



**FINANCE DEPARTMENT  
DEPARTMENTAL PLAN  
2010-2011**

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### **Appendix A - Finance Department Equality and Diversity Action Plan**

# 1. Departmental Overview

## 1.1 Introduction

The Department employs over 800 staff at its principal sites at Cleveland Street, Birkenhead, Castle Chambers, Liverpool and Cheshire Lines Building, Birkenhead. Staff are also located at One Stop Shops around the Borough and in other Departments supporting Information Services. The department is led by the Director, Ian Coleman, supported by the Deputy Director, David Taylor-Smith, and six Heads of Service each of whom leads a Division. The six Divisions within the Finance Department and the key services each delivers are listed in the following table:

<b>Finance Department - Divisions</b>	<b>Key services</b>
Financial Services (Tom Sault)	Financial planning; Financial monitoring Financial reporting; Risk and Insurance Treasury Management system
Information Technology Services (John Carruthers)	Information Technology Services - corporate and schools IT systems; network and communications infrastructure; Print Services
Merseyside Pension Fund (Peter Wallach)	Pension Fund Administration Pension Fund Investments
Revenues, Benefits and Customer Services (Malcolm Flanagan)	Call Centre; One Stop Shops; Council Tax Housing and Council Tax Benefits Miscellaneous Income, Student Support, Customer Service Development Cashiers
Support Services (Stephen Rowley)	Administration; Secretarial team HR support and training Performance and Planning Compliance; Pensions Liaison Payments; Procurement; Information Management; Health and Safety
Change Team (Jacqui Roberts)	Support for Strategic Change Programme

The Finance Department also manages the Council's Internal Audit function.

The core functions of the Finance Department are described in Section 2.1.

## 1.2 Objectives for the Year

The Finance Department exists to deliver efficient and effective services which support the Council in delivering its priorities for the people of Wirral. We will achieve this with our suitably qualified, trained and informed workforce.

The Director of Finance is statutorily responsible for the proper administration of the Council's financial affairs.

### 1.2.1 Context for our Delivery Programme

The Medium Term Financial Plan for the Council indicates that we will face a financial shortfall of approximately £65m for the period 2011-2014. This is the result of increasing service and financial demands at a time when Central Government support in the form of grant funding is anticipated to fall. To bridge this shortfall work is being and will continue to be carried out to identify further efficiencies through the delivery of the strategic change programme, the extension of that programme and specific service efficiencies.

Part of the framework for this is the Government's Operational Efficiency Programme (OEP), the aim of which is to achieve greater efficiency savings across public spending, focusing on the key areas of:

- back office operations and IT – better governance, greater standardisation
- collaborative procurement – increased collective buying power
- asset management and sales – increased transparency
- local incentives and empowerment – accelerated joint working in local areas

In order to fulfil our objectives, we have to achieve the following.

- Strategic – a programme of reviews, led by the department's management team, to ensure the department delivers effective and efficient services.
- Customers and Workforce – ensuring that our staff are supported and developed, and that the services we deliver meet the needs of our customers.
- Operational - ensuring that our services are delivered appropriately and in accordance with statutory and regulatory demands.

### 1.2.2 Strategic

In order to ensure that we deliver value for money we will undertake the following management reviews.

- Strategic Change Programme (SCP) – the department is leading on many of the areas of the SCP. We will contribute to and lead the continuous review of the programme, and provide assurance and support to other projects
- Commissioning and Procurement – ensuring that strategic commissioning and procurement contributes effectively to the Council's targets for improvement and efficiency
- Information Technology – assessment of current strategies (infrastructure, software, work control), and the most appropriate way of supporting them (measured against cost, stability and security)
- Revenues and Benefits – review of processes to further improve efficiency for service users
- Financial Services – to strengthen S151 links in a time of financial constraint, and eliminate duplication of financial support

### 1.2.3 Customers and Workforce

The department supports and develops its staff, and promotes equality and diversity, in accordance with the Council's workforce policies. We are committed to the following values and principles.

- Ensuring that we to employ a diverse staff and developing the career potential of individuals.
- We do what we say we will do.
- We will encourage innovation and deliver the best services for users.
- We are driven by quality of outcome (within available resources).
- Working Together
  - We will work with integrity and respect.
  - We will create an environment of trust.
  - We will work together and with others to make a difference.
- Improvement
  - We will be efficient and effective.
  - We will be ambitious and get better, year on year.
- Customers
  - We listen to and involve our services users.
  - We value diversity.
  - We care about what we do.

