

## Departmental Quarterly Monitoring Report

<b><u>Directorate:</u></b>	Policy & Resources
<b><u>Department:</u></b>	Policy, Planning & Transportation (Extract)
<b><u>Period:</u></b>	Quarter 4 - 1 <sup>st</sup> January – 31 <sup>st</sup> March 2012

### 1.0 Introduction

This quarterly monitoring report covers the Policy, Planning & Transportation Department fourth quarter period up to 31<sup>st</sup> March 2012. It describes key developments and progress against all objectives and performance indicators for the service.

Given that there are a considerable number of year-end transactions still to take place a Financial Statement for the period has not been included within this report in order to avoid providing information that would be subject to further change and amendment. The final 2011 / 12 financial statements for the Department will be prepared once the Council's year-end accounts have been finalised and made available via the Council's Intranet. A notice will also be provided within the Members' Weekly Bulletin as soon as they are available.

### 2.0 Key Developments

#### **2.1 Policy & Development Services**

##### **Policy Update**

The Inspector holding the Examination into the Core Strategy has indicated the need for a number of 'main changes'. These will be subject to public consultation in the early summer with responses being considered by the Inspector. Receipt of the Inspectors report is expected in September / October 2012.

The Design of Residential Development Supplementary Planning Document (SPD) has been subject to a six week public consultation ending Friday 9th March. A report to Executive Board (24th May) is to be submitted for adoption.

A Local Sustainable Transport Fund application was submitted in February to the Department for Transport (DfT) seeking £4.4m funding with £3.6m match contributions. The outcome for this application is expected sometime in May 2012 and additional information will be provided during quarter 1 of the coming financial year.

A Better Bus Area Fund application was also submitted to DfT seeking £1.6m with £236K match funding. The council has recently been notified that the bid was unsuccessful.

A number of Child and Adult Social Care policies have been reviewed and updated during this period including the Service User and Carer Payments Policy, Intimate Relationships and Sexual Health Needs for Adults Policy and Professional Boundaries guidance.

The Council's draft Tenancy Strategy, which will shortly be subject to consultation, was presented to the Health and Urban Renewal Policy & Performance Boards in March along with the development of the first Adult Social Care Annual Report.

In addition to the above, the scrutiny review of Anti-Social Behaviour in the Private Rented Sector was completed and presented to the Safer Policy and Performance Board (PPB) on 13<sup>th</sup> March. The scrutiny review on Autism was also completed during this period and presented to members of the Health PPB on 6<sup>th</sup> March. The Homelessness scrutiny review is still on-going and is scheduled for completion by June 2012. On the 6<sup>th</sup> March, the Health PPB agreed another scrutiny topic starting in June 2012 regarding Falls Prevention.

Work is progressing in supporting the transition of Public Health to the Local Authority, along with the development of the Health and Wellbeing Board, the development of the Health & Wellbeing Strategy and the continued review of the Joint Strategic Needs Assessment (JSNA).

Work is underway to develop key initiatives to support implementation of the Corporate People Plan and to develop detailed workforce plans for the Directorates.

The Volunteer Policy has now been launched and a number of key developments are being progressed to ensure effective implementation.

Following revision of the Halton Strategic Partnership Board's (HSPB) constitution and governance arrangements, a new format for Board meetings was implemented during this period.

Additionally the Board approved recommendations for the continued use of the framework adopted in the Enhanced Partnership Working project in order to provide more comprehensive intelligence concerning 2 further workstreams relating to supporting people into employment and improving health outcomes.

A number of workshops have been held recently run for Members, staff, and partners concerning the introduction of the Localism Act. Sessions have been extremely well received and have generated a great deal of interest. As a result work has been undertaken with colleagues within the Corporate Training Centre in order that the information can be disseminated to a wider audience.

A range of Equality Objectives have been developed in compliance with the Public Sector Equality Duty and has recently been approved by Executive Board in order to meet the April 6th publication deadline.

## **2.2 Performance & Improvement**

Following extensive consultation, draft Directorate Plans for 2012/15 were presented to the Executive Board on 9<sup>th</sup> February 2012, going to Full Council on 18<sup>th</sup> April 2012. These contain Directorate priorities, objective/milestones and performance measures, and the revenue and capital budget for 2012/13.

Support, advice and guidance has also been provided by the Performance & Improvement Division to support the continuing inspection regimes for both Children's Services and Adult Social care.

