



Directorate Plan

Directorate Plan Extracts

April 2015 to March 2018

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1.0 Foreword from Strategic Director

Foreword from Strategic Director (Policy and Resources)

Like all parts of the Council the period of this plan, like the previous one, is likely to 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 residents and businesses. The purpose of this plan is to identify and communicate what the Directorate seeks to achieve within the 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.

The Directorate we will continue to maximise the value of the resources that it has at its disposal and target them toward the delivery of the Council's agreed priorities.

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.

Jan Leivesley

Strategic Director
(Policy and Resources)

2.0 Introduction

The Policy and Resources Directorate provides a broad range of services which include both business support and public facing services with each having a pivotal role in maintaining a sustainable organisational infrastructure and the provision of key community services such as transport and public health.

Each of these facets of the Directorates work are equally important as without effective arrangements to manage, for example, organisational Human Resources, ICT Infrastructure, and Financial management, the Council could not operate or function effectively as an organisation.

This Plan is one part of a comprehensive planning and performance management framework that the Council has in place to ensure that the services which it provides on a daily basis have clear links to the Council's longer-term strategic priorities. It also provides the means by which the activities each of the discrete business areas of the Directorate can be regularly monitored to determine what progress is being made, what successes are being achieved and where further intervention or a reallocation of resources may be necessary.

This plan is not intended to describe in detail every aspect of the day to day work of each Department but rather it highlights those key areas of activity that will be the focus of attention in the medium-term. It is supported by the day to day activities and interactions of dedicated staff and the ongoing allocation of time and resources in meeting business and community needs. Its development is also informed and supported by local and national research and intelligence and evidence concerning key community and business related issues.

The Plan has been developed as an operational tool which will be used to deliver the long-term strategic objectives and priorities that the Council has identified and takes account of the national and local context in which the Council operates and the resources which are available to it. It is intended to be a key reference document for Elected Members, staff in the Directorate, partner agencies and the wider public.

The Plan reflects the Directorates support of the commitments that have been identified within other key strategic documents including:-

- The Sustainable Community Strategy for Halton 2011 – 26
- The Council's Corporate Plan 2011 – 16.
- The Health and Wellbeing Strategy.

The Directorate remains committed to improving outcomes, as an organisation and in partnership, through the effective management of resources and through maintaining a well-trained, motivated and committed workforce.

3.0 Key Messages

Finance

In setting the budget for 2014/15 the Council faced a funding gap of £15m 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) 2015-18 identifies further budget funding gaps of £19m in 2015/16, £22m in 2016/17 and £10m in 2017/18. 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.

Given the scale of budget reductions required, particularly in 2016/17, work will commence shortly to identify required savings for 2016/17 onwards.

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 identified savings of over £2m since then.

Financial probity has been maintained, along with effective accounting practices, 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. Getting the financial basics right has been achieved despite continuing reductions in the Department's posts and means the Council faces the challenges of the future with a strong financial base, which Grant Thornton 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 2013/14 accounts a clean bill of health and there are sufficient balances and reserves to meet known risks.

The cost of Children in Care is significantly overspending the budget and is forecast to continue to do so over coming years. This will put extreme pressure upon the Council's finances at a time when significant budget reductions are also having to be made. Consideration is being given to how this situation might be managed during the coming year.

Human Resources and Learning and Development

The Division restructured last year, making some significant changes to both transactional processes and the way Learning and Development, in particular, is delivered. Progress has been made with more electronic processes such as E-Payslips and we have continued to provide training opportunities directly to staff as well as through members of the L&D Team working in partnership 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. For the period January 2015 – March 2016, there is an improved voluntary redundancy scheme available to staff as we seek to minimise compulsory redundancies by offering voluntary exits. 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 2015 sees a significant change to 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 Administration Support Services

ICT and Administrative Support Services continues to place an 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 deployment of the authorities second data centre facility that will house new data storage and server based platforms that will compliment and replicate the municipal building data centre allowing over the next eighteen months as investment plans allow. This facility will not only replicate the authorities' data but application and desktop facilities creating faster and more stable access to key data sets and applications. This facility will enhance and further support the Halton Cloud Services platform that has now been in use for over two years, but also creating a business continuity platform that will ultimately provide fully active twenty four hour access to key applications.

In collaboration with Directorates, the deployment of Electronic Records Management and the development of new and improved central reporting systems based upon the SharePoint Access solutions in place linked to systems such as the “I Want” portals for Finance, ICT, Admin, Print and HR. Making services more accessible this initiative has had a significant impact in reducing staff time and duplication.

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, the Mersey Gateway Project and now the delivery of the Agresso Financial Management System within Sefton Metropolitan Borough Council.

In order that ICT can be used to maximum effect the 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 2014. 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 continues to develop upon the success of the new Records Management Unit through the recording and scanning of hardcopy material again expanding its use through external contractual arrangements with organisations such as the CCG and Sefton Council.

Legal and Democratic Services

Now that the construction phase of the Mersey Gateway Project is well underway, significant demands continue to be placed on the legal team, in terms of land acquisitions, contracts and employment issues. The Communications and Marketing team continue to play a vital role in raising awareness of progress and impact of the construction works.

The Liverpool City Region Combined Authority has been operating since April 2014. Halton has assumed responsibility for the scrutiny function, with substantial involvement from the Democratic Services Team.

The legal team must at all times ensure that the Council is given the benefit of the most accurate and up to date advice. Legislation continues to change quickly, placing high demands on the team.

The Legal section also continues to be at the forefront of the shared services agenda, with the Council's Monitoring Officer assisting Cheshire West and Cheshire Council in that role on an interim basis.

The continuing requirement to make considerable efficiencies across the Council not only significantly affects all staff in the Department in carrying out their business, but adds to the need for the Communications and Marketing team to ensure that Members, staff, stakeholders and public are fully apprised of changes.

The Customer Intelligence Unit continues to excel at information gathering, putting the Council in the best possible position to take vital decisions. It has continued to ensure marked improvement in making Council services accessible to all through the internet and social media.

The General and Local Elections will be managed by the Democratic Services section on 7th May 2015.

