



**Corporate Policy and Performance Board**

**Thursday, 10 January 2013 6.30 p.m.  
Civic Suite, Town Hall, Runcorn**

A handwritten signature in black ink that reads 'David WR'.

**Chief Executive**

**BOARD MEMBERSHIP**

<b>Councillor Robert Gilligan (Chairman)</b>	<b>Labour</b>
<b>Councillor Joe Roberts (Vice- Chairman)</b>	<b>Labour</b>
<b>Councillor Ellen Cargill</b>	<b>Labour</b>
<b>Councillor Mark Dennett</b>	<b>Labour</b>
<b>Councillor Stan Hill</b>	<b>Labour</b>
<b>Councillor Chris Loftus</b>	<b>Labour</b>
<b>Councillor Alan Lowe</b>	<b>Labour</b>
<b>Councillor Angela McInerney</b>	<b>Labour</b>
<b>Councillor Norman Plumpton Walsh</b>	<b>Labour</b>
<b>Councillor Gareth Stockton</b>	<b>Liberal Democrat</b>
<b>Councillor Kevan Wainwright</b>	<b>Labour</b>

*Please contact Ann Jones on 0151 511 8276 Ext. 16 8276 or e-mail [ann.jones@halton.gov.uk](mailto:ann.jones@halton.gov.uk) for further information.  
The next meeting of the Board is on Tuesday, 26 February 2013*

**ITEMS TO BE DEALT WITH  
IN THE PRESENCE OF THE PRESS AND PUBLIC**

**Part I**

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<b>1. MINUTES</b>	
<b>2. DECLARATION OF INTEREST (INCLUDING PARTY WHIP DECLARATIONS)</b>	
Members are reminded of their responsibility to declare any personal or personal and prejudicial interest which they have in any item of business on the agenda, no later than when that item is reached and, with personal and prejudicial interests (subject to certain exceptions in the Code of Conduct for Members), to leave the meeting prior to discussion and voting on the item.	
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***In accordance with the Health and Safety at Work Act the Council is required to notify those attending meetings of the fire evacuation procedures. A copy has previously been circulated to Members and instructions are located in all rooms within the Civic block.***

**REPORT TO:** Corporate Policy & Performance Board

**DATE:** 10 January 2013

**REPORTING OFFICER:** Strategic Director, Policy & Resources

**SUBJECT:** Public Question Time

**WARD(s):** Borough-wide

### **1.0 PURPOSE OF REPORT**

1.1 To consider any questions submitted by the Public in accordance with Standing Order 34(9).

1.2 Details of any questions received will be circulated at the meeting.

**2.0 RECOMMENDED: That any questions received be dealt with.**

### **3.0 SUPPORTING INFORMATION**

3.1 Standing Order 34(9) states that Public Questions shall be dealt with as follows:-

- (i) A total of 30 minutes will be allocated for dealing with questions from members of the public who are residents of the Borough, to ask questions at meetings of the Policy and Performance Boards.
- (ii) Members of the public can ask questions on any matter relating to the agenda.
- (iii) Members of the public can ask questions. Written notice of questions must be given by 4.00 pm on the working day prior to the date of the meeting to the Committee Services Manager. At any one meeting no person/organisation may submit more than one question.
- (iv) One supplementary question (relating to the original question) may be asked by the questioner, which may or may not be answered at the meeting.
- (v) The Chair or proper officer may reject a question if it:-
  - Is not about a matter for which the local authority has a responsibility or which affects the Borough;
  - Is defamatory, frivolous, offensive, abusive or racist;
  - Is substantially the same as a question which has been put at a meeting of the Council in the past six months; or
  - Requires the disclosure of confidential or exempt information.

- (vi) In the interests of natural justice, public questions cannot relate to a planning or licensing application or to any matter which is not dealt with in the public part of a meeting.
- (vii) The Chairperson will ask for people to indicate that they wish to ask a question.
- (viii) **PLEASE NOTE** that the maximum amount of time each questioner will be allowed is 3 minutes.
- (ix) If you do not receive a response at the meeting, a Council Officer will ask for your name and address and make sure that you receive a written response.

Please bear in mind that public question time lasts for a maximum of 30 minutes. To help in making the most of this opportunity to speak:-

- Please keep your questions as concise as possible.
- Please do not repeat or make statements on earlier questions as this reduces the time available for other issues to be raised.
- Please note public question time is not intended for debate – issues raised will be responded to either at the meeting or in writing at a later date.