A number of proposed inspection frameworks, consultations and performance frameworks have been published this quarter. These include :

- New arrangements for the inspection of Local Authority Children's Services (published on 31st January 2012), to be implemented from May 2012. These will focus on the child's journey as a key element in the inspection of child protection and for children in care. In future, inspections lasting two weeks will be unannounced with a total of 5 inspectors – four social care focused and one education focused on site. Detailed annexes of information will be required to be provided on day 2 of the inspection The Division is assessing the impact of these developments with the Directorate given the emphasis on early effective help and multi agency working, so that performance information can be provided accordingly, supporting existing good practice / service improvements in the Children and Enterprise Directorate.
- Consultation response submitted on behalf of the Children and Families Department and Multi Agency Safeguarding Board to the Department for Education. This consultation (published 23<sup>rd</sup> January 2012), sought views on the proposed children's safeguarding national performance information dataset.
- 'Action Plan for Adoption' (published 14<sup>th</sup> March 2012) included proposals to 'hold local authorities to account'. The government will set performance thresholds from this year, raising them incrementally over the next four years until they reflect the levels set out in the statutory guidance.
- A new Public Health Outcomes framework was published on 23<sup>rd</sup> January 2012 and sets out the desired outcomes for public health and how these will be measured. Councils will be judged on how they improve public health in future, focusing on two high level outcomes to be achieved across the Public Health system to:
  - Increase healthy life expectancy
  - Reduce differences in life expectancy and healthy life expectancy between communities.

This will be underpinned by a set of 60 supporting indicators that will help to assess progress both locally and nationally on an annual basis, grouped into four domains:

- Improving the wider determinants of health
- Health improvement
- Health Protection
- Healthcare public Health and preventing premature mortality.

Councils will then be able to determine which are the most important Public Health concerns for them and spend the money transferring from the PCT appropriately.

- Publication of the Adult Social Care Outcomes Framework (30th March 2012) was updated for new measures to be introduced from 2012/13.
- Update on the Single Data List March 2012 giving further guidance on all the datasets that local government must submit to central government in accordance with a 'gateway' system for new collections and set of principles.

### 3.0 Emerging Issues

#### **3.1 Policy & Development Services**

**Localism Act** - The Act received Royal Assent on November 15th and as guidance continues to be cascaded from central government, we will need to ensure there is a coordinated policy response in order to ensure that HBC are prepared for the implications of the Act and have the appropriate framework in place.

**Police and Crime Commissioners** - Elections will take place November for the Police and Crime Commissioner for Cheshire. This will also mean the abolition of Police Authorities which will be replaced by Police and Crime Panels. Although the full implications of the changes are not yet clear for Halton, work will take place in the coming months to develop a Crime Action Plan for Halton to ensure that our priorities are clearly laid out and that we are able to appropriately respond to any implications.

**Creating and Measuring Social Value** - Halton is at the early stages of developing its own model for measuring this, as well as exploring the other models available in order to begin to demonstrate the value and impact we have on our community. The Performance & Improvement Division will further explore and support this initiative in conjunction with the Policy and Strategy Division.

**Best Value Statutory Guidance and Strategic Partnerships** – Over recent years the legislative framework surrounding Strategic Partnerships has been dismantled.

The Statutory Guidance issued in Autumn 2011, whilst setting out a requirement to involve and consider community groups and the 3rd sector in procurement, also stated an intent to repeal at some point both the Duty to Involve and the Duty to Prepare a Sustainable Community Strategy, thus further dismantling the legislation.

However, set against this, at a time of severe funding cuts across the sectors, it is now more critical than ever to maintain the framework to work jointly and innovatively together to share data and reduce duplication. It is also likely that Community Budgets will be rolled out to all authorities following the current pilots and which will require a robust partnership presence in order to operate as intended.

Halton Strategic Partnership must therefore continue to evolve and grow as well as taking best practice from elsewhere, whether community budget pilot, Fairness Commission areas or Social Growth Foundations and respond accordingly.

**National Planning Policy Framework (NPPF)** has recently been issued. This consolidates previous national Planning Policy Guidance (PPGs) and Statements (PPSs) into a single concise document.

**Affordable Housing Supplementary Planning Document (SCI)** being prepared for Executive Board approval for consultation. This will supplement Core Strategy Policy CS13 and give guidance on calculation of affordable housing requirements on qualifying housing development sites.

