal controlled junctions will be introduced which will bring additional operation and monitoring requirements

### *Public Health*

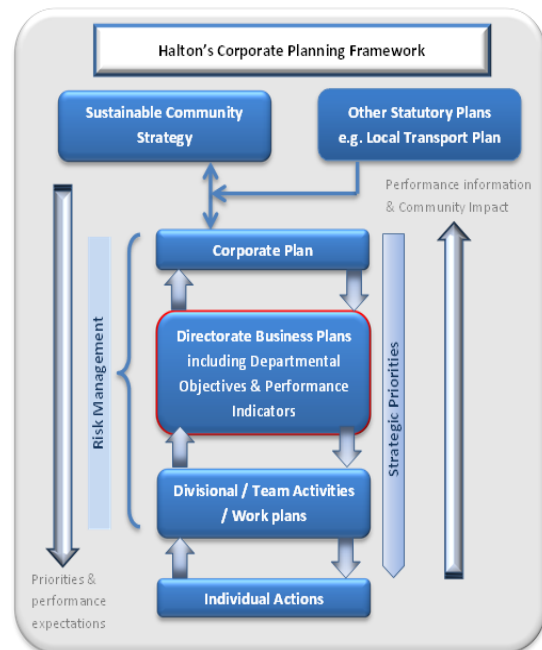
The return of Trading Standards to the Local Authority will mean that the Trading Standards database will also need to be transferred. This has a cost implication of a single payment of £26,000 which has already been identified and approved by Executive Board. Bringing the service back in-house is expected to save the Council £80,000 per annum.

## 7.0 Business Planning

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

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

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



### Performance Monitoring and Reporting

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

As a result Departmental progress will be monitored through:

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

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

<http://www3.halton.gov.uk/content/councilanddemocracy/council/plansandstrategies>

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

**Appendices 1 - 6**

Departmental Service Objectives / Key Milestones and Performance Indicators / Targets

- 1 Finance
- 2 Human Resources and Organisational Learning & Development
- 3 ICT and Administrative Support Services
- 4 Legal and Democratic Services
- 5 Policy, Planning & Transportation
- 6 Public Health

**Appendix 7 – National policy drivers / guidance**

## 1. Finance – Objectives and Performance Indicators

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>		
<b>Service Objective:</b>	<b>Set the Revenue Budget, Capital Programme and Recommend Council Tax</b>		
Key Milestone(s) (14 / 15)	<ul style="list-style-type: none"> <li>• Report Medium Term Financial Strategy to Executive Board November 2014</li> <li>• Report to Council in March 2015</li> </ul>		
Key Milestone(s) (15 / 16)	<ul style="list-style-type: none"> <li>• Report Medium Term Financial Strategy to Executive Board November 2015</li> <li>• Report to Council in March 2016</li> </ul>		
Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> <li>• Report Medium Term Financial Strategy to Executive Board November 2016</li> <li>• Report to Council in March 2017</li> </ul>		
	<b>Responsible Officer</b>	Operational Director	<b>Linked Indicators</b>



<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>		
<b>Service Objective:</b>	<b>To effect financial prudence by assisting managers to control their budgets by monitoring spending and providing timely and accurate financial reports</b>		
Key Milestone(s) (14 / 15)	<ul style="list-style-type: none"> <li>• Provide <b>monthly</b> financial reports to budget holders <b>within 8 days of month end</b>.</li> <li>• Provide <b>quarterly</b> financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports.</li> <li>• Provide <b>quarterly</b> monitoring reports on the overall budget to Executive Board.</li> </ul>		
Key Milestone(s) (15 / 16)	<ul style="list-style-type: none"> <li>• Provide <b>monthly</b> financial reports to budget holders <b>within 8 days of month end</b>.</li> <li>• Provide <b>quarterly</b> financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports.</li> <li>• Provide <b>quarterly</b> monitoring reports on the overall budget to Executive Board.</li> </ul>		
Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> <li>• Provide <b>monthly</b> financial reports to budget holders <b>within 8 days of month end</b>.</li> <li>• Provide <b>quarterly</b> financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports.</li> <li>• Provide <b>quarterly</b> monitoring reports on the overall budget to Executive Board.</li> </ul>		
	<b>Responsible Officer</b>	Div Manager Financial Management	<b>Linked Indicators</b>

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>		
<b>Service Objective:</b>	<b>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.</b>		
Key Milestone(s) (14 / 15)	<ul style="list-style-type: none"> <li>• Complete the Draft Abstract of Accounts for certification by Chief Financial Officer by <b>30<sup>th</sup> June 2014.</b></li> <li>• Publish the Abstract of Accounts by <b>30<sup>th</sup> September 2014.</b></li> </ul>		
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	<b>Responsible Officer</b>	Div. Manager Financial Management	<b>Linked Indicators</b>
<b>Service Objective:</b>	<b>Make best use of cash resources available to the Council and meet its statutory responsibility by setting, implementing and monitoring the Treasury Management Policy</b>		
Key Milestone(s) (14 / 15)	<ul style="list-style-type: none"> <li>• Establish Treasury Management Policy and report to the Council by <b>April 2014.</b></li> <li>• Provide monitoring reports to the Executive Board on a <b>quarterly</b> basis.</li> </ul>		
Key Milestone(s) (15 / 16)	<ul style="list-style-type: none"> <li>• Establish Treasury Management Policy and report to the Council by <b>April 2015.</b></li> <li>• Provide monitoring reports to the Executive Board on a <b>quarterly</b> basis.</li> </ul>		
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	<b>Responsible Officer</b>	Operational Director	<b>Linked Indicators</b>