#### **4.0 POLICY IMPLICATIONS**

None.

#### **5.0 OTHER IMPLICATIONS**

None.

#### **6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

6.1 **Children and Young People in Halton** - none.

6.2 **Employment, Learning and Skills in Halton** - none.

6.3 **A Healthy Halton** – none.

6.4 **A Safer Halton** – none.

6.5 **Halton's Urban Renewal** – none.

#### **7.0 EQUALITY AND DIVERSITY ISSUES**

7.1 None.

**8.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

8.1 There are no background papers under the meaning of the Act.

**REPORT TO:** Corporate Policy and Performance Board  
**DATE:** 10 January 2013  
**REPORTING OFFICER:** Chief Executive  
**SUBJECT:** Executive Board Minutes  
**WARD(s):** Boroughwide

**1.0 PURPOSE OF REPORT**

- 1.1 The Minutes relating to the Corporate Services Portfolio which have been considered by the Executive Board and Executive Board Sub are attached at Appendix 1 for information.
- 1.2 The Minutes are submitted to inform the Policy and Performance Board of decisions taken in their area.

**2.0 RECOMMENDATION: That the Minutes be noted.**

**3.0 POLICY IMPLICATIONS**

- 3.1 None.

**4.0 OTHER IMPLICATIONS**

- 4.1 None.

**5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

**5.1 Children and Young People in Halton**

None

**5.2 Employment, Learning and Skills in Halton**

None

**5.3 A Healthy Halton**

None

**5.4 A Safer Halton**

None

**5.5 Halton's Urban Renewal**

None

**6.0 RISK ANALYSIS**

6.1 None.

**7.0 EQUALITY AND DIVERSITY ISSUES**

7.1 None.

**8.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

8.1 There are no background papers under the meaning of the Act.



**APPENDIX 1**

**Extracts of Executive Board and Executive Board Sub Committee Minutes that are relevant to the Corporate Policy and Performance Board**

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**EXECUTIVE BOARD MEETING HELD ON 18 OCTOBER 2012**

<b>EXB83</b>	<b>HR/PAYROLL INTEGRATED COMPUTERISED SYSTEM</b>
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The Board considered a report of the Strategic Director, Policy and Resources, requesting the waiver of Standing Orders to extend the existing contract with Midland Software Limited to provide the HR/Payroll system for a period of up to 18 months.

The Board was advised that an extension to the existing contract would allow for the continuation of HR and payroll processes using the Trent6 system. The report provided details of the business case for the extension, for Members' consideration.

In addition, it was also recommended that the web-based upgraded version of Trent (iTrent) be acquired; this would realise efficiency savings and more accurate payments and data, and would enable the local authority to deal with the introduction of Real Time Information related to the collection of PAYE and Pension Auto-Enrolment. To do this, the current server, which supports Trent6, would have to be upgraded. Adoption of a new system would involve an extensive lead-in period together with significant additional costs. However, the Board was advised that budgetary provision was available in the current financial year for the purchase, implementation and maintenance of iTrent.

RESOLVED: That

- 1) the Strategic Director - Policy and Resources, be authorised to enter into a contract with Midland Software Limited to extend the existing Trent 6 (computerised human resources (HR) and payroll system), for a period of up to 18 months at an annual cost of £44,576.00. This does not include annual inflation cost and additional annual developmental increases due to the introduction of Real Time Information (RTI) related to the collection of PAYE and Pension Auto-Enrolment effective from 1 January 2013, which is being imposed on all payroll software customers. The amount of the increase is not known at this present time;

- 2) the tendering and contract award requirements of Procurement Standing Orders relevant to 2.1 be waived on this occasion for the purposes of SO 1.8 (c) and (d) (where compliance with Standing Orders would result in a clear financial or commercial detriment to the Council and having to forego a clear financial or commercial benefit) in light of the exceptional circumstances namely that:
- the existing terms of the current contract allows for an extension;
  - the extension will allow for investigation of an upgraded web-based system which will realise efficiency savings; and
- 3) the Strategic Director - Policy and Resources, be authorised to enter into a contract for the supply of the iTrent computerised HR and payroll system at a cost reported to Members at the meeting. The proposed contract will be for a term of five years with the option to extend for a further two years commencing within the next 18 months subject to such contract being sourced through a Framework Agreement from a Central Purchasing Body that satisfies the requirements of the Public Contract Regulations 2006.