- We resolve enquiries with accuracy and speed

Building on the issues and developments arising from the programme of summer roadshows and the recent review of our Investors in People status, we will deliver these values and principles through a set of 8 projects described in Section 3 of this plan.

#### **1.2.4 Operational**

Our major challenges are:

- managing a reduction in the budget
- delivering efficiency
- facilitating efficiency across the Council
- maintaining service delivery
- Pension Fund revaluation and cost sharing
- International Financial Reporting standards
- customer access – working with partners / engaging with customers

## **2. Contribution to the Council's Corporate Plan**

### **2.1 Strategic objectives and aims for 2010-13**

The Finance Department contributes to the Council's strategic objective of 'Create an Excellent Council' through its core functions which include administering Council Tax and Business Rates, paying Housing and Council Tax Benefits, delivering Customer Access for the authority's services through the One Stop Shops, Call Centre and Web, and managing the Merseyside Pension Fund.

The Director of Finance is statutorily responsible for the proper administration of the Authority's financial affairs. This includes setting and monitoring compliance with appropriate financial management standards, advising on the corporate financial position and on the key financial controls necessary to secure sound financial management; providing financial information; preparing the revenue budget and capital programme, treasury management, and ensuring that an adequate and effective system of internal audit is in place.

Collaborative working through and by the One Stop Shops, joint working with partners from Health and those supporting people back into work all help to contribute towards the strategic objectives. In addition, the Department is leading a significant number of Change Programme Initiatives and it also supports other Departments in delivering the major projects identified to generate efficiency savings.

### **2.2 Improvement priorities for 2010-11**

The council has a number of improvement priorities for 2010-11, as agreed by Cabinet on the 24<sup>th</sup> September 2009. The department leads on the following areas within the Strategic Objective of 'Create an Excellent Council':

- **Maintain a sustainable and stable budget providing value for money**
- **Ensure effective prioritisation of spending decisions during difficult financial circumstances brought about by government spending restraint**

In 2010-11, the department will deliver the following projects and outcomes in relation to these priorities:

- Value For Money
- Financial Strategy

It will also make a contribution to the following:

- **Reduce Wirral's carbon footprint by working with our partners and the community to reduce the carbon footprint across the Local Authority area:**
  - Environmental Management System
- **Improve the use of the Council's land and assets:**
  - Change Programme 2009/2012
  - Capital Strategy
  - Corporate Risk Strategy
  - Internal Audit Plan

### **2.3 Summary of contribution to LAA improvement priorities**

The council has signed up to deliver Wirral's Local Area Agreement as a member of the Local Strategic Partnership.

In 2010-11, the Finance department does not lead on the delivery of any of the LAA improvement priorities and targets. The department contributes to the delivery of the LAA through financial management and customer services support.

### 3. What are we going to deliver?

#### 3.1 Priorities for Improvement 2010 -11

Priority for Improvement 2010-11	We will measure our success by: Performance Indicators	We will deliver: Projects / Activity	Funding / Resources	Lead Portfolio	Lead Service Area	Will this activity contribute to narrowing the gap in Wirral? If so, how will this be measured?	Who else is required?
Maintain a stable and sustainable budget, providing value for money	Local 2068	<b>Financial Strategy</b> (included as a control for corporate risks 11 & 12)	existing	Finance and Best Value	Financial Services	Budget process enables available resources to be allocated to meeting the Council aims	All departments
Maintain a stable and sustainable budget, providing value for money	NI 179 – Value for Money	<b>Value For Money and efficiency</b> (included as a control for corporate risks 11 & 12)	existing	Finance and Best Value	Financial Services	Delivering efficiencies enables resources to be made available to allocated towards our priorities	All departments
Ensure effective prioritisation of spending during difficult financial circumstances brought about by government spending restraint	<b>LOCAL 2067</b> - efficiencies gained through procurement <b>LOCAL 2080</b> - invoices paid within 30 days	<b>Procurement Strategy</b> (included as a control for corporate risk 12)	existing	Finance and Best Value	Support Services	Delivering efficiencies enables resources to be made available to allocated towards our priorities	All departments
Improve the use of the Council's land and assets	NI 14 - reducing avoidable contact <b>LOCAL 2004</b> - complaints <b>LOCAL 2063</b> - calls handled through the Call	<b>Customer Access Strategy</b>	existing	Finance and Best Value	Revenues, Benefits and Customer Services	Yes – by ensuring equality of access to and quality of our services	All departments