Policy, Planning and Transportation (Policy & Performance Extracts)

Corporate Policy

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, Social Value), sector led improvement initiatives and external influences from the Local Enterprise Partnership and Combined Authority. This role will be particularly critical in responding to any policy and legislative changes arising from the General Election in May 2015 having a corporate wide impact.

Planning Policy (Development Plan)

Planning issues continue to have a high profile nationally with housing supply, green belt and renewable energy hitting the headlines, together with changes to permitted development rights affecting shops, offices and residential (extensions). National Planning Policy Framework (NPPF) and the National Planning Policy Guidance (PPG) continue to 'bed in' as best practice is emerging, raising issues for our work in Halton.

The priority for the Planning Policy Section is the replacement of the remaining sections of the Unitary Development Plan (UDP) which is 10 years old, and the identification of new development sites (allocations) to provide much needed housing and support the regeneration / urban renewal agenda.

Detailed work on the necessary supporting evidence base is progressing with the Local Centres and initial Green Belt Assessments out to consultation and work progressing or schedules on:

- Strategic Housing Land Availability Assessment (SHLAA),
- Allocations Site Assessments,
- Open Space Survey,
- Playing Pitch Assessment 2015 and Indoor Sports Facilities Assessment

In addition specialist studies / advice will be commissioned on housing requirement (Strategic Housing Market Assessment - Objectively Assessed Need), economic futures and retail (Retail Needs Assessment)

Work is also progressing on the development of a Community Infrastructure Levy (CIL) charging schedule, which if adopted will levy a charge on qualifying development to fund identified infrastructure.

Extracts from Children & Enterprise Directorate Plan - Property Services

Carbon Management

The council has achieved a 12.38% carbon reduction since the 2006/07 baseline year and a 10.61% reduction since 2010/11 as such the reduction target has been met within a 3 year period as opposed to 5. Carbon emissions associated with corporate sites have been reduced by 27.71%.

Additionally as part of the environmental sustainability and cost-reduction agenda the Council has actively managed its utility consumption. For example 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.

Asset Management

The Council has continued to adopt a proactive approach to maximising the value and efficiency of its physical assets in relation to both revenue generation and cost minimisation.

This includes the refurbishment and upgrading of building such as Lowerhouse Lane and Picow Farm Road Depots and the demolition of obsolete buildings such as the former Moor Lane Business Centre to make way for additional health centre parking facilities.

Additionally new Visitors Centre at Runcorn Hill Park and the Sports Pavilion at the former ICI Recreation site in Widnes are both scheduled for completion by the end of April 2015.

The Council also continues to exploit opportunities to generate revenue streams through the use of Service Level Agreements and, for example, currently provides Repairs and Maintenance Services and Cleaning Services to 40 schools and 35 schools respectively.

The active implementation of agile working arrangements continue and during 2014 – 15 a framework for the development of an Agile Working Policy was agreed and is being taken forward. This will support the Councils business continuity arrangements, including those that will arise during the period of the Mersey Gateway Project being delivered.

The office accommodation rationalisation programme has now been running for a number of years and has resulted in a decrease in office accommodation from 21,362m² across 12 buildings in 2007 to 10,800m² in January 2015. This has resulted in financial savings of approximately £4M over the period.

The Council's investment estate continues to perform well with over 93% of the Industrial Estate and 94% of Commercial estate being occupied and given the proactive collection of rents current arrears levels of less than 0.5%.

Town Centres

Work continues with the Council's Arts Development Team to deliver a programme for Runcorn Old Town and the Council has awarded £86, 000 to owners and occupiers of shops in Widnes and Runcorn town centres to support physical and environmental improvements.

The Council also continues to support a number of regenerative town centre events such as the Runcorn Christmas Festival, World War One anniversary events, Love Your Local Market and Runcorn Street Festival.

Extracts from Communities Directorate Plan – Stadium, Catering and Registration Services

Introduction of the Government's 'Universal Infant Free School Meals' in state-funded schools from September 2014, has been implemented across Halton resulting in a significant increase in service delivery. The Directorate has conducted a recruitment drive to achieve delivery of the service and needs to monitor resourcing of the initiative. The longer term impact of this initiative is sustained health benefits as well as influencing educational attainments. Within Halton, as a result of high deprivation, the scheme is likely to have a significant impact on the community.

The collection of school dinner money is an extremely time-consuming task. The cash, once collected from the children, is collected by a security company and taken to the bank. Officers also have to spend time reconciling the money which has been received in the Council's account. During 2014 trial of a new system called "All Pay" took place in four schools. It is hoped that this new system will reduce time and cost. "All Pay" works through payments for school meals using the internet, a mobile phone or at a Paypoint. A full and thorough evaluation of the trial is to take place with a view to extending the scheme if it proves to be effective.

Halton's statutory Registration Service has set an aim of maximising revenues (through increased marketing, promotion and customer choice) and reducing costs (through increased efficiency, process improvement and cost recovery).

Underpinned by core values of innovation, professionalism and provision of high-quality value-for-money services, the small team has developed a vision to become *"a vital service that touches everyone in Halton during their lives"* and a mission *"to provide an efficient personal and professional service"*. The Service has implemented a radical service improvement programme particularly on its systems and processes which has, since 2010, provided year-on-year increases to its income.

4.0 Factors affecting the Directorate

Finance

The Council will continue to face significant budget reductions. As well as needing to find £19m in 2015/16 a further £32m of budget reductions will be needed in the following two years. The Council is faced with cutting 47% of its budget over the next three years. Government grant funding for Halton has now been reduced by a total of £46m (45%) between 2010/11 and 2015/16.

The Business Rates Retention Scheme, whereby councils retain 49% of the business rates generated in their area, has been in operation for two years. This means that economic development and regeneration leading to the generation of business rates income, is now essential for the funding of all the Council's services.

The roll out of the Government's welfare reform programme continues to put increased pressure upon the Revenues, Benefits and Customer Services Division. This will continue during the coming year with the implementation by the Department for Work and Pensions of Universal Credit within Halton.