A Revised **Statement of Community Involvement (SCI)** is being prepared for Executive Board approval for public consultation.

As part of the '**Portas Review**', which aims to improve local high streets e.g. by tackling empty shops, improving parking etc an application for 'Town Team Pilot status' has been submitted for Runcorn Old Town. If successful the application will involve the establishment of a Town Partnership to identify and prioritise problems and instigate innovative solutions.

**Health & Social Care Bill** - Final amendments were made to the Bill during the third reading in the House of Lords on 19 March and the Bill received Royal Assent on 27<sup>th</sup> March 2012.

**Transition to Healthwatch (by April 2013)** - On 1 March, the Government tabled amendments to the Health and Social Care Bill to make clear that Local Authorities, which will be under a statutory duty to commission effective and efficient local Healthwatch organisations, will have some choice over the organisational form that local Healthwatch takes. The amendments are designed to ensure Local Authorities have some flexibility and choice over the organisational form of local Healthwatch, so they can determine the most appropriate way to meet the needs of their communities.

**Caring for our Future** - On 15 September 2011, the Government launched 'Caring for our Future: Shared ambitions for care and support' - an engagement exercise with people who use care and support services, carers, local councils, care providers, and the voluntary sector about the priorities for improving care and support. The consultation closed in December and the outcome of the consultation, in addition to the outcomes of the Law Commission and the Commission on the Funding of Care and Support reports (both published last year) will inform a **Government White Paper on Social Care** reform and a **progress report on Funding Reform** that will be published in Spring 2012. These will have significant implications of the future delivery of Adult Social Care.

### **3.2 Performance & Improvement**

- **Sector Led Improvement Initiatives**

With the demise of Comprehensive Area Assessment (CAA) and Public Service Agreements (PSAs), the social care sector is placing greater emphasis on self-regulation and improvement. The Division is supporting the Children & Enterprise Directorate with Peer Challenge with a focus on "narrowing the gap" in attainment for vulnerable groups including those in receipt of Free School Meals. This is being undertaken in conjunction with three other Local Authorities – Oldham, Warrington and Wirral. The scope for this review is currently being defined and Peer Challenge meetings will take place in May and June 2012.

The Association of Directors of Adult Social Services (ADASS) in the North West are further considering how to develop Sector Led Improvement for Adult Social Care. The Division will support such developments and through the North West Performance Leads Group regional benchmarking measures will be developed in 2012/13 to support sector led improvement.



- **New Information to be published by the DfE on Adoption**

As detailed in "An Action Plan for Adoption: Tackling Delay" Scorecards will be published for each local authority in May 2012. The scorecards will highlight key indicators for how swiftly local authorities deal with prospective adopters and place children with prospective adopters. The scorecard will be supported by a set of performance thresholds that will set out the Government's expectations of Local Authorities on two of the main timeliness indicators. They will also allow local authorities and other adoption agencies to monitor their own performance and compare it with others in the period 2008-2011.

For Local Authorities where performance is below one or two of the thresholds, discussions are expected to take place to agree actions plans for improvement. It is expected that once the scorecard has been published this information will be reported in detail to the Children, Young People and Families Policy and Performance Board.

## 4.0 Service Objectives / milestones

### 4.1 Progress against 'key' objectives / milestones

<b>Total</b>	<b>12</b>		11		0		1
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Of the 12 'key' objectives / milestones reported to the Corporate Services PPB from the Policy, Planning & Transportation Division, one has failed to be achieved due to the timing of the Waste Development Plan Document examination process.

Additional details are provided within Appendix 1.

### 4.2 Progress against 'other' objectives / milestones

<b>Total</b>	<b>8</b>		5		0		3
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Of the remaining objective / milestones for the service four have failed to meet their planned timeframe. These relate to the Council's Core Strategy, Climate Change Strategy and an internal satisfaction survey. Additional information concerning all 'other' objectives / milestones is included within Appendix 2.

## 5.0 Performance indicators

### 5.1 Progress Against performance indicators

<b>Total</b>	<b>0</b>		0		0		0
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There are no performance indicators to be reported at this time. Please refer Appendix 3 for additional information.

## 6.0 Risk Control Measures

During the development of the 2011 - 12 service activity, the service was required to undertake a risk assessment of all Key Service Objectives. As a result no 'high' risk, treatment measures were identified.