<b>EXB84</b>	<b>ABOLITION OF THE DISCRETIONARY SOCIAL FUND</b>
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The Board considered a report of the Strategic Director, Policy and Resources, on the impact of the abolition of the Discretionary Social Fund by the Welfare Reform Act.

The Board was advised that the Discretionary Social Fund, currently administered by the Department for Work and Pensions (DWP) would be abolished from April 2013. Certain functions within the Fund, such as Crisis Loan Alignment Payments and Budgeting Loans would remain the responsibility of the DWP. However, Crisis Loans for general living expenses and Community Care Grants would be replaced by a new service to be administered by the Local Authority.

In discussion, Members thought that the changes required more detailed consideration and recommended that the item be referred to the Corporate Policy and Performance Board.

**RESOLVED:** That this item be deferred and referred to the Corporate Policy and Performance Board and they be asked to consider the issue and make recommendations to the Executive Board.

**EXECUTIVE BOARD MEETING HELD ON 8 NOVEMBER 2012**

<b>93</b>	<b>TREASURY MANAGEMENT 2012/13 2<sup>ND</sup> QUARTER</b>
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The Board considered a report of the Operational Director, Finance, which updated Members on the activities undertaken on the money market as required by the Treasury Management Policy.

The report provided supporting information on the economic background, economic forecast, short term rates, longer term rates, temporary borrowing/investments and new borrowing. It was noted that no debt rescheduling had been undertaken during the quarter.

RESOLVED: That the report be noted.

<b>94</b>	<b>TREASURY MANAGEMENT 2012/13 – MID YEAR REVIEW</b>
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The Board considered a report of the Operational Director, Finance, which reviewed activities on Treasury Management for the mid-year point 2012/13 in accordance with the Council's Treasury Management Policy.

The mid-year report covered the following:

- An economic update for the first six months of 2012/13;
- A review of the Treasury Management Strategy Statement and Annual Investment Strategy;
- Capital expenditure (prudential indicators);
- A review of the Council's investment portfolio for 2012/13;
- A review of the Council's borrowing strategy for 2012/13;
- A review of any debt rescheduling undertaken during 2012/13;
- A review of compliance with Treasury and Prudential Limits for 2012/13.

The Board noted that the Council was required to prepare prudential indicators and to report on any significant variations, as part of the Council's on-going requirement to report on the current capital position, Details of these indicators were attached to the report at Appendix 1. The report also provided details of the investment and new borrowing portfolio.

RESOLVED: That the report be noted.

<b>95</b>	<b>2012/13 HALF YEAR SPENDING</b>
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The Board received a report of the Operational Director, Finance which reported on the 2012/13 Half Year Spending as at 30 September 2012.

A summary of spending against the revenue budget up to 30 September 2012 was attached to the report at Appendix 1. This provided individual statements for each department. The Board was advised that in overall terms, the revenue expenditure was above the budget profile, although this was only a guide to eventual spending.

The report contained details on a number of significant areas of the budget including:

- The employee budget, vacant posts, overtime and agency staff;
- Expenditure on general supplies and services;
- The Community Care budget;
- Children's residential placements;
- Income affected by the economic downturn;
- Capital financing costs;
- The collection rate for Council Tax and Business Rates; and
- The Council's net overall spending.

The report also outlined details of a revision to the capital spending programme at Appendix 2 and monitoring of the Council's balance sheet.

RESOLVED: That

1. all spending continues to be limited to the absolutely essential;
2. Directorates continue to closely control spending on agency staff and overtime so that spending in these areas reduce;
3. Strategic Directors ensure overall spending at year-end is within their total operational budget; and
4. Council be recommended to approve the revised capital programme as set out in Appendix 2.

<b>96</b>	<b>GAMBLING ACT 2005 STATEMENT OF GAMBLING POLICY</b>
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The Board considered a report of the Strategic Director, Policy and Resources, on the adoption of the Statement of Gambling Policy.

The Board was advised that the Gambling Act 2005 required local authorities to produce a Statement of Gambling Policy (the Statement) every three years. At its meeting on 6 September 2012, Executive Board approved a draft Statement for public consultation. The consultation period ended on 8 October 2012, and it was noted that no representations had been received.

The draft Statement was attached at Appendix 1. Once adopted by full Council, the Policy would be advertised in the local press and in place by the end of January 2013.