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>		
<b>Service Objective:</b>	<b>Ensure that the Capital Programme is affordable, prudent, and sustainable by setting and monitoring prudential borrowing indicators.</b>		
Key Milestone(s) (14 / 15)	<ul style="list-style-type: none"> <li>• Establish and report prudential indicators to Council in <b>March 2014</b>.</li> <li>• Provide monitoring reports to the Executive Board <b>on a quarterly basis</b>.</li> </ul>		
Key Milestone(s) (15 / 16)	<ul style="list-style-type: none"> <li>• Establish and report prudential indicators to Council in <b>March 2015</b>.</li> <li>• Provide monitoring reports to the Executive Board <b>on a quarterly basis</b>.</li> </ul>		
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	<b>Responsible Officer</b>	Operational Director	<b>Linked Indicators</b>

<b>Corporate Priority:</b>	Corporate Effectiveness & Business Efficiency		
<b>Service Objective:</b>	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) (14 / 15)	<ul style="list-style-type: none"> <li>Carry out sufficient audit work across the whole of the organisation to ensure that a confident, evidence based audit opinion can be provided on the Council's control environment and provide <b>quarterly</b> progress reports to Business Efficiency Board.</li> <li>Provide an overall opinion on the Council's system of internal control in the Internal Audit Annual Report to the Business Efficiency Board in <b>June 2014</b>.</li> </ul>		
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	<b>Responsible Officer</b>	Div Manager Audit & Operational Finance	<b>Linked Indicators</b>

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
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<b>Service Objective:</b>	<b>Continue to identify and exploit the potential for further efficiency gains by enhancing the authority’s approach to the procurement of goods and services.</b>
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Key Milestone(s) (14 / 15)	<ul style="list-style-type: none"> <li>Report to the Business Efficiency Board <b>bi-annually</b> on the on-going delivery of the Council’s Procurement Strategy</li> </ul>
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Key Milestone(s) (15 / 16)	<ul style="list-style-type: none"> <li>Report to the Business Efficiency Board <b>bi-annually</b> on the on-going delivery of the Council’s Procurement Strategy</li> </ul>
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Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> <li>Report to the Business Efficiency Board <b>bi-annually</b> on the on-going delivery of the Council’s Procurement Strategy</li> </ul>
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<b>Responsible Officer</b>	Div Manager Procurement	<b>Linked Indicators</b>	
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<b>Service Objective:</b>	<b>Progress the Council wide Efficiency Programme in line with published Efficiency Programme Plan to develop revised service delivery models and generate sustainable revenue budget savings.</b>
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Key Milestone(s) (14 / 15)	<ul style="list-style-type: none"> <li>Report to the Business Efficiency Board on the on-going delivery of the Council’s Efficiency Programme (May, Sept, Nov &amp; Jan meetings)</li> </ul>
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Key Milestone(s) (15 / 16)	<ul style="list-style-type: none"> <li>Report to the Business Efficiency Board on the on-going delivery of the Council’s Efficiency Programme (May, Sept, Nov &amp; Jan meetings)</li> </ul>
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Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> <li>Report to the Business Efficiency Board on the on-going delivery of the Council’s Efficiency Programme (May, Sept, Nov &amp; Jan meetings)</li> </ul>
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<b>Responsible Officer</b>	Div Manager Efficiency Programme Office	<b>Linked Indicators</b>	
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## Appendix 1

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

### Corporate Health

FSLI 01	Receive an unqualified external audit opinion on the accounts.	Yes	Yes		Yes	Yes	Yes
FSLI 02	Receive positive comment (annually) from the External Auditor relating to the financial standing of the Council and the systems of internal financial control.	Yes	Yes		Yes	Yes	Yes
FSLI 03	Receive confirmation from External Auditor (annually) that reliance can be placed upon the work of Internal Audit.	Yes	Yes		Yes	Yes	Yes
FSLI 04 <sup>1</sup>	Proportion of Council Tax that was due that was collected	97.11	96.00+		95.00+	95.00+	95.00+
FSLI 05	The percentage of Business Rates which should have been received during the year that were received	97.13	96.00+		95.00+	95.00+	95.00+

### Cost & Efficiency

FSLI 06	Achieve investment returns for the year higher than benchmark	1.91			See footnote <sup>2</sup>		
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<sup>1</sup> Targets will be reviewed post April 2014 and in light of new national arrangements.

<sup>2</sup> NB – Targets to be determined annually post April following tracking of Interbank Bid Rate rate.