## **7.0 Progress against high priority equality actions**

As a result of undertaking a departmental Equality Impact Assessment no high priority actions were identified for the service for the period 2011 – 2012.

## **8.0 Data quality statement**

The author provides assurance that the information contained within this report is accurate and valid and that every effort has been made to avoid the omission of data. Where data has been estimated, has been sourced directly from partner or other agencies, or where there are any concerns regarding the limitations of its use this has been clearly annotated.

## **9.0 Appendices**

- Appendix 1 Progress Against 'key' objectives / milestones
- Appendix 2 Progress against 'other' objectives / milestones
- Appendix 3 Progress against 'other' performance indicators





**Appendix 1: Progress Against 'key' objectives / milestones**

Ref	Objective
PPT 01	<b>Deliver the framework of statutory plans and other key strategies to provide a clear corporate direction for Council services and external partners.</b>

Milestones	Progress Q 4	Supporting Commentary
Adoption of the Children and Young People's Plan 2011 – 2016. <b>April 2011</b>		The Children and Young People's Plan has been approved by the Children's Trust Board and Executive Board.
Adoption of Local Transport Plan 3 2011 – 2026. <b>April 2011</b>		The Local Transport Plan 3 has been completed and submitted to the Department of Transport.
Adoption of Sustainable Community Strategy. <b>April 2011</b>		The Sustainable Community Strategy has been adopted by the Halton Strategic Partnership Board.
Adoption of Corporate Plan 2011 - 2016. <b>October 2011</b>		The Corporate Plan has been approved by both the Executive Board and Corporate Services Policy and Performance Board. The Corporate Plan was presented to Full Council in October.
Examination in Public for the Core Strategy. <b>May 2011</b>		As referred to in the Key Developments section of this report further public consultation is planned for summer 2012.
Consultation on Site Allocations Development Plan Document. <b>October 2011</b>		Consultation on the Site Allocations DPD has commenced with work undertaken on the Call for Sites and Strategic Housing Land Availability Assessment.
Waste Development Plan Document (DPD) Examination in Public. <b>November 2011</b>		The Joint Waste DPD was placed on public consultation 25 <sup>th</sup> November – 20 <sup>th</sup> January 2012 before being submitted to the Secretary of State, triggering the formal Examination process. Hearing sessions are programmed for June 2012. The Waste DPD is being produced by Halton, Liverpool, St Helens, Knowsley, Wirral and Sefton as a joint document


**Appendix 1: Progress Against 'key' objectives / milestones**

Ref	Objective
PPT 02	<b>Improve the effectiveness of the support, intelligence, and advice provided to the Council and its partners to inform decisions on policy, resource planning, service delivery and performance and improvement; demonstrating transparency and accountability to our stakeholders and compliance with inspection and regulatory frameworks.</b>

Milestones	Progress Q 4	Supporting Commentary
Monitor performance against the Sustainable Community Strategy Targets 2008-11 and review delivery plans with partners <b>June 2011</b> .		This work is complete and was reported to the Halton Strategic Partnership Boards in June 2011 and all Policy & Performance Boards in May and June 2011 in the Sustainable Community Strategy Performance Report.
Review Council and partnership performance frameworks <b>October 2011</b> .		<p>Recommendations resulting from a review of the Council's existing performance framework were approved by Executive Board in September 2011 to ensure that our Council's organisational arrangements for the monitoring and management of performance remain robust and fit for purpose.</p> <p>The consideration of future performance management and monitoring arrangements has run in tandem with the development of a revised Sustainable Community Strategy and Delivery and the Corporate Plan for the period 2011-16. These plans identified local priorities at a partnership level and organisational level respectively. Key Council and Partner performance measures and targets to improve outcomes for each of the priority areas were approved by Halton Strategic Partnership Board on 7<sup>th</sup> December 2011.</p> <p>In some areas given changing national frameworks, placeholder measures have been included pending finalisation of new reporting requirements and further regulatory changes.</p>


**Appendix 1: Progress Against 'key' objectives / milestones**

Ref	Objective
PPT 02 [Continued]	Improve the effectiveness of the support, intelligence, and advice provided to the Council and its partners to inform decisions on policy, resource planning, service delivery and performance and improvement; demonstrating transparency and accountability to our stakeholders and compliance with inspection and regulatory frameworks.