**RESOLVED:** That Council be recommended to adopt the Statement of Gambling Policy attached at Appendix 1 to the report.

#### **EXECUTIVE BOARD MEETING HELD ON 29 NOVEMBER 2012**

<b>100</b>	<b>ANNUAL AUDIT LETTER</b>
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The Board received a report of the Strategic Director, Policy and Resources, on the Annual Audit Letter 2011/12.

The Board was advised that the Annual Audit Letter (the Letter) summarised the findings from the 2011/12 audit completed by the Council's external auditors. The Letter included messages arising from the audit of the financial statements and the results of work that had been undertaken in assessing the Council's arrangements to secure value for money in the use of its resources.

Colette Williams, the external auditor from Grant Thornton, attended the meeting and reported that an unqualified opinion had been issued on the Council's financial statements. Of particular note however, was the recognition that the most significant issue for the Council in terms of on-going resilience and value for money was the Mersey Gateway project, which represented a huge opportunity for the Council, but came with some significant risks which needed careful management. She concluded that the Council had adequate arrangements to secure economy, efficiency and effectiveness in the use of its resources.

The Board wished to place on record their thanks to all Officers that had assisted in the preparation of the audit inspection.

RESOLVED: That the Annual Audit Letter 2011/12 be approved.

<b>101</b>	<b>MEDIUM TERM FINANCIAL STRATEGY</b>
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The Board considered a report of the Operational Director, Finance, on the Medium Term Financial Strategy for 2013/14 to 2015/16.

The Board was advised that the Medium Term Financial Strategy (MTFS) set out a three-year projection of resources and spending based on information currently available.

The projections in the forecast clearly showed there was a need to make a significant level of savings over the next three years, as a result of the joint effect of three different Government policies. These were detailed as reductions in grant support to Councils, the localisation of council tax benefit and the localisation of business rates. It was noted that this would mean a considerable deterioration in the monies available to fund services in the Borough.

The forecast provided initial guidance to the Council on its financial position into the medium term. Revenue savings of up to £14m, £11m and £12m would be required over the next three years. In making these savings, the Council would need to have in mind the objectives of the MTFS as set out in the report.

The Board was reminded that the MTFS represented the “financial guidelines” that formed part of the medium term corporate planning process. These guidelines identified the financial constraints that the Council would face in delivering its key objectives, and were an important influence on the development of the Corporate Plan and Service Plans and Strategies.

RESOLVED: That

1. the Medium Term Financial Strategy be noted;
2. the base budget be prepared on the basis of the underlying assumptions set out in the Strategy;
3. the Budget Strategy and Capital Strategy be approved;
4. the Reserves and Balances Strategy be approved; and

5. further reports be considered by the Executive Board on the budget.

<b>102</b>	<b>LOCALISATION OF COUNCIL TAX SUPPORT – KEY DECISION</b>
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The Board considered a report of the Operational Director, Finance, on the adoption of the Council Tax Reduction Scheme.

The Board was advised that as part of the 2010 Spending Review, the Government announced its intention to localise support for Council Tax from 2013-14, and to reduce expenditure on this benefit by 10%. In addition, the Welfare Reform Act 2012 provided for the abolition of Council Tax Benefit.

The Board had previously approved a consultation process with the public and major precepting authorities in respect of the Council Tax Reduction Scheme on 31 July 2012. Following the end of the consultation process, a report on the outcomes was presented to the Corporate Policy and Performance Board on 30 October 2012. At that meeting, it was reported that the Government had announced that a grant of £100m would be made available to all Councils to assist with the shortfalls in Council Tax Support grant funding for 2013/14. For Halton this amount would be £266,000, subject to a number of criteria being met.

The Corporate Policy and Performance Board considered the matter and agreed that they would not recommend using the allocation of the £266,000 extra Government grant for the reasons set out in the report, and therefore recommended that following the consultation process, recommend that the scheme as previously outlined, be adopted.

#### Reason(s) for Decision

The Welfare Reform Act 2012 provided for the abolition of the existing national Council Tax Benefit arrangements. The Council was obliged to develop its own Council Tax Reduction Scheme.

#### Alternative Options Considered and Rejected

There were three alternatives to meet the cost of the reduction in Government Grant for Council Tax Benefit:

- Increase the Council Tax. This would mean an increase of 3½ % to recoup the shortfall in grant. Each year the Government set out an increase that was deemed excessive and therefore subject to local referendum. In addition any increase would mean there would be little or no opportunity to increase Council Tax to balance the budget if this option were taken.
- Further cuts in budgets and therefore services. The Council had already been faced with big cuts in budgets in the last two years and was faced with a further £25m over the next two years.