**Appendix 1**

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

<b>Service Delivery</b>
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FSLI 07	Average time for processing new claims (Housing & Council Tax Benefit)	11.78	18		17	17	17
FSLI 08	Average time for processing notifications of changes in circumstances	2.47	5.3		5.3	5.3	5.3

<b>Fair Access</b>
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FSLI 09 <sup>3</sup>	Number of residents accessing Welfare Rights Advice at a casework level.	1259	1200		TBC	TBC	TBC
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<sup>3</sup> NB – Measure FSLI 09 also forms part of the Halton Sustainable Community Strategy Performance Framework

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

<b>Corporate Priority:</b>	Corporate Effectiveness & Business Efficiency		
<b>Service Objective:</b>	<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) (14 / 15)	<ul style="list-style-type: none"> <li>• To implement Local Government Pension Scheme 2014 changes by <b>April 2014</b></li> <li>• To further enhance i-Trent system capabilities <b>March 2015</b></li> <li>• Comply with HMRC requirements for real time tax reporting by establishing an external payroll to accommodate Election payments. <b>April 2014</b></li> <li>• To adapt the service to accommodate the increasing number of external payrolls as a result of more schools becoming Academies <b>September 2014</b></li> <li>• Provide support and advice to Directorates on the HR implications of revised structures such as Voluntary Early Retirement, redundancy etc. <b>Dec 2015</b></li> <li>• Settle outstanding Equal Pay claims <b>March 2015</b></li> </ul>		
Key Milestone(s) (15 / 16)	<ul style="list-style-type: none"> <li>• To implement change to Teachers Pension Scheme by <b>April 2015</b></li> <li>• Provide support and advice to Directorates on the HR implications of revised structures such as Voluntary Early Retirement, redundancy etc. <b>Dec 2016</b></li> <li>• Settle outstanding Equal Pay claims <b>March 2016</b></li> </ul>		
Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> <li>• Provide support and advice to Directorates on the HR implications of revised structures such as Voluntary Early Retirement, redundancy etc. <b>Dec 2017</b></li> <li>• Settle outstanding Equal Pay claims <b>March 2017</b></li> </ul>		
	<b>Responsible Officer</b>	Divisional Manager	<b>Linked Indicators</b>



<b>Corporate Priority:</b>	Corporate Effectiveness & Business Efficiency		
<b>Service Objective:</b>	<i>To enhance the efficiency and effectiveness of corporate training opportunities through the design and implementation of appropriate learning interventions</i>		
Key Milestone(s) (14 / 15)	<ul style="list-style-type: none"> <li>Promote and take forward the delivery of actions identified within Corporate People's Plan <b>March 2015</b></li> <li>Review and refresh annual training calendar <b>March 2015</b></li> </ul>		
Key Milestone(s) (15 / 16)	<ul style="list-style-type: none"> <li>Promote and take forward the delivery of actions identified within Corporate People's Plan <b>March 2016</b></li> <li>Review and refresh annual training calendar <b>March 2016</b></li> </ul>		
Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> <li>Promote and take forward the delivery of actions identified within Corporate People's Plan <b>March 2017</b></li> <li>Review and refresh annual training calendar <b>March 2017</b></li> </ul>		
	<b>Responsible Officer</b>	Training Manager	<b>Linked Indicators</b>

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

#### Corporate Health

HRLD LI 1	The number of working days / shifts lost due to sickness (Corporate)	10.06	8.0		TBA	TBA	TBA
HRLD LI 2a	Total FTE Establishment	3768	N/A		These measures are being reported for information purposes only and therefore targets are inappropriate.		
HRLD LI 2b	Total Staff (head count)	5008	N/A				
HRLD LI 3	Current advertised vacancies	-	N/A				

#### Cost & Efficiency

HRLD LI 5	% of training delegates attending as proportion of places reserved	88	90		90	TBA	TBA
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#### Fair Access

<b>HRLD LI 6</b>	The percentage of top 5% of earners that are <sup>4</sup>						
	a) women	55.04	50		50	TBA	TBA
	b) from BME communities.	2.91	1.0		1.5	TBA	TBA
	c) with a disability	0.65	7.00		8.0	TBA	TBA
HRLD LI 7	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	1.36	9.00		10.0	TBA	TBA
HRLD LI 8	Minority Ethnic community staff as % of total workforce.	0.89	1.00		1.0	TBA	TBA

<sup>4</sup> Performance targets for these measures take account of local demographic profiles