There will be greater integration of Health and Social Care services from 2015/16 with the implementation of the Better Care Fund, for which additional Government grant funding has been received. Preparations for this major change in service delivery and funding have been undertaken during the past twelve months. Further service changes will be implemented from 2016/17 which will have significant financial implications, however, it is not yet clear whether additional Government grant funding will be provided to meet these costs.

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 Crossings Board Limited is now managing the construction and operation of the Mersey Gateway Bridge and the Department is supporting their work. The Council has undertaken significant borrowing to fund its capital contribution towards the construction cost of the bridge. The repayment of this borrowing will be fully funded from toll revenue income, 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.

Human Resources and Learning and Development

There have been a number of Employment Law changes such as Shared Parental Leave and the Division will ensure that the Council responds appropriately and has sound and robust policies' and procedures in place to reflect changes in legislation.

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.

ICT and Administrative Support 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 ITC 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 focussed 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.

Data centre improvements and the development of the second data centre facility will predominantly become the focus over the following 2 year cycle as the facilities are linked and become highly resilient whilst improving access facilities and bringing enhanced and innovative user based access solutions.

The upgrade of Schools Networking together with the continued delivery of an enhanced Virtual Learning Environment into all schools will further enhance the quality of provision to the education sector, both within Halton and commercially.

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 new SharePoint 2013 Platform and the ever expanding second data centre at Picow Farm Road, which will strengthen the Council's ICT infrastructure resilience and business continuity, will be used as an Active/Active delivery platform.

Policy, Planning and Transportation (Policy and performance Extracts)

Policy & Development Services

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

Reducing budgets, combined with factors such as demographic change, increased demand and new government policy mean that there is an increasing focus on the principles arising from the Governments Open Public Services agenda of:

- Choice – to give choice to individuals wherever possible and, where direct choice is not possible, to give control to elected representatives.
- Decentralisation – power should be devolved to the lowest possible level.
- Diversity of providers – public services should be open to competition from a range of providers of different sizes and sectors.
- Fairness – ensuring fair access.
- Accountability – public services which are held to account by citizens and elected representatives

These principles set the tone of a range of policy initiatives and legislation emerging from the current government administration.

Joint-working in the Liverpool City Region continues to move forward through the Combined Authority for Greater Merseyside are further implemented and discussed. The devolution agenda is also likely to be a key feature of debate for the forthcoming General Election, with new powers for regions being anticipated as a result.

Planning Policy

Planning reforms continue to be proposed by Government, and may depend on the outcome of the General Election. Proposals being discussed include requiring the establishment of Local Development Orders (LDOs) to permit housing on 90% of suitable brownfield land, with Councils failing to established these LDOs being placed in 'Special Measures'. If introduced, this would divert significant resources from producing the Local Pan and impact on Development Management fees income.

Extracts from Children & Enterprise Directorate Plan - Property Services

Given the on-going fiscal climate there is a need for agile working arrangements to be constantly reviewed and good practices embedded in order to ensure that the Council minimises its office accommodations costs as far as possible.

In taking this agenda forward the Council will also need to consider alternative methods of property provision and fully investigate opportunities to minimise ongoing maintenance costs for example through the use of shared assets.

This approach will be complemented by the optimisation of capital and revenue receipts and a proactive approach to energy management and the minimisation of utility costs and emissions from Council buildings.

In addition to the management of its own assets the Council will also need to continue work in partnership, for example with the Energy Saving Trust, to develop opportunities for reducing emissions in the wider community.

5.0 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:-

5.1 Equality, Diversity and Community Cohesion

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

The Council'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 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.

5.2 Environmental Sustainability

The Council is committed to taking a lead and setting an example in tackling climate change. The Council has developed a Carbon Management Plan that will support the organisation 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 for a 5 year period. The main measure included in the revised plan is the Green House Gas emissions indicator, which differs from the previous carbon emissions indicator.

The GHG emissions figure for 2011/12 was 23,917 tonnes CO2 which was a 7.3% reduction on the 2010/11 figure. This total figure breaks down as follows:-

Corporate buildings	- 7505 tonnes CO2 (estimated)
Schools	- 8393 tonnes CO2 (estimated)
Street lighting	- 6211 tonnes CO2 (estimated)
Vehicle fleet	- 1359 tonnes CO2 (estimated)
Business Miles	- 449 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

Linked to the development of the Affordable Warmth Strategy, which aims to raise awareness of fuel poverty and build on referral mechanisms, it is also intended to improve properties in terms of energy efficiency through appropriate insulation and improved heating systems, which will contribute to the Council's commitment to tackling Climate Change issues.

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

5.3 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 which 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.