Ring fence within Council Tax Benefit. This would mean reducing benefit payments in the Borough.

<b>103</b>	<b>DETERMINATION OF THE 2013/14 COUNCIL TAX BASE</b>
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The Board considered a report of the Operational Director, Finance, on the requirement for the Council to determine the 'Tax Base' for its area and the tax base for each of the Parishes.

The Council was required to notify the figure for the Cheshire Fire Authority, the Police and Crime Commissioner and the Environment Agency by 31 January 2013. In addition, the Council was required to calculate and advise the Parish Councils, if requested, of their relevant tax bases.

The Board was advised that the Tax Base was the measure used for calculating the council tax and was used by both the billing authority (the Council) and the major precepting authorities (the Cheshire Fire Authority and the Police and Crime Commissioner), in the calculation of their council tax requirements. It was arrived at in accordance with a prescribed formula representing the estimated full year number of chargeable dwellings in the Borough expressed in terms of the equivalent of Band "D" dwellings. Taking account of all the relevant information and applying a 97.93% collection rate, the calculation for 2013/14 gave a tax base figure of 31,189 for the Borough as a whole.

It was noted that from 2013/14 onwards, the tax base calculation would include an element for the Council Tax Reduction Scheme (the replacement for the Council Tax Benefit).

RESOLVED: That Council be recommended to approve

1. the Council Tax Base for 2013/14 to be set at 31,189 for the Borough, and that the Cheshire Fire Authority, the Police and



Crime Commissioner and the Environment Agency be so notified;  
and

2. the Council Tax Base for each of the Parishes be set as follows;

Parish	Tax Base
Hale	644
Halebank	477
Daresbury	149
Moore	318
Preston Brook	316
Sandymoor	959

<b>104</b>	<b>TECHNICAL REFORM OF COUNCIL TAX – KEY DECISION</b>
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The Board considered a report of the Strategic Director, Policy and Resources, on the Technical Reforms of Council Tax.

The Board was advised that the Local Government Finance Act introduced a number of technical changes to Council Tax billing. At its meeting on 30 October 2012, the Corporate Policy and Performance Board considered a report, a copy of which was attached at Appendix 1, which recommended a number of changes to Council Tax discount and billing. It was noted that since 31 October 2012, the Government had indicated that certain properties would be exempt from the Empty Homes Premium.

It was reported that adoption of these changes to Council Tax discounts and billing would result in around £0.5m of additional Council Tax being billed.

Reason(s) for Decision

The Local Government Finance Act 2012 introduced a number of technical changes to Council Tax billing which provided the Council with additional discretions. The report made recommendations to the Board on how those discretions may be implemented.

Alternative Options Considered and Rejected

The alternative options open to the Council were contained in Section 4 of Appendix 1 attached to the report.

Implementation Date

Any new arrangements would take effect from 1 April 2013.

RESOLVED: That Council be recommended to approve the technical reforms of Council Tax, recommended by the Corporate Policy and Performance Board, as set out in Section 4 of Appendix 1.

<b>105</b>	<b>BUDGET PROPOSALS 2013/14</b>
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The Board considered a report of the Operational Director, Finance, on initial revenue budget proposals for 2013/14.

The Board was advised that budget savings proposals for 2013/14 were being developed by the Budget Working Group. However, a number of those proposals could be implemented immediately in order to achieve a part-year saving in 2012/13. In addition, a number of the proposals, detailed at Appendix 1, would take time to implement and therefore by commencing the process as soon as possible, would assist in ensuring that they could be fully implemented by 1 April 2013.

It was noted that the Government would announce its Grant Settlement for Local Government in late December 2012, at which point the Council's actual funding gap would be identified. Further savings proposals that would enable the Council to deliver a balanced budget would be recommended to Council at its meeting on 6 March 2013.

RESOLVED: That Council be recommended to approve the initial budget proposals for 2013/14 as set out in Appendix 1.

<b>106</b>	<b>UPDATE ON THE BUSINESS RATE RETENTION SCHEME</b>
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The Board considered a report of the Operational Director, Finance, which provided an update on the proposed changes to local government funding and how it was envisaged that the Business Rate Retention Scheme would work from 1 April 2013.