### 3. ICT & Shared Administration Services

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) (14/15)	<ul style="list-style-type: none"> <li>• Continued development of the virtualization platform to enhanced or new technologies <b>March 2015</b></li> <li>• Continued Development of VSPP Cloud Distribution Platform <b>March 2015</b></li> <li>• SharePoint and Records Management enhancement <b>March 2015</b></li> <li>• Continued Social Care Systems Service Support Programme <b>March 2015</b></li> <li>• Corporate Tablet Computing rollout <b>March 2015</b></li> <li>• PC and Desktop OS Replacement Programme <b>March 2015</b></li> <li>• Lync 2013 Enhancement <b>December 2014</b></li> <li>• Schools Cloud Services developments <b>March 2015</b></li> <li>• Interactive Web Services and further SharePoint Integration <b>March 2015</b></li> <li>• Further development and links to a regional Partnership network's <b>March 2015</b></li> <li>• Development of commercial ICT opportunity within desktop, hosting and DR provision <b>March 2015</b></li> </ul>		
Key Milestone(s) (15/16)	<ul style="list-style-type: none"> <li>• Continued Enhancement of the virtualization platform to enhanced or new technologies <b>March 2016</b></li> <li>• Further development of Cloud Services Platform <b>March 2016</b></li> <li>• SharePoint and Records Management enhancements <b>March 2016</b></li> <li>• Continued Social Care Systems Service Support Programme <b>March 2016</b></li> <li>• OC and Desktop OS Replacement Programme <b>March 2016</b></li> <li>• Continued Lync Enhancement Programme <b>March 2016</b></li> <li>• Interactive Web Services Enhancement and further SharePoint Integration <b>March 2016</b></li> <li>• Further development of commercial ICT opportunity within desktop, hosting and DR provision <b>March 2016</b></li> </ul>		
Key Milestone(s) (16/17)	<ul style="list-style-type: none"> <li>• Formal Review Cloud Platform for service provision and potential replacement in line with new technology developments <b>March 2017</b></li> <li>• Formal Review Hardware requirements for potential replacement in line with new technology developments <b>January 2017</b></li> </ul>		
	<b>Responsible Officer</b>	DM – Hardware and Software	<b>Linked Indicators</b> ICTLI 06

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>			
<b>Service Objective: ICT O2</b>	<b>The implementation of a range of new corporate wide facilities including Web services, records &amp; document management, business process workflow, corporate desktop portal.</b>			
Key Milestone(s) (14 / 15)	<ul style="list-style-type: none"> <li>• Continuing improvements, enhancements and potential commercial use of Cloud system - <b>March 2015</b></li> <li>• Continuing workflow implementation- <b>March 2015</b></li> <li>• Improvement and enhancement of all web based customer interfaces <b>March 2015</b></li> <li>• Continued development of document management and distribution services <b>March 2015</b></li> </ul>			
Key Milestone(s) (15 / 16)	<ul style="list-style-type: none"> <li>• Continuing improvements, enhancements and potential commercial use of Cloud system - <b>March 2016</b></li> <li>• Continuing workflow implementation - <b>March 2016</b></li> <li>• Improvement and enhancement of all web based customer interfaces - <b>March 2016</b></li> <li>• Continued development of document management and distribution services - <b>March 2016</b></li> </ul>			
Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> <li>• Continuing improvements, enhancements and potential commercial use of Cloud system - <b>March 2017</b></li> <li>• Continuing workflow implementation - <b>March 2017</b></li> <li>• Improvement and enhancement of all web based customer interfaces - <b>March 2017</b></li> <li>• Continued development of document management and distribution services - <b>March 2017</b></li> </ul>			
	<b>Responsible Officer</b>	DM -Hardware	<b>Linked Indicators</b>	ICTLI 06

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>			
<b>Service Objective: ICT O3</b>	<ul style="list-style-type: none"> <li>• Constantly evaluate and improve the delivery of administrative services across the Council’s Corporate and Directorate requirement through the use of business re-engineering</li> </ul>			
Key Milestone(s) (14 / 15)	<ul style="list-style-type: none"> <li>• Continual development of the I Want Admin Portal <b>March 2015</b></li> <li>• Develop and enhance operational Records management Unit Services <b>March 2015</b></li> <li>• Maintain and Develop Service Catalogue <b>March 2015</b></li> </ul>			
Key Milestone(s) (15 / 16)	<ul style="list-style-type: none"> <li>• Continual development of the I Want Admin Portal <b>March 2016</b></li> <li>• Develop and enhance Records management Unit Services <b>March 2016</b></li> <li>• Formal review of service deliverables <b>March 2016</b></li> </ul>			
Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> <li>• Continual development of the I Want Admin Portal <b>March 2017</b></li> <li>• Develop Records management Unit Services <b>March 2017</b></li> </ul>			
	<b>Responsible Officer</b>	OD/DM – Admin Shared Service	<b>Linked Indicators</b>	N/A

<b>Corporate Priority:</b>	<b>Corporate Effectiveness and Business Efficiency</b>		
<b>Service Objective: ICT 04</b>	<b>Evolve, improve and redevelop customer contact and reactive fix services, access channels and availability.</b>		
Key Milestone(s) (14 / 15)	<ul style="list-style-type: none"> <li>• <i>Conduct &amp; Evaluate point of contact Satisfaction survey for ICT &amp; Support Services <b>March 2015</b>.</i></li> <li>• <i>Further Development of I Want IT portal <b>March 2015</b></i></li> <li>• <i>Further Internal Development of ICT Service Desk Software <b>March 2015</b></i></li> </ul>		
Key Milestone(s) (15 / 16)	<ul style="list-style-type: none"> <li>• <i>Conduct &amp; Evaluate point of contact Satisfaction survey for ICT &amp; Support Services <b>March 2016</b>.</i></li> <li>• <i>Further Development of I Want IT portal <b>March 2016</b></i></li> <li>• <i>Further Internal Development of ICT Service Desk Software <b>March 2016</b></i></li> </ul>		
Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> <li>• <i>Conduct &amp; Evaluate point of contact Satisfaction survey for ICT &amp; Support Services <b>March 2017</b>.</i></li> <li>• <i>Further Development of I Want IT portal <b>March 2017</b></i></li> <li>• <i>Further Internal Development of ICT Service Desk Software <b>March 2017</b></i></li> </ul>		
	<b>Responsible Officer</b>	<b>DM – Security &amp; Strategy</b>	<b>Linked Indicators</b>
			N/A