5.4 Arrangements for managing Data Quality

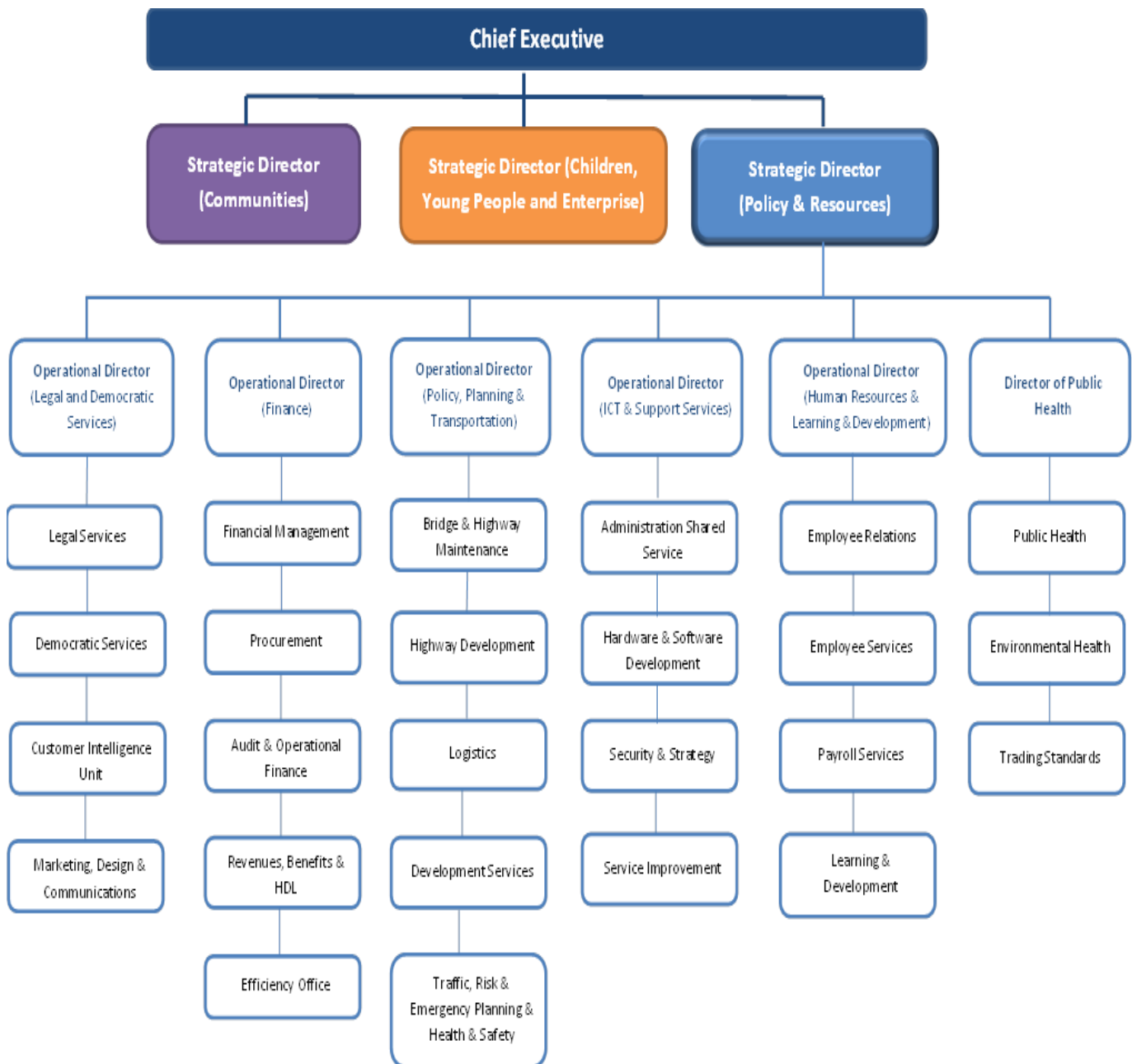
Good quality data provides the foundation for managing and improving services, determining and acting upon shared priorities, and accounting for performance to inspecting bodies and the local community.

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

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

6.0 Directorate Structure

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



7.0 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.

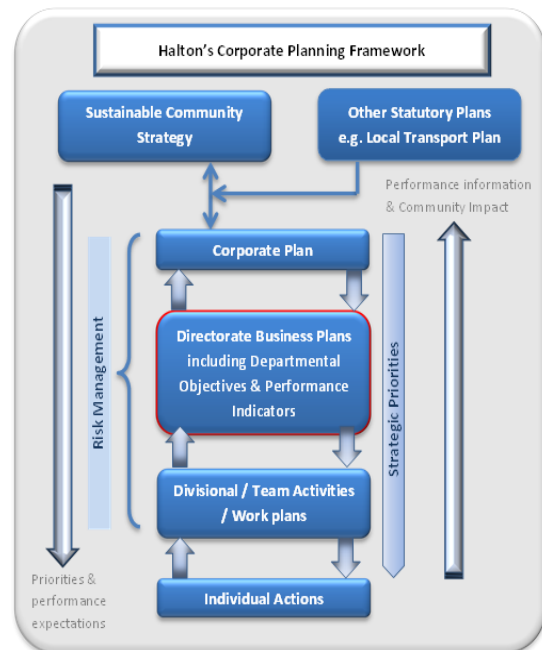
At the time of writing this plan there are no significant additional human resource, property or ICT requirements anticipated. The Directorate will continue to focus upon maximising the value and minimising the costs of the resources that it has at its disposal.

8.0 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 Councils 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** Property Services (Extracts From Children & Enterprise Directorate Plan)
- 6** Stadium & Catering (Extracts from Communities Business Plan)

1. Finance – Objectives and Performance Indicators

Corporate Priority:	Corporate Effectiveness & Business Efficiency		
Service Objective: FS 01	Set the Revenue Budget, Capital Programme and Recommend Council Tax		
Milestone(s) (15 / 16)	<ul style="list-style-type: none"> • Report Medium Term Financial Strategy to Executive Board November 2015 • Report to Council in March 2016 		
Milestone(s) (16 / 17)	<ul style="list-style-type: none"> • Report Medium Term Financial Strategy to Executive Board November 2016 • Report to Council in March 2017 		
Milestone(s) (17 / 18)	<ul style="list-style-type: none"> • Report Medium Term Financial Strategy to Executive Board November 2017 • Report to Council in March 2018 		
	Responsible Officer	Operational Director	Linked Indicators

Corporate Priority:	Corporate Effectiveness & Business Efficiency		
Service Objective: FD 02	To effect financial prudence by assisting managers to control their budgets by monitoring spending and providing timely and accurate financial reports		
Milestone(s) (15 / 16)	<ul style="list-style-type: none"> • Provide monthly financial reports to budget holders within 8 days of month end. • Provide quarterly financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports. • Provide quarterly monitoring reports on the overall budget to Executive Board. 		
Milestone(s) (16 / 17)	<ul style="list-style-type: none"> • Provide monthly financial reports to budget holders within 8 days of month end. • Provide quarterly financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports. • Provide quarterly monitoring reports on the overall budget to Executive Board. 		
Milestone(s) (17 / 18)	<ul style="list-style-type: none"> • Provide monthly financial reports to budget holders within 8 days of month end. • Provide quarterly financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports. • Provide quarterly monitoring reports on the overall budget to Executive Board. 		
	Responsible Officer	Divisional Manager Financial Management	Linked Indicators