The Board was advised that a fundamental review of local government funding by Government, through a series of consultations in July 2011, identified the most significant proposal as the introduction of a business rates retention scheme. Halton responded to the

consultation and a summary of how at that time, it was anticipated the scheme would work was reported to the Board on 13 October 2011.

The Government reported on the outcome of the consultation in December 2011 and the main areas of the response were detailed in the report. A further technical consultation was published by the Department for Communities and Local Government on 17 July 2012, to which Halton responded as part of the Liverpool City Region response. This consultation sought views on a range of detailed and technical issues concerning the transition from the current formula grant system and the initial implementation of the business rates retention scheme from 1 April 2013.

Details of the scheme were still subject to change, but the report outlined how it was considered that the business rates retention scheme would operate under the following headings:

- Determining the Estimated Business Rates Aggregate;
- Central and Local Shares;
- Business Rate Baseline (Proportionate Shares);
- Baseline Funding Level;
- Tarriffs and Top-up Grants;
- The Levy and the Safety Net Mechanism; and
- Transfers and Adjustments into the Business Rates Retention System.

It was noted that the impact of these changes for Halton would only be confirmed following details of the Grant Settlement in late December 2012. The report provided Members with some indicative forecasts on how the scheme would operate in the first year, based on an estimated 2% annual increase to the national business rate income amount for 2011/12.

RESOLVED: That the report be noted.

107	<b>DIRECTORATE OVERVIEW REPORT - Q2 2012/13</b>
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The Board considered a report of the Strategic Director, Policy and Resources, on the Council's performance for the second quarter to 30 September 2012.

The Board was reminded that in September 2011, it had approved a revision to reporting arrangements on performance in the light of emerging national and local circumstances. The authority had developed an approach to the use of performance information that was as far as possible, focussed primarily on the needs of the receiving

audience as opposed to being determined by the existing organisational structure. It was noted that this reflected a transition away from local authorities being performance managed by central Government and toward being held to account at a local level through transparent provision of accessible performance data.

The Directorate Performance Overview Report (DPOR) provided a strategic summary of the key issues arising from performance in the relevant Quarter for each Directorate, aligned with Council priorities or functional areas. Information for each of the Council's three Directorates were attached at Appendices 1-3. The Board noted that monitoring of all relevant high risks would be undertaken and progress reported against the application of the risk treatment measures in Quarters 2 and 4.

**RESOLVED:** That the report and progress and performance information be noted.

**REPORT TO:** Corporate Policy and Performance Board  
**DATE:** 10 January 2013  
**REPORTING OFFICER:** Chief Executive  
**SUBJECT:** Halton Strategic Partnership Board minutes  
**WARD(s):** Boroughwide

**1.0 PURPOSE OF REPORT**

1.1 The Minutes relating to the Corporate Services Portfolio which have been considered by the Halton Strategic Partnership Board are attached at Appendix 1 for information.

**2.0 RECOMMENDATION: That the Minutes be noted.**

**3.0 POLICY IMPLICATIONS**

3.1 None.

**4.0 OTHER IMPLICATIONS**

4.1 None.

**5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

**5.1 Children and Young People in Halton**

None

**5.2 Employment, Learning and Skills in Halton**

None

**5.3 A Healthy Halton**

None

**5.4 A Safer Halton**

None

**5.5 Halton's Urban Renewal**

None

**6.0 RISK ANALYSIS**

6.1 None.

**7.0 EQUALITY AND DIVERSITY ISSUES**

7.1 None.

**8.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

8.1 There are no background papers under the meaning of the Act.

**HALTON STRATEGIC PARTNERSHIP BOARD**

**Minutes of a meeting held on Wednesday, 19 September 2012 at the Karalius Suite, Stobart Stadium, Widnes**

<b>Board Members:</b>	Cllr Rob Polhill	HBC (Chairman)
	Nick Atkin	Halton Housing Trust
	Simon Banks	Halton Clinical Commissioning Group
	Cllr Dave Cargill	Cheshire Police Authority
	Mike Fry	Community Representative
	Ann McIntyre	Childrens Trust Representative
	Eileen O'Meara	Director of Public Health
	Terry Parle	Sports Partnership Representative
	Richard Strachan	Cheshire Police
	David Parr	HBC
	Wesley Rourke	HBC
	Alex Waller	Cheshire Fire and Rescue Service
	Ged Timson	Bridgewater Trust – heath care providers representative