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Priority for Improvement 2010-11	We will measure our success by: Performance Indicators	We will deliver: Projects / Activity	Funding / Resources	Lead Portfolio	Lead Service Area	Will this activity contribute to narrowing the gap in Wirral? If so, how will this be measured?	Who else is required?
	Centre <b>LOCAL 2069</b> – website visits						
Improve the use of the Council's land and assets	<b>NI 180</b> - changes of circumstance <b>NI 181</b> - time taken to process new claims <b>LOCAL 2073</b> - Council Tax collected	<b>Benefits Service Delivery</b>	existing	Finance and Best Value	Revenues, Benefits and Customer Services	Yes – by ensuring equality of access to and quality of our services	
Improve the use of the Council's land and assets	Programme agreed by March each year. Quarterly monitoring and reporting and annual report	<b>Capital Strategy</b> (included as a control for corporate risk 11)	existing	Finance and Best Value	Financial Services	Budget process enables available resources to be allocated to meeting the Council aims	All departments
Improve the use of the Council's land and assets	Review by July each year. Quarterly monitoring and reporting and annual report	<b>Corporate Risk Strategy</b> (included as a control for corporate risk 8)	existing	Finance and Best Value	Financial Services	Yes – by ensuring that all our policies and procedures are equitable	All departments
Improve the use of the Council's land and assets	<b>LOCAL 2060</b> - completion of all high risk systems identified in the Audit Plan	<b>Governance: Internal Audit Plan</b> (included as a control for corporate risk 8)	existing	Finance and Best Value	Internal Audit	Yes – by ensuring that all our policies and procedures are equitable	
Improve the use of the Council's land	Quarterly review	<b>Strategic</b>	existing	Finance and	Change Team	Delivering efficiencies	All departments

Priority for Improvement 2010-11	We will measure our success by: Performance Indicators	We will deliver: Projects / Activity	Funding / Resources	Lead Portfolio	Lead Service Area	Will this activity contribute to narrowing the gap in Wirral? If so, how will this be measured?	Who else is required?
and assets	and progress report against key project milestones	<b>Change Programme</b> (included as a control for corporate risk 12)		Best Value		enables resources to be made available to allocated towards our priorities	

### 3.2 Aims for 2010-13

Aims 2009-2013 BOLD = priorities for improvement	We will measure our success by: Related Performance Indicators	We will deliver: Projects and/or Activities (BOLD = Corporate Plan)	Funding / Resources	Lead Portfolio	Lead Service Area	Will this activity contribute to narrowing the gap in Wirral? If so, how will this be measured?	Who else is required?
<b>Strategic Objective 1 - To create more jobs, achieve a prosperous economy and regenerate Wirral</b>							
Reduce worklessness through targeted activity	National project – no PIs yet determined	Reducing Worklessness Customer Services and Benefits Service joint working /co-location with Department for Work and Pensions (DWP)	existing	Finance and Best Value	RBCS	Yes – by ensuring equality of access to and quality of services	Department for Work and Pensions (DWP)
Reduce the council's carbon footprint by working with our partners and the community to reduce the carbon footprint across the Local Authority area	EMS audit Maintain Environmental Management System (ISO 14001) status	Environmental Management System (EMS) plan Finance Department components	existing	Finance and Best Value	SS	No	
<b>Strategic Objective 5 – Create an excellent Council</b>							
	<b>CUSTOMERS:</b>						
Improve the use of the Council's land and assets	<b>NI 14</b> - reducing avoidable contact <b>LOCAL 2004</b> - no. of complaints	<b>Customer Access Strategy</b> <ul style="list-style-type: none"> <li>customer care standards</li> </ul>	existing	Finance and Best Value	RBCS	Yes – by ensuring equality of access to and quality of services	All departments