Appendix 3

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

**Corporate Health**

ICTLI 1	Average availability of the Council’s operational servers (%).		99		99		
ICTLI 2	Average availability of the Councils WAN infrastructure (%).		99		99		

**Service Delivery / Quality**

ICTLI 3	% Of all calls received that were resolved at the Help Desk.		65		65		
ICTLI 4	% Of all responsive repairs completed within 2 working days.		80		80		
ICTLI 5	School Support SLA: % of calls responded to within <u>agreed</u> target*.						
	Priority 1		85		85		
	Priority 2		90		90		
	Priority 3		95		95		
	Priority 4		100		100		
ICTLI 6	Member Support: % of calls responded to within 1 working day.		95		95		
ICTLI 7	% E-mail accounts set-up within 3 working days of receipt.		80		80		
ICTLI 8	Average working days from order to completion of a new PC		10		10		
ICTLI 9	Average working days from delivery to completion of a new PC		5		5		
ICTLI 10	Number of teams rolled out on CareFirst6 / Integrated Children’s System (ICS)		TBA <sup>5</sup>		TBA <sup>5</sup>		

#### 4. Legal and Member Services - Departmental Objectives & Milestones

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
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<b>Service Objective: LD 01</b>	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) (14/15)	<ul style="list-style-type: none"> <li>Review constitution <b>May 2014</b></li> </ul>		
Key Milestone(s) (15/16)	<ul style="list-style-type: none"> <li>Review constitution <b>May 2015</b></li> </ul>		
Key Milestone(s) (16/17)	<ul style="list-style-type: none"> <li>Review constitution <b>May 2016</b></li> </ul>		
	<b>Responsible Officer</b>	Operational Director	<b>Linked Indicators</b>

<b><u>Service Objective: LD 02</u></b>	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) (14/15)	<ul style="list-style-type: none"> <li>To ensure that all members have been given the opportunity of a having a MAP meeting.</li> <li>To induct all new members – by <b>October 2014</b></li> </ul>		
Key Milestone(s) (15/16)	<ul style="list-style-type: none"> <li>To ensure that all members have been given the opportunity of a having a MAP meeting.</li> <li>To induct all new members – by <b>October 2015</b></li> </ul>		
Key Milestone(s) (16/17)	<ul style="list-style-type: none"> <li>To ensure that all members have been given the opportunity of a having a MAP meeting.</li> <li>To induct all new members – by <b>October 2016</b></li> </ul>		
	<b>Responsible Officer</b>	Operational Director	<b>Linked Indicators</b> LDLI 9, 10



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

Corporate Health							
LDLI 01	No. Of Members with Personal Development Plans (56 Total)	46 (79%)	56 (100%)		56 (100%)	56 (100%)	
LDLI 02	% of Members attending at least one organised Training Event	100	100		100	100	

Service Delivery							
LDLI 03	Average Time taken to issue prosecutions from receipt of full instructions (working days) <sup>NB</sup>	7	10		10	10	
LDLI 04	Average time taken to send out first draft business lease from receipt of complete instructions from Property Services (working days)	15	20		20	20	
LDLI 05	Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days)	1	3		3	3	

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

Fair Access							
LDLI 06	Members of Public attending Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums) – For information	204	N/A		N/A	N/A	
LDLI 07	No. Of Questions asked by Members of the Public at Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums) – For information	42	N/A		N/A	N/A	
LDLI 08	% of Executive Board, Executive Board Sub-Committee and Mersey Gateway Executive Board minutes published within 5 working days after the meeting.	100	100		100	100	
LDLI 09	% Of those eligible casting a vote in local elections. – For information	27	N/A		N/A	N/A	
LDLI 10	% Of completed form A's (register of voters) returned	98	90		90	90	
LDLI 13	% of customers satisfied or very satisfied with the service of the internal print service	100	85		85	90	
LDLI 15	% satisfaction with Inside Halton	99	90		93	93	

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

<b>Corporate Priority:</b>	Environment and Regeneration in Halton  Provide a well-connected, sustainable and accessible borough, including the provision of the Mersey Gateway. Ensure a variety of safe efficient travel and infrastructure options for people, goods, communications and freight.		
<b>Service Objective:</b>	<b>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.</b>		
Key Milestone(s) (14 / 15)	<ul style="list-style-type: none"> <li>• Review progress against SJB maintenance strategy and deliver 2014/15 major bridge maintenance works programme. <b>March 2015</b></li> <li>• Obtain DfT approval for deferral of SJB Complex major maintenance until completion of MG Bridge and rationalise delivery of major bridge maintenance works in the SJB Complex in the context of construction programme for Mersey Gateway. <b>October 2014</b></li> <li>• Complete LCR Majors bid for funding of future steady state maintenance of SJB from 2016/17. <b>October 2014</b></li> </ul>		
Key Milestone(s) (15 / 16)	<ul style="list-style-type: none"> <li>• Review progress against SJB maintenance strategy and deliver 2015/16 major bridge maintenance works programme. <b>March 2016</b></li> </ul>		
Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> <li>• Review progress against SJB maintenance strategy and deliver 2015/16 major bridge maintenance works programme <b>March 2017</b></li> <li>• Procure contract for combined delivery of deferred SJB major maintenance and SJB modifications required as part of MG delinking. <b>March 2017.</b></li> </ul>		
	<b>Responsible Officer</b>	DM Bridge & Highway Maintenance	<b>Linked Indicators</b>