<b>Advisors to the Board:</b>	Mick Noone	HBC – Operation Director
	Alan Graham	HBC – Marketing and Communications
	Lisa Driscoll	HBC – Policy and Strategy
	Shelah Semoff	HBC – Partnerships
	Lynn Derbyshire	HBC – Democratic Services

**Apologies for Absence:** Paula Cain (Chamber of Commerce), Kate Fallon (Bridgewater Community NHS Trust), Councillor John Gerrard, Janine Peterson (Job Centre Plus), John Rigby (Orminston Bolingbroke Academy), Michael Sheehan (Riverside College) and Sally Yeoman (Halton & St Helens VCA).

**8 MINUTES OF THE LAST MEETING AND MATTERS ARISING**

The minutes of the meeting held on 13 June 2012 having been printed and circulated were agreed as a correct record.

Minute No: 5 – WNF Financial Summary Update

It was reported that the SSP Chairs had agreed to reallocate the £170,000. However, to date only £85,000 had been reallocated as further information on project outputs, was required before a decision could be made. It was also reported that the final decisions would be made on 31 October 2012.

Crime Beat

It was reported that Crime Beat had approached the Council for funding support. Historically the Council had supported them with small amounts

of money. However, the funding in the future would be via the Police and Crime Commissioner and there had been an indication that this type of activity might not be supported. The Leader and Councillor D Cargill had requested that consideration be given to supporting this group and it was proposed and agreed that under delegated powers, £2,000 be granted to Crime Beat.

## 9 PARTNERSHIP ASSET MANAGEMENT GROUP

The Board considered a report and presentation which gave an update on work that had been undertaken with a small group of Partners. The report suggested that the establishment of a Partnership Asset Management Steering Group should be undertaken, and provided information on the intended role and remit of the group.

The Board had recognised the importance of sharing information between partners which would enable the Partnership to better understand the needs of the community and improve services to meet these needs.

The Board was advised that a workshop on the potential implications of the Localism Act had produced a discussion which concluded that a group would need to be set up to not only better understand the respective land and property portfolios of partners but to agree where there would be common areas of interest.

The Board was further advised that colleagues from HBC, Halton Housing Trust, The Primary Care Trust and the Clinical Commissioning Group had determined that there was real value in holding these meetings and felt that other partners would benefit from joining the group and by inviting other key partners, they could develop a 'Halton Asset Management Plan.' This would allow consideration to be given to the appropriateness of sharing assets, or if assets were deemed to be surplus to requirements, to dispose of them in a co-ordinated and strategic manner.

It was reported that there were benefits from sharing buildings i.e. the police, medical services and the fire service could all be situated in the same building. Multi use buildings, it was reported, would benefit the community. In addition, all organisations had individual databases, and if amalgamated, it could result in the reduction of overheads and resources. Members of the Board were asked to agree, in principle, to the development of a pilot area for mapping partners' land and property assets.

Board Members were also asked to consider the implications in terms of resourcing this particular piece of work, and whilst HBC were happy to share the Prince 2 Management System, the working group would need to consider how Partners would contribute resources to this initiative and the building of a Register of Community Assets.

RESOLVED: That



- (1) Membership of the group is extended to include other interested parties, i.e. the police and fire colleagues, Riverside College;
- (2) The progress to date be noted; and
- (3) The development of a pilot area for mapping partners' land and property assets be endorsed.

## 11 CHILD AND FAMILY POVERTY UPDATE

The Board considered a report which gave an update on the work of the Halton Child and Family Poverty Steering Group.

The Board was advised that the Steering Group had been reviewing and updating the Development Plan with the twin objectives of making it SMART-er and aligning it better with other plans and strategies, especially the city region Child Poverty and Life Chances Strategy. It was reported that the work was almost completed. The Strategy would last until 2013, however a further needs analysis was going to be undertaken and this would ensure the Policy would be for a five year period.

It was reported that work on improving the Strategy's performance management framework had recently been completed. It used a suite of indicators already in use by other Halton and city regions strategies and plans.

The Board welcomed the report and it was noted that with the Welfare Reform projections indicated that there would be many families that would fall into poverty and the scale of the challenges should not be underestimated. The Board also noted the future activities set out in paragraph five of the report.

RESOLVED: That

- (1) The report and comment raised be noted; and
- (2) Progress reports on the development of a new needs assessment and strategy be presented to the Board at future meetings.