Aims 2009-2013 BOLD = priorities for improvement	We will measure our success by: Related Performance Indicators	We will deliver: Projects and/or Activities (BOLD = Corporate Plan)	Funding / Resources	Lead Portfolio	Lead Service Area	Will this activity contribute to narrowing the gap in Wirral? If so, how will this be measured?	Who else is required?
	<p><b>LOCAL 2063</b> - calls handled through the Call Centre</p> <p><b>LOCAL 2069</b> - visits to the Council's website</p> <p><b>LOCAL 2071</b> - satisfaction with overall service provided by the Council</p> <p><b>LOCAL 2072</b> - satisfaction with handling of complaints</p> <p><b>LOCAL 2070</b> - registrations onto E-Citizen Revenues and Benefits system</p>	<ul style="list-style-type: none"> <li>customer insight</li> <li>community engagement</li> <li>partnership working (included as a planned control for risk 9)</li> <li>Tax and benefits review – e-enablement, front line delivery, and integrating working practices</li> <li>An improved and enhanced website.</li> </ul>					
Improve the use of the Council's land and assets	<p><b>NI 180</b> - changes of circumstance</p> <p><b>NI 181</b> - time taken to process new claims</p> <p><b>LOCAL 2073</b> - Council Tax collected</p>	<p><b>Benefits Service Delivery</b></p> <p>Projects include:</p> <ul style="list-style-type: none"> <li>maximising delivery of Housing Benefits service including Local Housing Allowance</li> <li>maximising revenue collection</li> </ul>	existing	Finance and Best Value	RBCS	Yes – by ensuring equality of access to and quality of services	
	<b>WORKFORCE:</b>						
Improve the use of the Council's land and assets	Delivery of action plan; Quarterly report and monitoring	Workforce Development Plan	existing	Finance and Best Value	SS	Yes – by ensuring equality of access to information, support and development	
Improve the use of the	Delivery of action plan;	Equality and Diversity Plan	existing	Finance	SS	Yes – by	

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<b>Aims 2009-2013</b> <b>BOLD = priorities for improvement</b>	<b>We will measure our success by: Related Performance Indicators</b>	<b>We will deliver: Projects and/or Activities (BOLD = Corporate Plan)</b>	<b>Funding / Resources</b>	<b>Lead Portfolio</b>	<b>Lead Service Area</b>	<b>Will this activity contribute to narrowing the gap in Wirral? If so, how will this be measured?</b>	<b>Who else is required?</b>
<b>Council's land and assets</b>	Quarterly report and monitoring			and Best Value		ensuring equality of access to information, support and development	
<b>Improve the use of the Council's land and assets</b>	Delivery of Roadshow action plan; Quarterly report and monitoring	Roadshow action plan - Leadership <ul style="list-style-type: none"> <li>• demonstrate visible management</li> </ul>	existing	Finance and Best Value		Yes – by ensuring equality of access to information, support and development	
		Management <ul style="list-style-type: none"> <li>• pro-active, not reactive management</li> </ul>	existing	Finance and Best Value		Yes – by ensuring equality of access to information, support and development	
		Communication <ul style="list-style-type: none"> <li>• provide clear and consistent messages</li> <li>• review means and frequency of communications</li> </ul>	existing	Finance and Best Value		Yes – by ensuring equality of access to information, support and development	
		Environment <ul style="list-style-type: none"> <li>• Make staff feel safer</li> </ul>	existing	Finance and Best Value		Yes – by ensuring equality of access to information, support and development	
		Performance and Planning <ul style="list-style-type: none"> <li>• Identify processes that pose problems / need fixing</li> <li>• Ensure staff are aware of key targets and actual performance</li> </ul>	existing	Finance and Best Value		Yes – by ensuring equality of access to information, support and development	