<b>Corporate Priority:</b>	<p>Environment and Regeneration in Halton.</p> <p>Provide a well-connected, sustainable and accessible borough, including the provision of the Mersey Gateway. Ensure a variety of safe efficient travel and infrastructure options for people, goods, communications and freight.</p>		
<b>Service Objective:</b>	<b>LTP Capital Programme – Deliver the LTP Capital Programmes to ensure that the transport system is maintained and developed to meets local needs.</b>		
Key Milestone(s) (14 / 15)	<ul style="list-style-type: none"> <li>To deliver the 2014/15 LTP Capital Programme <b>March 2015</b>.</li> </ul>		
Key Milestone(s) (15 / 16)	<ul style="list-style-type: none"> <li>To deliver the 2015/16 LTP Capital Programme <b>March 2016</b>.</li> </ul>		
Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> <li>To deliver the 2015/16 LTP Capital Programme <b>March 2017</b>.</li> </ul>		
	<b>Responsible Officer</b>	DM Highway Development	<b>Linked Indicators</b>

<b>Corporate Priority:</b>	Environment and Regeneration in Halton.  Conserve, manage and enhance Halton's physical and natural assets in order to maximise community and other benefits by improving environmental quality.		
<b>Service Objective:</b>	<b>Flood Risk Management - to manage the risk of local flooding (i.e. flooding arising from surface water, groundwater and ordinary watercourses) across the Borough.</b>		
Key Milestone(s) (14 / 15)	<ul style="list-style-type: none"> <li>• Adopt a local flood risk strategy for Halton <b>June 2014</b></li> <li>• Develop and adopt management systems and procedures for Sustainable Drainage legislation (note: expected to be enacted in 2014) <b>October 2014</b></li> <li>• To manage the Flood Defence Grant in Aid capital programme of scheme delivery, and preparation of funding bid for future years. <b>March 2015</b></li> </ul>		
Key Milestone(s) (15 / 16)	<ul style="list-style-type: none"> <li>• To manage the Flood Defence Grant in Aid capital programme of scheme delivery, and preparation of funding bid for future years. <b>March 2016</b></li> </ul>		
Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> <li>• To manage the Flood Defence Grant in Aid capital programme of scheme delivery, and preparation of funding bid for future years. <b>March 2017</b></li> </ul>		
	<b>Responsible Officer</b>	DM Highway Development	<b>Linked Indicators</b>

<b>Corporate Priority:</b>	Environment and Regeneration		
<b>Service Objective:</b>	<b>Deliver the statutory development plan as required by the Town and Country Planning Acts to provide a clear direction for the future development of the Borough. Provide operational policies that implement strategy and ensure transparent and accountable service delivery.</b>		
Key Milestone(s) (14 / 15)	<ul style="list-style-type: none"> <li>• Complete the partial review of Green Belt Review within Widnes and Hale.</li> <li>• Adopt a charging schedule for Community Infrastructure Levy. <b>March 2015</b></li> </ul>		
Key Milestone(s) (15 / 16)	<ul style="list-style-type: none"> <li>• Adopt the Delivery and Site Allocations Local Plan (DALP) <b>March 2016</b></li> </ul>		
Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> <li>• Production of SPDs and Planning Briefs. <b>March 2017</b></li> </ul>		
	<b>Responsible Officer</b>	DM Policy & Development Services	<b>Linked Indicators</b>
			PPT LI 02 / 03

## Departmental Performance Indicators

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

### Cost & Efficiency

PPTLI 01	Number of third party compensation claims received due to alleged highway / footway defects	150	110		110	105	100
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### Service Delivery

PPTLI 02 (ex NI 154)	Net additional homes provided <sup>i</sup>	N/A	552		552	552	552
PPTLI 03 (ex NI 155)	Number of affordable homes delivered (gross) <sup>ii</sup>	N/A	100		125	150	175
PPTLI 04 (ex NI 157)	Processing of planning applications as measured against targets for,						
	a) 'major' applications	66.7%	60%		60%	60%	60%
	b) 'minor' applications	30.9%	83%		85%	85%	85%
	c) 'other' applications	70.4%	83%		85%	85%	85%

NB – Measures LI 05 / 12 / 13 / 14 / 15 / 17 / 19 also form part of Halton's Sustainable Community Strategy