Corporate Priority:	Corporate Effectiveness & Business Efficiency		
Service Objective: FD 03	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.		
Milestone(s) (15 / 16)	<ul style="list-style-type: none"> • Complete the Draft Abstract of Accounts for certification by Chief Financial Officer by 30th June 2015. • Publish the Abstract of Accounts by 30th September 2015. 		
Milestone(s) (16 / 17)	<ul style="list-style-type: none"> • Complete the Draft Abstract of Accounts for certification by Chief Financial Officer by 30th June 2016. • Publish the Abstract of Accounts by 30th September 2016. 		
Milestone(s) (17 / 18)	<ul style="list-style-type: none"> • Complete the Draft Abstract of Accounts for certification by Chief Financial Officer by 30th June 2017. • Publish the Abstract of Accounts by 30th September 2017. 		
	Responsible Officer	Divisional Manager Financial Management	Linked Indicators

Service Objective: FD 04	Make best use of cash resources available to the Council and meet its statutory responsibility by setting, implementing and monitoring the Treasury Management Policy		
Milestone(s) (15 / 16)	<ul style="list-style-type: none"> • Establish Treasury Management Policy and report to the Council by April 2015. • Provide monitoring reports to the Executive Board on a quarterly basis. 		
Milestone(s) (16 / 17)	<ul style="list-style-type: none"> • Establish Treasury Management Policy and report to the Council by April 2016. • Provide monitoring reports to the Executive Board on a quarterly basis. 		
Milestone(s) (17 / 18)	<ul style="list-style-type: none"> • Establish Treasury Management Policy and report to the Council by April 2017. • Provide monitoring reports to the Executive Board on a quarterly basis. 		
	Responsible Officer	Operational Director	Linked Indicators

Corporate Priority:	Corporate Effectiveness & Business Efficiency		
Service Objective: FD 05	Ensure that the Capital Programme is affordable, prudent, and sustainable by setting and monitoring prudential borrowing indicators.		
Milestone(s) (15 / 16)	<ul style="list-style-type: none"> Establish and report prudential indicators to Council in March 2015. Provide monitoring reports to the Executive Board on a quarterly basis. 		
Milestone(s) (16 / 17)	<ul style="list-style-type: none"> Establish and report prudential indicators to Council in March 2016. Provide monitoring reports to the Executive Board on a quarterly basis. 		
Milestone(s) (17 / 18)	<ul style="list-style-type: none"> Establish and report prudential indicators to Council in March 2017. Provide monitoring reports to the Executive Board on a quarterly basis. 		
	Responsible Officer	Operational Director	Linked Indicators

Corporate Priority:	Corporate Effectiveness & Business Efficiency		
Service Objective: FD 06	Provide an independent and objective opinion of the Council’s control environment by evaluating its effectiveness in achieving the Council’s objectives.		
Milestone(s) (15 / 16)	<ul style="list-style-type: none"> Carry out sufficient audit work across the whole of the organisation to ensure that a confident, evidence based audit opinion can be provided on the Council’s control environment and provide quarterly progress reports to Business Efficiency Board. Provide an overall opinion on the Council’s system of internal control in the Internal Audit Annual Report to the Business Efficiency Board in June 2015. 		
Milestone(s) (16 / 17)	<ul style="list-style-type: none"> Carry out sufficient audit work across the whole of the organisation to ensure that a confident, evidence based audit opinion can be provided on the Council’s control environment and provide quarterly progress reports to Business Efficiency Board. Provide an overall opinion on the Council’s system of internal control in the Internal Audit Annual Report to the Business Efficiency Board in June 2016. 		
Milestone(s) (17 / 18)	<ul style="list-style-type: none"> Carry out sufficient audit work across the whole of the organisation to ensure that a confident, evidence based audit opinion can be provided on the Council’s control environment and provide quarterly progress reports to Business Efficiency Board. Provide an overall opinion on the Council’s system of internal control in the Internal Audit Annual Report to the Business Efficiency Board in June 2017. 		
	Responsible Officer	Divisional Manager Audit & Operational Finance	Linked Indicators

Service Objective: FD 07	Continue to identify and exploit the potential for further efficiency gains by enhancing the authority’s approach to the procurement of goods and services.		
Milestone(s) (15 / 16)	<ul style="list-style-type: none"> Report to the Business Efficiency Board bi-annually on the on-going delivery of the Council’s Procurement Strategy 		
Milestone(s) (16 / 17)	<ul style="list-style-type: none"> Report to the Business Efficiency Board bi-annually on the on-going delivery of the Council’s Procurement Strategy 		
Milestone(s) (17 / 18)	<ul style="list-style-type: none"> Report to the Business Efficiency Board bi-annually on the on-going delivery of the Council’s Procurement Strategy 		
	Responsible Officer	Divisional Manager Procurement	Linked Indicators

Corporate Priority:	Corporate Effectiveness & Business Efficiency		
Service Objective: FD 07	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.		
Milestone(s) (15 / 16)	<ul style="list-style-type: none"> Report to the Business Efficiency Board on the on-going delivery of the Council's Efficiency Programme (May, Sept, Nov & Jan meetings) 		
Milestone(s) (16 / 17)	<ul style="list-style-type: none"> Report to the Business Efficiency Board on the on-going delivery of the Council's Efficiency Programme (May, Sept, Nov & Jan meetings) 		
Milestone(s) (17 / 18)	<ul style="list-style-type: none"> Report to the Business Efficiency Board on the on-going delivery of the Council's Efficiency Programme (May, Sept, Nov & Jan meetings) 		
	Responsible Officer	Divisional Manager Efficiency Programme Office	Linked Indicators

Ref	Description	Halton 13/14 Actual	Halton 14/15 Target	Halton 14/15 Actual	Halton Targets		
					15/16	16/17	17/18

Corporate Health

FS LI 01	Receive an unqualified external audit opinion on the accounts.	Yes	Yes		TBA	TBA	TBA
FS LI 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		TBA	TBA	TBA
FS LI 03	Receive confirmation from External Auditor (annually) that reliance can be placed upon the work of Internal Audit.	Yes	Yes		TBA	TBA	TBA
FS LI 04	Proportion of Council Tax that was due that was collected	95.82	95.00+		TBA	TBA	TBA
FS LI 05	The percentage of Business Rates which should have been received during the year that were received	97.08	95.00+		TBA	TBA	TBA
FS LI 06	Average time for processing new claims (Housing & Council Tax Benefit)	15.18	17		TBA	TBA	TBA
FS LI 07	Average time for processing notifications of changes in circumstances	2.83	5.3		TBA	TBA	TBA
FS LI 08	Achieve investment returns for the year higher than benchmark	0.95	0.34		See footnote ¹		

¹ NB – Targets to be determined annually post April following tracking of Interbank Bid Rate rate.