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<b>Aims 2009-2013</b> <b>BOLD = priorities for improvement</b>	<b>We will measure our success by: Related Performance Indicators</b>	<b>We will deliver: Projects and/or Activities (BOLD = Corporate Plan)</b>	<b>Funding / Resources</b>	<b>Lead Portfolio</b>	<b>Lead Service Area</b>	<b>Will this activity contribute to narrowing the gap in Wirral? If so, how will this be measured?</b>	<b>Who else is required?</b>
		<ul style="list-style-type: none"> <li>Engage staff with the planning processes</li> </ul>					
		People issues <ul style="list-style-type: none"> <li>Encourage and motivate staff to be effective</li> <li>Encourage ownership / accountability</li> </ul>	existing	Finance and Best Value		Yes – by ensuring equality of access to information, support and development	
		Organisational <ul style="list-style-type: none"> <li>Identify processes needing fixing</li> <li>Develop understanding of the work of the Department</li> </ul>	existing	Finance and Best Value		Yes – by ensuring equality of access to information, support and development	
		Learning and Development <ul style="list-style-type: none"> <li>Develop competent and suitably skilled staff</li> <li>Clarify training and development criteria</li> </ul>	existing	Finance and Best Value		Yes – by ensuring equality of access to information, support and development	
	<b>FINANCIALS</b>						
<b>Improve the use of the Council's land and assets</b>	Programme agreed by March each year. Quarterly monitoring and reporting and annual report	<b>Capital Strategy</b> (included as a control for corporate risks 11 & 12) <ul style="list-style-type: none"> <li>Capital Programme</li> <li>assessment of Capital Programme bids against updated and appropriate priorities</li> </ul>	existing	Finance and Best Value	FS	Budget process enables available resources to be allocated to meeting the Council aims	All departments
<b>Maintain a stable and sustainable budget, providing value for money</b>	Review by July each year. Quarterly monitoring and reporting	<b>Financial Strategy</b> (included as a control for corporate risks 11 & 12)	existing	Finance and Best Value	FS	Budget process enables available resources to be	All departments

Aims 2009-2013 <b>BOLD</b> = priorities for improvement	We will measure our success by: Related Performance Indicators	We will deliver: Projects and/or Activities ( <b>BOLD</b> = Corporate Plan)	Funding / Resources	Lead Portfolio	Lead Service Area	Will this activity contribute to narrowing the gap in Wirral? If so, how will this be measured?	Who else is required?
	<p><b>LOCAL 2068</b> - Section 25 report</p> <p>balanced budget efficiency report unqualified accounts</p>	<ul style="list-style-type: none"> <li>• medium term financial plan</li> <li>• achieve identified savings</li> <li>• Create a sustainable budget agreed by March each year</li> <li>• Treasury Management Policy</li> </ul>				allocated to meeting the Council aims	
	<b>SUPPORTING BUSINESS</b>						
<p><b>Maintain a stable and sustainable budget, providing value for money</b></p>	<p><b>NI 179</b> - value of cash-releasing value for money gains Efficiency statement on Council tax bill</p>	<p><b>Value For Money and efficiency</b> (included as a control for corporate risks 11 &amp; 12)</p> <p>Operational Efficiency Programme – improvements in back office operations:</p> <ul style="list-style-type: none"> <li>• Procurement</li> <li>• ICT</li> <li>• Human Resources</li> </ul>	existing	Finance and Best Value	FS	Delivering efficiencies enables resources to be made available to allocated towards our priorities	All departments
<p><b>Ensure effective prioritisation of spending decisions during difficult financial circumstances brought about by government spending restraint</b></p>	Implementation of review programme	<p>Management review programme - configuration of the department in order to deliver services in the most efficient and effective way:</p> <ul style="list-style-type: none"> <li>• Strategic Change Programme</li> <li>• Commissioning and Procurement</li> <li>• Financial Services</li> </ul>	existing	Finance and Best Value		Delivering efficiencies enables resources to be made available to allocated towards our priorities	

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Aims 2009-2013 BOLD = priorities for improvement	We will measure our success by: Related Performance Indicators	We will deliver: Projects and/or Activities (BOLD = Corporate Plan)	Funding / Resources	Lead Portfolio	Lead Service Area	Will this activity contribute to narrowing the gap in Wirral? If so, how will this be measured?	Who else is required?
		<ul style="list-style-type: none"> <li>Information Technology</li> <li>Revenues and Benefits</li> </ul>					
Improve the use of the Council's land and assets	Quarterly review and progress report against key project milestones	Strategic Asset Review – Finance Department component	existing	Finance and Best Value		Delivering efficiencies enables resources to be made available to allocated towards our priorities	
Improve the use of the Council's land and assets	Review by July each year. Quarterly monitoring and reporting and annual report	<b>Corporate Risk Strategy</b> (included as a control for corporate risk 8) <ul style="list-style-type: none"> <li>Regularly refresh risk register in light of corporate priorities</li> </ul>	existing	Finance and Best Value	FS	Yes – by ensuring that all our policies and procedures are equitable	All departments
Improve the use of the Council's land and assets	<b>LOCAL 2060</b> - completion of all high risk systems identified in the Audit Plan	<b>Governance: Internal Audit Plan</b> <ul style="list-style-type: none"> <li>Develop and deliver programme based on risk</li> </ul>	existing	Finance and Best Value		Yes – by ensuring that all our policies and procedures are equitable	
Ensure effective prioritisation of spending decisions during difficult financial circumstances brought about by government spending restraint	<b>LOCAL 2067</b> - efficiencies gained through procurement <b>LOCAL 2080</b> - the percentage of invoices paid within 30 days	<b>Procurement Strategy</b> (included as a control for corporate risk 12)	existing	Finance and Best Value	SS	Delivering efficiencies enables resources to be made available to allocated towards our priorities	All departments
Improve the use of the Council's land and assets	Quarterly review and progress report against key project milestones	<b>Strategic Change Programme</b> (included as a control for corporate risk 12)	existing	Finance and Best Value		Delivering efficiencies enables resources to be	All departments