## Departmental Performance Indicators

Ref	Description	Halton 12/13 Actual	Halton 13/14 Target	Halton 13/14 Actual	Halton Targets		
					14/15	15/16	16/17
PPT LI 05	To ensure a five year rolling supply of housing land available for 2,760 homes over 5 years. Measure as supply of ready to develop housing sites (%). <sup>iii</sup>	119	100		110	110	110
PPTLI 06	No. of people killed or seriously injured (KSI) in road traffic collisions. (5 Year Av.)	44.2	43.4	N/A	45.8 (2014)		
PPTLI 07	No. of children (<16) killed or seriously injured (KSI) in road traffic collisions. (5 year Av.)	7.8	7.4	N/A	8.4 (2014)		
PPTLI 08	No. of people slightly injured in road traffic collisions.	337	400	N/A	390 (2014)		
PPTLI 09 (ex NI 47)	Percentage change in number of people killed or seriously injured during the calendar year compared to the previous year. Figures are based on a 3 year rolling average, up to the current year.	0.8%	-11.6% (2013)	N/A	-9.6% (2014)		
PPTLI 10 (ex NI 48)	The percentage change in number of children killed or seriously injured during the calendar year compared to the previous year. Figures are based on a 3 year rolling average, up to the current year.	-33.3%	- 8.3%	N/A	- 7.7%		
PPTLI 11	Damage to roads and pavements (% dangerous damage repaired within 24 hours).	74%	98%		98%	98%	98%
PPTLI 12	Average number of days taken to repair street lighting fault: non-DNO (Street lights controlled by the authority). (Previously BVPI 215a).	4	5		5	5	5



## Departmental Performance Indicators

Ref	Description	Halton 12/13 Actual	Halton 13/14 Target	Halton 13/14 Actual	Halton Targets		
					14/15	15/16	16/17
PPTLI 13	Average number of days taken to repair street lighting fault: DNO (Street lights controlled by the energy provider). (Previously BVPI 215b).	29	30		30	30	30
PPTLI 14 (ex NI 168)	% of network where structural maintenance should be considered.						
	a) Principal roads	1%	2%		2%	2%	2%
	b) Non principal roads	4%	4%		4%	4%	4%
	c) Unclassified roads	17%	9%		9%	9%	9%
PPTLI 15 (ex NI 178)	Bus service punctuality, Part 1: The proportion of non-frequent scheduled services on time (%):						
	a) Percentage of buses starting route on time	97.74%	97.8%		98.0%	98.5%	99.0%
	b) Percentage of buses on time at intermediate timing points	89.31%	87%		87.50%	87.75%	88%

NB Measures LI 20 / 20 also form part of Halton's Sustainable Community Strategy.

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

<b>Fair Access</b>
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PPTLI 16	% of footpaths and Rights of Way which are easy to use.	86%	89%		90%		
PPTLI 17	No. of passengers on community based accessible transport	275,518	255,000		267,000	280,000	281,000
PPTLI 18	% of bus stops with Quality Corridor accessibility features. (No. of stops – 603)	59.7 (360 Bus Stops)	53 (319 Bus Stops)		54 (326 Bus Stops)	65 (392 Bus Stops)	70 (422 Bus Stops)
PPTLI 19 (ex NI 177)	a) Number of local bus passenger journeys originating in the authority area in one year (000's)	5,491	5,500		6,200	5,600	5,650

## 6. Public Health - Objectives & Performance Indicators

Corporate Priority:	A Healthy Halton		
Service Objective:	<p>PH 1 – Prevention and early detection of cancer</p> <p><b>Working with partner organisations to improve early detection of the signs and symptoms of cancer</b></p>		
Key Milestone(s) (14 / 15)	<ul style="list-style-type: none"> <li>• Work with the public and service providers to raise awareness of the early signs and symptoms of bowel, breast and lung cancer so we can identify it an early stage in the population. <b>Mar 2015 KEY</b></li> <li>• Reduce obesity rates in the local population, thereby reducing the incidence of bowel cancer through promoting healthy eating and screening programmes for adults and children via a range of services. <b>Mar 2015 KEY</b></li> <li>• Meet the target for the take up of HPV vaccination in girls 11-13, to reduce cervical cancer rates by working proactively with the School Nursing Service and GPs. <b>Mar 2015 KEY</b></li> <li>• Work proactively with GPs, all service providers, Alcohol Liaison Nurses, teachers in schools to reduce the number of people drinking to harmful levels and alcohol related hospital admissions given the rise in pancreatic and liver cancer rates. <b>Mar 2015. KEY</b></li> </ul>		
Key Milestone(s) (15 / 16)	<ul style="list-style-type: none"> <li>• Monitor and review all PH 1 milestones in line with three year planning cycle. <b>Mar 2016.</b></li> </ul>		
Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> <li>• Monitor and review all PH 1 milestones in line with three year planning cycle. <b>Mar 2017.</b></li> </ul>		
	Responsible Officer		Linked Indicators