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

Corporate Priority:	Corporate Effectiveness and Business Efficiency		
Service Objective:	<i>Implement appropriate Human Resource related organisational control and information processes to ensure that statutory obligations and corporate business needs are met.</i>		
Milestone(s) (15 / 16)	<ul style="list-style-type: none"> To adapt the service to accommodate the increasing number of external payrolls as a result of more schools becoming Academies September 2015 On-going enhancements to i-Trent system capabilities March 2015 To implement change to Teachers Pension Scheme by April 2015 Provide support and advice to Directorates on the HR implications of revised structures such as Voluntary Early Retirement, redundancy etc. Dec 2016 Settle outstanding Equal Pay claims March 2016 		
Milestone(s) (16 / 17)	<ul style="list-style-type: none"> Provide support and advice to Directorates on the HR implications of revised structures such as Voluntary Early Retirement, redundancy etc. Dec 2017 Settle outstanding Equal Pay claims March 2017 		
Milestone(s) (17 / 18)	<ul style="list-style-type: none"> Provide support and advice to Directorates on the HR implications of revised structures such as Voluntary Early Retirement, redundancy etc. Dec 2018 Settle outstanding Equal Pay claims March 2018 		
	Responsible Officer		Linked Indicators

Appendix 2 – Human Resources and Organisational Learning & Development

Corporate Priority:	Corporate Effectiveness and Business Efficiency		
Service Objective:	<i>To enhance the efficiency and effectiveness of corporate training opportunities through the design and implementation of appropriate learning interventions</i>		
Milestone(s) (15 / 16)	<ul style="list-style-type: none"> • Promote and take forward the delivery of actions identified within Corporate People’s Plan March 2016 • Review and refresh annual training calendar March 2016 		
Milestone(s) (16 / 17)	<ul style="list-style-type: none"> • Promote and take forward the delivery of actions identified within Corporate People’s Plan March 2017 • Review and refresh annual training calendar March 2017 		
Milestone(s) (17 / 18)	<ul style="list-style-type: none"> • Promote and take forward the delivery of actions identified within Corporate People’s Plan March 2018 • Review and refresh annual training calendar March 2018 		
Responsible Officer		Linked Indicators	

Appendix 2 – Human Resources and Organisational Learning & Development

Ref	Description	Halton 13/14 Actual	Halton 14/15 Target	Halton 14/15 Actual	Halton Targets		
					15/16	16/17	17/18

Corporate Health

HRLD LI 01	The number of working days / shifts lost due to sickness (Corporate)	11.24	8.5	TBA	TBA	TBA	TBA
HRLD LI 02a	Total FTE Establishment	3,806	N/A	TBA	These measures are being reported for information purposes only and the setting of targets considered inappropriate.		
HRLD LI 02b	Total Staff (head count)	5,055	N/A	TBA			
HRLD LI 03	Current advertised vacancies	-	N/A	TBA			

Cost & Efficiency

HRLD LI 04	% of training delegates attending as proportion of places reserved	86	90	TBA	TBA	TBA	TBA
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Fair Access

HRLD LI 6	The percentage of top 5% of earners that are ²						
	a) women	55.47	50	TBA	TBA	TBA	TBA
	b) from BME communities.	2.80	1.5	TBA	TBA	TBA	TBA
	c) with a disability	0.68	8.0	TBA	TBA	TBA	TBA

² Performance targets for these measures take account of local demographic profiles

Appendix 2 – Human Resources and Organisational Learning & Development

Ref	Description	Halton 13/14 Actual	Halton 14/15 Target	Halton 14/15 Actual	Halton Targets		
					15/16	16/17	17/18
HRLD LI 7	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	1.49	10.0	TBA	TBA	TBA	TBA
HRLD LI 8	Minority Ethnic community staff as % of total workforce.	1.13	1.0	TBA	TBA	TBA	TBA

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

Corporate Priority:	Corporate Effectiveness & Business Efficiency		
Service Objective: ICT 01	Constantly evaluate and improve the usability, resilience, control and flexibility of the Council's Data Communications Network, Hardware and Software Infrastructure.		
Milestone(s) (15 / 16)	<ul style="list-style-type: none"> • Continued Enhancement of the virtualization platform to enhanced or new technologies March 2016 • Further development of Cloud Services Platform March 2016 • SharePoint and Records Management enhancements March 2016 • Continued Social Care Systems Service Support Programme March 2016 • OC and Desktop OS Replacement Programme March 2016 • Continued Lync Enhancement Programme March 2016 • Interactive Web Services Enhancement and further SharePoint Integration March 2016 • Further development of commercial ICT opportunity within desktop, hosting and DR provision March 2016 		
Milestone(s) (16 / 17)	<ul style="list-style-type: none"> • Continued Enhancement of the virtualization platform to enhanced or new technologies March 2017 • Further development of Cloud Services Platform March 2017 • SharePoint and Records Management enhancements March 2017 • Continued Social Care Systems Service Support Programme March 2017 • OC and Desktop OS Replacement Programme March 2017 • Continued Lync Enhancement Programme March 2017 • Interactive Web Services Enhancement and further SharePoint Integration March 2017 • Further development of commercial ICT opportunity within desktop, hosting and DR provision March 2017 		
Milestone(s) (17 / 18)	<ul style="list-style-type: none"> • Formal Review Cloud Platform for service provision and potential replacement in line with new technology developments March 2018 • Formal Review Hardware requirements for potential replacement in line with new technology developments January 2018 		
	Responsible Officer		Linked Indicators