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<b>Aims 2009-2013</b> <b>BOLD = priorities for improvement</b>	<b>We will measure our success by: Related Performance Indicators</b>	<b>We will deliver: Projects and/or Activities (BOLD = Corporate Plan)</b>	<b>Funding / Resources</b>	<b>Lead Portfolio</b>	<b>Lead Service Area</b>	<b>Will this activity contribute to narrowing the gap in Wirral? If so, how will this be measured?</b>	<b>Who else is required?</b>
		support for and delivery of change				made available to allocated towards our priorities	
<b>Improve the use of the Council's land and assets</b>	Quarterly review and progress report against key project milestones	Strategic Change Programme: <ul style="list-style-type: none"> <li>Customer Access Strategy</li> </ul>	existing	Finance and Best Value	<i>RBCS</i>	Delivering efficiencies enables resources to be made available to allocated towards our priorities	All departments
<b>Improve the use of the Council's land and assets</b>	Quarterly review and progress report against key project milestones	Strategic Change Programme: <ul style="list-style-type: none"> <li>Common Administrative Processes</li> </ul>	existing	Finance and Best Value	<i>CT</i>	Delivering efficiencies enables resources to be made available to allocated towards our priorities	All departments
<b>Improve the use of the Council's land and assets</b>	Quarterly review and progress report against key project milestones	Strategic Change Programme: <ul style="list-style-type: none"> <li>ICT Technological Developments</li> </ul>	existing	Finance and Best Value	<i>ITS</i>	Delivering efficiencies enables resources to be made available to allocated towards our priorities	
<b>Improve the use of the Council's land and assets</b>	Programme agreed by March each year. Quarterly monitoring and reporting  Complete projects to specification within agreed timescales and budget; Customer satisfaction (new PI)	ICT Strategy and Development Plan (in addition to Strategic Change Programme) (included as a control for corporate risk 11) <ul style="list-style-type: none"> <li>Support for change programme projects</li> <li>Infrastructure development to support Strategic Asset Review</li> </ul>	existing	Finance and Best Value	<i>ITS</i>	Yes – by ensuring that all our policies and procedures are equitable	

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<b>Aims 2009-2013</b> <b>BOLD = priorities for improvement</b>	<b>We will measure our success by:                      Related Performance Indicators</b>	<b>We will deliver:                      Projects and/or Activities                      (BOLD = Corporate Plan)</b>	<b>Funding / Resources</b>	<b>Lead Portfolio</b>	<b>Lead Service Area</b>	<b>Will this activity contribute to narrowing the gap in Wirral? If so, how will this be measured?</b>	<b>Who else is required?</b>
	Stability, security and cost of systems	Continuous review of operation and services <ul style="list-style-type: none"> <li>• Help Desk remote support project</li> <li>• Application monitoring to improve performance</li> </ul>					
<b>Improve the use of the Council's land and assets</b>	LOCAL 2056 - requests processed within 40 calendar days LOCAL 2057 - requests processed within 20 working days	Access to Information <ul style="list-style-type: none"> <li>• Data Protection</li> <li>• Freedom of Information</li> </ul>	existing	Finance and Best Value	SS	Delivering efficiencies enables resources to be made available to allocated towards our priorities	All departments
<b>Improve the use of the Council's land and assets</b>	LOCAL 2041 - investment performance	Merseyside Pension Fund Activities include: <ul style="list-style-type: none"> <li>• Pension Fund investment performance</li> <li>• Pensions administration</li> <li>• Improving Pensions Scheme take-up levels</li> <li>• Electronic data exchanges</li> </ul>	existing	Finance and Best Value	MPF	Yes – by ensuring that all our policies and procedures are equitable	