<b>Corporate Priority:</b>	<b>A Healthy Halton</b>		
<b>Service Objective:</b>	<b>PH2 – Improved Child Development</b> <b>Working with partner organisations to improve the development, health, and wellbeing of children in Halton and to tackle the health equalities affecting that population</b>		
Key Milestone(s) (14 / 15)	<ul style="list-style-type: none"> <li>Facilitate the <i>Early Life Stages</i> development which focusses on a universal preventative service, providing families with a programme of screening, immunisation, health and development reviews, and health, well-being and parenting advice for ages 2½ years and 5 years. <b>Mar 2015 KEY</b></li> </ul>		
	<ul style="list-style-type: none"> <li>Facilitate the Halton Breastfeeding programme so that all mothers have access to breastfeeding-friendly premises and breastfeeding support from midwives and care support workers. <b>Mar 2015 KEY</b></li> </ul>		
Key Milestone(s) (15 / 16)	<ul style="list-style-type: none"> <li>Monitor and review all PH 2 milestones in line with three year planning cycle. <b>Mar 2016</b></li> </ul>		
Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> <li>Monitor and review all PH 2 milestones in line with three year planning cycle. <b>Mar 2017</b></li> </ul>		
	<b>Responsible Officer</b>		<b>Linked Indicators</b>

<b>Service Objective:</b>	<b>PH 3 – Reduction in the number of falls in Adults</b>		
Key Milestone(s) (14 / 15)	<ul style="list-style-type: none"> <li>Working with all service providers, implement the action plan to reduce falls at home in line with the Royal Society for the Prevention of Accidents (ROSPA) guidance as outlined in the new Falls Strategy. <b>Mar 2015 KEY</b></li> </ul>		
Key Milestone(s) (15 / 16)	<ul style="list-style-type: none"> <li>Monitor and review all PH 3 milestones in line with three year planning cycle. <b>Mar 2016</b></li> </ul>		
Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> <li>Monitor and review all PH 3 milestones in line with three year planning cycle. <b>Mar 2017</b></li> </ul>		
	<b>Responsible Officer</b>		<b>Linked Indicators</b>

<b>Service Objective:</b>	<b>PH 4 – Reduction in the harm from alcohol</b>		
	<b>Working with key partners, frontline professionals, and local community to address the health and social impact of alcohol misuse</b>		
Key Milestone(s) (14 / 15)	<ul style="list-style-type: none"> <li>Implement the alcohol harm reduction plan working with a range of providers including schools, focusing on preventive interventions and behaviour change to target the following vulnerable groups – pregnant women, women with babies and young people under 16 years. <b>Mar 2015. KEY</b></li> </ul>		
Key Milestone(s) (15 / 16)	<ul style="list-style-type: none"> <li>Monitor and review all PH 4 milestones in line with three year planning cycle. <b>Mar 2016.</b></li> </ul>		
Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> <li>Monitor and review all PH 4 milestones in line with three year planning cycle. <b>Mar 2017</b></li> </ul>		
	<b>Responsible Officer</b>		<b>Linked Indicators</b>

<b>Service Objective:</b>	<b>PH 5 – Prevention and early detection of mental health conditions</b>		
	<b>Working with schools, GP practices, and Children’s Centres to improve the mental health and wellbeing of Halton residents</b>		
Key Milestone(s) (14 / 15)	<ul style="list-style-type: none"> <li>Implement the Mental Health and Wellbeing Programme in all schools and provide training for GP Practices and parenting behaviour training in the Children’s Centres. <b>Mar 2015. KEY</b></li> </ul>		
	<ul style="list-style-type: none"> <li>Implement the Mental Health and Wellbeing Action Plan to improve the physical wellbeing of people with mental ill health. <b>Mar 2015. KEY</b></li> </ul>		
Key Milestone(s) (15 / 16)	<ul style="list-style-type: none"> <li>Monitor and review all PH 5 milestones in line with three year planning cycle. <b>Mar 2016.</b></li> </ul>		
Key Milestone(s) (16 / 17)	<ul style="list-style-type: none"> <li>Monitor and review all PH 5 milestones in line with three year planning cycle. <b>Mar 2017</b></li> </ul>		
	<b>Responsible Officer</b>		<b>Linked Indicators</b>

Ref	Description	Halton 12/13 Actual	Halton 13/14 Target	Halton 13/14 Actual	Halton Targets		
					14/15	15/16	16/17
PH LI06 (SCS HH5a)	All age all-cause mortality rate per 100,000 males (previously NI 120a) 2011	811.4	755.2	TBC	752	750	748
PH LI 07 (SCS HH5b)	All age all-cause mortality rate per 100,000 females (previously NI 120b) 2011	573.6	567.9	TBC	615	614	612
PH LI 08 (SCS HH6)	Mortality rate from all circulatory diseases at ages under 75 (Previously NI 121) 2011	74.0	73.3	TBC	72	70	68
PH LI 09 (SCS HH7)	Mortality from all cancers at ages under 75 (Previously NI 122) 2011	126.4	125.1	TBC	140	138	136
PH LI 11 (SCS HH2)	Prevalence of breastfeeding at 6-8 weeks	17.81%	24%	TBC	27%	29%	31%
PH LI12 New SCS Measure Health 2013-16	Falls and injuries in the over 65s (Public Health Outcomes Framework)	2962	2849	TBC	2847	2845	2843
PH LI14 (SCS HH1)	Admissions which are wholly attributable to alcohol AAF=1, rate per 100,000 population	994.5	1039	TBC	1038	1037	1036
	Mental Health: Self- reported wellbeing (NEW)	n/a	New Indicator for 14/15	67.9%	69%	70%	71%