Milestones	Progress Q 4	Supporting Commentary
Support unannounced and announced statutory inspections in Children's & Young Peoples Directorate <b>March 2012.</b>		<p>All inspections supported during the year including an unannounced inspection of Contact, Referral and Assessment in Dec 2011 and Children Centre inspections.</p> <p>Details of new arrangements for the inspection of local authority children's services were published on 31<sup>st</sup> January 2012, to be implemented from May 2012. These will focus on the child's journey as a key element in the inspection of child protection and for children in care. In future, inspections lasting two weeks will be unannounced with a total of 5 inspectors – four social care focused and 1 education focused on site. Detailed annexes of information will be required to be provided on day 2 of the inspection the Performance &amp; Improvement Division is assessing the impact of these developments with the Directorate given the emphasis on early effective help and multi agency working, so that Performance information can be provided accordingly, supporting existing good practice / service improvements in the Children and Enterprise Directorate.</p>

**Appendix 1: Progress Against 'key' objectives / milestones**

Ref	Objective
<b>PPT 02 [Continued]</b>	<b>Improve the effectiveness of the support, intelligence, and advice provided to the Council and its partners to inform decisions on policy, resource planning, service delivery and performance and improvement; demonstrating transparency and accountability to our stakeholders and compliance with inspection and regulatory frameworks.</b>

Milestones	Progress Q 4	Supporting Commentary
Redesign the performance framework for Adult Social Care having regard to the Department of Health "Transparency in Outcomes" framework and the Care Quality Commission <b>March 2012</b> .		<p>The government has published details of performance outcomes frameworks (2011-12) for Adult Social Care and the NHS with a further Public Health outcomes framework (2012 – 13) published on 23<sup>rd</sup> January 2012. Such frameworks identify a set of measures that it has been agreed to be of value in measuring progress nationally and locally as noted above.</p> <p>Thus, performance measures from the new statutory and revised statutory returns e.g. Adult Social Care Survey, ASCOF (Adult Social Care Outcomes Framework), RAP (Referrals, Assessments, Packages of Care), ASCAR (Adults Social Care Combined Activity Return) have been embedded in Directorate Business Plans and monthly performance reports e.g. NI130 Personalisation.</p> <p>On 30<sup>th</sup> March 2012, the Department of Health published an updated version of the Adult Social Care Outcomes Framework and the accompanying handbook of definitions, including specific agreed measures for 2012/13. The Performance &amp; Improvement Division will also refer to the NHS Operating Framework 2012/13 to ensure alignment between frameworks. The 2012/13 framework will now include measures of the carer's quality of life and their experience of care and support, based on responses to a new Carers Survey.</p>

**Appendix 1: Progress Against 'key' objectives / milestones**

		<p>The Care Quality Commission now monitors twenty eight Provider Quality Standards (Outcomes). In Halton this is assessed by the Quality Assurance team in the Communities Directorate who inspect Halton Providers. CQC has recently announced that they will now inspect more health &amp; social care services more often - inspecting most hospitals, care homes and domiciliary care providers at least once a year, phasing in this change as more inspectors are being recruited to undertake unannounced inspections.</p>
<p>Revise Children and Young Persons' performance framework having regard to new inspection arrangements for Schools <b>December 2011</b>.</p>	<p></p>	<p>A new Performance Management Framework agreed within the Children's Trust on 6<sup>th</sup> September which considers the new inspection arrangements for Schools and the Children's Services Assessment.</p> <p>Frameworks for Children's Services are continuing to be monitored with the new Ofsted framework for School Inspections implemented in January 2012. Schools will be judged on a smaller number of core aspects than before, but those areas will be examined in greater depth.</p> <p>The Bill specifies that inspections in future will report on 'the quality of education provided in the school' and must give priority to; the achievement of pupils at the school; the quality of teaching in the school; the quality of the leadership in and management of the school; and the behaviour and safety of pupils at the school.</p> <p>Support is provided by the Performance &amp; Improvement Division in considering school inspection reports each quarter, in preparation for the Children's Services Annual Assessment by Ofsted.</p>



**Appendix 2: Progress Against 'other' objectives / milestones**

Ref	Objective
PPT 01	<b>Deliver the framework of statutory plans and other key strategies to provide a clear corporate direction for Council services and external partners.</b>

Milestones	Progress Q 4	Supporting Commentary
Adoption of Climate Change Strategy – <b>June 2011</b>		A draft strategy is currently at an advanced stage and it is anticipated that it will be available for political approval during the early part of the coming financial year.
Adoption of Child Poverty Strategy – <b>June 2011</b>		The strategy was adopted in October 2011
Publish State of the Borough Report – <b>July 2011</b>		An updated State of the Borough Report has been published
Adoption of the Core Strategy by the Council following public examination <b>December 2011</b> .		Following changes required by the Inspector and the mid-examination publication of the National Planning Policy Framework, the formal examination process has not been concluded. Additional public consultation is required in Q1 2012-13 following which the examination can conclude, leading to adoption circa September 2012.