Appendix 3 – ICT and Administrative Support Services

Corporate Priority:	Corporate Effectiveness & Business Efficiency		
Service Objective: ICT 02	The implementation of a range of new corporate wide facilities including Web services, records & document management, business process workflow, corporate desktop portal.		
Milestone(s) (15 / 16)	<ul style="list-style-type: none"> • Continuing improvements, enhancements and potential commercial use of Cloud system - March 2016 • Continuing workflow implementation - March 2016 • Improvement and enhancement of all web based customer interfaces - March 2016 • Continued development of document management and distribution services - March 2016 		
Milestone(s) (16 / 17)	<ul style="list-style-type: none"> • Continuing improvements, enhancements and potential commercial use of Cloud system - March 2017 • Continuing workflow implementation - March 2017 • Improvement and enhancement of all web based customer interfaces - March 2017 • Continued development of document management and distribution services - March 2017 		
Milestone(s) (17 / 18)	<ul style="list-style-type: none"> • Continuing improvements, enhancements and potential commercial use of Cloud system - March 2018 • Continuing workflow implementation - March 2018 • Improvement and enhancement of all web based customer interfaces - March 2018 • Continued development of document management and distribution services - March 2018 		
Responsible Officer	DM – Hardware and Software	Linked Indicators	ICT LI 06

Appendix 3 – ICT and Administrative Support Services

Corporate Priority:	Corporate Effectiveness & Business Efficiency			
Service Objective: ICT 03	Constantly evaluate and improve the delivery of administrative services across the Council’s Corporate and Directorate requirement through the use of business re-engineering			
Milestone(s) (15 / 16)	<ul style="list-style-type: none"> • Continual development of the I Want Admin Portal March 2016 • Develop and enhance operational Records management Unit Services March 2016 			
Milestone(s) (16 / 17)	<ul style="list-style-type: none"> • Continual development of the I Want Admin Portal March 2017 • Develop and enhance operational Records management Unit Services March 2017 			
Milestone(s) (17 / 18)	<ul style="list-style-type: none"> • Continual development of the I Want Admin Portal March 2018 • Develop and enhance operational Records management Unit Services March 2018 			
	Responsible Officer	OD/DM – Admin Shared Service	Linked Indicators	N/A

Service Objective:	Evolve, improve and redevelop customer contact and reactive fix services, access channels and availability.			
Milestone(s) (15 / 16)	<ul style="list-style-type: none"> • Conduct & Evaluate point of contact Satisfaction survey for ICT & Support Services March 2016. • Further Development of I Want IT portal March 2016 • Further Internal Development of ICT Service Desk Software March 2016 			
Milestone(s) (16 / 17)	<ul style="list-style-type: none"> • Conduct & Evaluate point of contact Satisfaction survey for ICT & Support Services March 2017. • Further Development of I Want IT portal March 2017 • Further Internal Development of ICT Service Desk Software March 2017 			
Milestone(s) (17 / 18)	<ul style="list-style-type: none"> • Conduct & Evaluate point of contact Satisfaction survey for ICT & Support Services March 2018. • Further Development of I Want IT portal March 2018 • Further Internal Development of ICT Service Desk Software March 2018 			
	Responsible Officer	DM – Security & Strategy	Linked Indicators	N/A

Appendix 3 – ICT and Administrative Support Services

Ref	Description	Halton 13/14 Actual	Halton 14/15 Target	Halton 14/15 Actual	Halton Targets		
					15/16	16/17	17/18

Corporate Health

ICT LI 01	Average availability of the Council’s operational servers (%).	99.9	99		TBA	TBA	TBA
ICT LI 02	Average availability of the Councils WAN infrastructure (%).	99	99		TBA	TBA	TBA

Service Delivery / Quality

ICT LI 03	% Of all calls received that were resolved at the Help Desk.	84	65		TBA	TBA	TBA
ICT LI 04	% Of all responsive repairs completed within 2 working days.	94	80		TBA	TBA	TBA
ICT LI 05	School Support SLA: % of calls responded to within <u>agreed</u> target*.				TBA	TBA	TBA
	Priority 1	100	85		TBA	TBA	TBA
	Priority 2	100	90		TBA	TBA	TBA
	Priority 3	100	95		TBA	TBA	TBA
	Priority 4	100	100		TBA	TBA	TBA
ICT LI 08	Average working days from delivery to completion of a new PC	5	5		TBA	TBA	TBA

Appendix 3 – ICT and Administrative Support Services

Ref	Description	Halton 13/14 Actual	Halton 14/15 Target	Halton 14/15 Actual	Halton Targets		
					15/16	16/17	17/18
ICT LI 09	Number of teams rolled out on CareFirst6 / Integrated Children’s System (ICS)	All	TBA ³		TBA	TBA	TBA

³ Targets for 2013 onwards will be determined following the finalisation of future structural arrangement

4. Legal and Democratic Services - Objectives and Performance Indicators

Corporate Priority:	Corporate Effectiveness & Business Efficiency		
Service Objective: LD 01	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		
Milestone(s) (15 / 16)	<ul style="list-style-type: none"> Review constitution May 2015 		
Milestone(s) (16 / 17)	<ul style="list-style-type: none"> Review constitution May 2016 		
Milestone(s) (17 / 18)	<ul style="list-style-type: none"> Review constitution May 2017 		
	Responsible Officer	Operational Director	Linked Indicators

Service Objective: LD 02	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		
Milestone(s) (15 / 16)	<ul style="list-style-type: none"> To ensure that all members have been given the opportunity of a having a MAP meeting. To induct all new members by October 2015 		
Milestone(s) (16 / 17)	<ul style="list-style-type: none"> To ensure that all members have been given the opportunity of a having a MAP meeting. To induct all new members by October 2016 		
Milestone(s) (17 / 18)	<ul style="list-style-type: none"> To ensure that all members have been given the opportunity of a having a MAP meeting. To induct all new members by October 2017 		
	Responsible Officer	Operational Director	Linked Indicators

Appendix 4 – Legal and Democratic Services

Ref	Description	Halton 13/14 Actual	Halton 14/15 Target	Halton 14/15 Actual	Halton Targets		
					15/16	16/17	17/18