**Appendix 2: Progress Against 'other' objectives / milestones**

Ref	Objective
PPT 02	<b>Improve the effectiveness of the support, intelligence, and advice provided to the Council and its partners to inform decisions on policy, resource planning, service delivery and performance and improvement; demonstrating transparency and accountability to our stakeholders and compliance with inspection and regulatory frameworks.</b>

Milestones	Progress Q 4	Supporting Commentary
Subject to funding, commission a local perception survey Sept 2011 and analyse the results <b>March 2012</b> .		During February 2012, the Research & Intelligence team reported on the results of the residents' survey. About 1,800 residents returned filled in forms, sufficiently covering all wards and Area Forums to give a representative sample of the borough. The response rate was better than the previous survey carried out by MORI. The results of the survey have been broken down into 5 short reports which are available from <a href="http://www.halton.gov.uk/research">www.halton.gov.uk/research</a> .
Conduct a satisfaction survey for all non transactional services <b>February 2012</b> .		Although originally considered as appropriate to conduct an internal customer satisfaction survey, (with a questionnaire in part developed to obtain feedback on services delivered to date by Policy & Strategy and Performance & Improvement Divisions, given the transfer of services from Directorates to a centre of excellence) an alternative approach has been adopted. Instead, regular feedback on satisfaction of services delivered has been obtained from SMTs, Directorate DMTs and through lead Operational Directors in the Directorates throughout the year, which has been very positive to date. Also work programmes are regularly reviewed so as to respond to the needs of the Directorates given the rapid pace of change, number of policy initiatives and ongoing changes to inspection frameworks. Given the ongoing efficiencies required in local government this may be something to be considered in future should issues arise.

**Appendix 2: Progress Against 'other' objectives / milestones**

Ref	Objective
<b>PPT 02 (continued)</b>	<b>Improve the effectiveness of the support, intelligence, and advice provided to the Council and its partners to inform decisions on policy, resource planning, service delivery and performance and improvement; demonstrating transparency and accountability to our stakeholders and compliance with inspection and regulatory frameworks.</b>

Milestones	Progress Q 4	Supporting Commentary
Analyse, evaluate and disseminate the results of the Adult Social Care Survey <b>June 2011</b> .		In line with Putting People First, the Adult Social Care Survey was introduced for 2010/11 with the intention of surveying a cross-section of service users receiving adult social care services. 700 surveys were sent by post to a sample of Halton BC Adult Social Care service users. The response rate was positive at 46%.  The results show that 93% of respondents reported that they were satisfied with their care and support services with (24%) extremely satisfied, very satisfied (38%), or quite satisfied (31%).The Adult Social Care survey will now be undertaken annually within the Borough and the results are collated nationally by the Department of Health to monitor the impact (outcomes) of services provided locally.
Needs analysis to support the Team Around the Family and targeted interventions in the Children's and Young People's Directorate <b>March 2012</b> .		A Team Around the Family case study has been developed for the Enhanced Partnership Working Project and continued support has been provided on TAF developments through the Early Help & Support strategic sub group of the Children's Trust. The new IWST performance reports were well received by the Directorate, Children's Trust and Safeguarding Boards. These reports will further refined and developed as more data is loaded onto Carefirst 6 by the Team, to manage performance and assess need.



**Appendix 3: Progress Against 'other' performance indicators**

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
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Service Delivery							
PT LI 04	Satisfaction of internal customers (survey of internal customers Feb 2011 to establish baseline and future targets)	N/A	--	Refer to comment	N/A	N/A	<p>Although originally considered in the appropriate to conduct an internal customer satisfaction survey, an alternative approach has been adopted. Instead, regular feedback has been obtained from SMTs, Directorate DMTs and through lead Operational Directors in the Directorates throughout the year, which has been very positive to date and work programmes are regularly reviewed so as to respond to the needs of the Directorates.</p> <p>See above, PPT 02 'other' objective, for further details.</p>