Corporate Health

LD LI 01	No. Of Members with Personal Development Plans (56 Total).	54 (96%)	56 (100%)		TBA	TBA	TBA
LD LI 02	Percentage of Members attending at least one organised Training Event.	93%	100%		TBA	TBA	TBA
LD LI 03	Average Time taken to issue prosecutions from receipt of full instructions (working days).	10	10		TBA	TBA	TBA
LD LI 04	Average time taken to send out first draft business lease from receipt of complete instructions from Property Services (working days).	20	20		TBA	TBA	TBA
LD LI 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		TBA	TBA	TBA
LD LI 06	Members of Public attending Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums) – For information.	158	N / A		TBA	TBA	TBA
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	31	N / A		TBA	TBA	TBA
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%		TBA	TBA	TBA
LDLI 09	% Of those eligible casting a vote in local elections. – For information	N / A	N / A		TBA	TBA	TBA

Appendix 4 – Legal and Democratic Services

Ref	Description	Halton 13/14 Actual	Halton 14/15 Target	Halton 14/15 Actual	Halton Targets		
					15/16	16/17	17/18
LDLI 10	% Of completed form A's (register of voters) returned	87%	90%		TBA	TBA	TBA
LDLI 11	% satisfaction with Inside Halton	95%	93%		TBA	TBA	TBA

5. Policy, Planning & Transportation - Objectives

Corporate Priority:	Environment and Regeneration			
Service Objective: PPT 02	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.			
Milestone(s) (15 / 16)	<ul style="list-style-type: none"> • Complete the partial review of Green Belt Review within Widnes and Hale. • Adopt a charging schedule for Community Infrastructure Levy. March 2016 			
Milestone(s) (16 / 17)	<ul style="list-style-type: none"> • Adopt the Delivery and Site Allocations Local Plan (DALP) March 2017 			
Milestone(s) (17 / 18)	<ul style="list-style-type: none"> • Production of SPDs and Planning Briefs. March 2017 			
	Responsible Officer	DM Policy & Development Services	Linked Indicators	PPT LI 02 / 03

6. Economy and Enterprise Directorate - Property Services Extracts

Ref	Description	Halton 13/14 Actual	Halton 14/15 Target	Halton 14/15 Actual	Halton Targets		
					15/16	16/17	17/18
DIS LI01	Occupancy of HBC Industrial Units			TBA	TBA	TBA	TBA
DIS LI02	Occupancy of Widnes Market Hall			TBA	TBA	TBA	TBA
NI 185 / 194	Greenhouse gas emissions (GHG)						
EEP 01	Average unit cost per workstation.						

7. Communities Directorate –Stadium and Catering extracts

Corporate Priority:	Corporate Effectiveness & Business Efficiency		
Service Objective: CE 02	Increase the community usage of The Select Security stadium and to maintain and improve the health of Halton residents		
Milestone(s) (15 / 16)	<ul style="list-style-type: none"> Identify areas for improvement in line with the Business Plan and Marketing Plan (this will drive the development of milestones for 2016/17). January 2016 		
Milestone(s) (16 / 17)	<ul style="list-style-type: none"> Identify areas for improvement in line with the Business Plan and Marketing Plan (this will drive the development of milestones for 2016/17). January 2017 		
Milestone(s) (17 / 18)	<ul style="list-style-type: none"> Identify areas for improvement in line with the Business Plan and Marketing Plan (this will drive the development of milestones for 2016/17). January 2018 		
	Responsible Officer	Operational Director	Linked Indicators CE LI 2

Corporate Priority:	A Healthy Halton		
Service Objective: CE 03	Increase the number of Pupils having a school lunch, to raise awareness and increase levels of healthy eating.		
Milestone(s) (15 / 16)	<ul style="list-style-type: none"> Deliver a promotion and educational campaign (AOF 1) September 2015 and January 2016 		
Milestone(s) (16 / 17)	<ul style="list-style-type: none"> Deliver a promotion and educational campaign (AOF 1) September 2016 and January 2017 		
Milestone(s) (17 / 18)	<ul style="list-style-type: none"> Deliver a promotion and educational campaign (AOF 1) September 2017 and January 2018 		
	Responsible Officer	Schools Catering Manager	Linked Indicators CE LI 1,3,6,7,8,9,14,15

Appendix 6 – Public Health and Public Protection

Ref	Description	Halton 13/14 Actual	Halton 14/15 Target	Halton 14/15 Actual	Halton Targets		
					15/16	16/17	17/18

Cost & Efficiency

CE LI 1	No. of meals served versus hourly input of labour (Previously SH1).	10.51	10.00	TBA	TBA	TBA	TBA
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Fair Access

<u>CE LI 2</u>	Diversity – number of community groups accessing stadium facilities (Previously CE LI 4 [13/14], SH4).	Not Available	15	TBA	TBA	TBA	TBA
CE LI 3	Number of catering staff achieving a formal qualification (Previously CE LI 5 [13/14], SH5).	Not Available	25	TBA	TBA	TBA	TBA

Service Delivery

<u>CE LI 6</u>	% Take up of free school meals to those who are eligible - Primary Schools (Previously CE LI 8 [13/14], SH LI 8a).	85.12%	85%	TBA	TBA	TBA	TBA
<u>CE LI 7</u>	% Take up of free school meals to those who are eligible - Secondary Schools (Previously CE LI 9 [13/14], SH8b).	75.81%	72.5%	TBA	TBA	TBA	TBA
CE LI 8	Take up of school lunches (%) – primary schools (Previously CE LI 10 [13/14], NI52a).	52.12%	55%	TBA	TBA	TBA	TBA

Appendix 6 – Public Health and Public Protection

Ref	Description	Halton 13/14 Actual	Halton 14/15 Target	Halton 14/15 Actual	Halton Targets		
					15/16	16/17	17/18

CE LI 9	Take up of school lunches (%) – secondary schools (Previously CE LI 11 [13/14] NI52b)	55.22%	55%	TBA	TBA	TBA	TBA
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Quality / cost

CE LI 14	Food cost per primary school meal (pence) (Previously CE LI 20 [13/14], SH6a)	Not available	76p	TBA	TBA	TBA	TBA
CE LI 15	Food cost per secondary school meal (pence) (Previously CE LI 21 [13/14], SH6b)	Not available	94p	TBA	TBA	TBA	TBA