## 12 SSP CHAIRS (OR REPRESENTATIVES) TO GIVE VERBAL UPDATES

The key partners each gave an update on their areas in respect of Health and Wellbeing, Children and Young People, Safer Halton, Employment Learning and Skills and Environment and Regeneration.

In particular the following points were noted:-

- In relation to Safer Halton it was noted that against the same period last year of crime and anti-social behaviour there was a reduction of 12% and 3.6% for anti-social behaviour. Alcohol related anti-social behaviour was also down by 12.7%;

- There had been significant progress in reducing the risk to vulnerable people, particularly in the area of missing persons with a 39% reduction (this included partnership work in respect of Children in Care where the service demand and risks had been significant).
- There had been an increase in demand in mental health related incidents and work was ongoing with partners to understand and work more effectively in this area;
- A large scale drugs supply investigation had been concluded. The investigation had been focussed on the organised supply of cannabis centred around Halton View and surrounding areas in Runcorn. Community information had indicated the organised supply of cannabis which was causing intimidation, anti-social behaviour and increasing crime such as shoplifting and burglary of garden sheds in the area;

On 5 September 2012, three hundred Police Officers had conducted a strike operation and searched twenty five properties in Runcorn. Thirty one offenders had been arrested and all had been charged with conspiracy to supply controlled drugs. Five people had already pleaded guilty and had been sentenced, the remainder were in custody pending a trial and five had been released on bail;

The investigation had been in operation for over twelve months and had also identified approximately one hundred drug users in the area. A multi-agency operation was being conducted to intervene with all these people and pursue diversionary/ treatment pathways. Feedback from the community had also been very positive;

- Preparation was taking place for a change in structures regarding the Police and Crime Commissioner (PCC) elections. On 15 November 2012, everyone would have the opportunity to vote for the PCC and David Parr had been designated as the Police Area Returning Officer. It was reported that the PPC role changed the way the Community Safety Team received funding. A welcome pack for the new PCC had been established so that there would be a better understanding of the challenges in Halton. In addition, it was reported that the PCCs would be scrutinised by the Police and Crime Panel. It was noted that there were currently four candidates; Councillor J Stockton – Labour, Councillor J Dwyer – Conservative, Councillor Ainsley Arnold – Liberal Democrat and Sarah Flannery – An Independent Member;
- In relation to Health, the Health and Wellbeing Board had been working on the development of a Health and Wellbeing Strategy for Halton. This process had involved gathering and analysing information and intelligence from a variety of sources including the Joint Strategic Needs Assessment, Area Health Profiles and consultation exercises with partners, Elected Members, the public, school children, including special schools and representatives from the Council and PCT

workforce. The emerging priorities from the Clinical Commissioning Group Commissioning Plan had also been considered.

It was reported that the analysis had produced a comprehensive list of health and wellbeing needs for Halton. The Board had agreed an initial set of five priorities which would be reviewed after a 12 month period and either continued or changed depending on the progress. The five key priorities were as follows:-

- Prevention and early detection of cancer;
- Improved child development;
- Reduction in the number of falls in adults;
- Reduction in the harm from alcohol; and
- Prevention and early detection of mental health conditions.

Since the last Board meeting in June, a draft Strategy had been developed around the above five priorities.

- Work was being undertaken in the Locality Health Areas which formed part of the area forums footprint in order to empower local people to be involved with improving their own health;
- Progress had been made on the immunisations/vaccinations, but as yet it had not met the target, but was expected to in the near future;
- Consideration was being given to the progress of the Clinical Commissioning Group who would be authorised by December 2012.
- In relation to Environment and Regeneration it was reported that in partnership with the Environment Agency a draft 12 month programme had been established which incorporated; climate change; solar panels; new technology regarding savings and efficiency; fuel poverty and the Council's Draft Low Carbon Strategy would inform the work of the group over the next 12 months; and
- The next meeting would be in Castlefields Community Centre and they would be undertaking a tour of the Borough;
- There were future plans for sites and further bids to re-furbish 140 properties;
- In relation to Children & Young People, it was reported that Troubled Families had now been renamed as Inspiring Families. A model had been developed, themed around the family service that increased support to families. Commitment had been given from Partners, the Police, The Youth Offending Team and Educational Welfare who had agreed dedicated support into the intensive family support scheme. Work was also taking place with other partners regarding the level of support and they would be engaging with the identified families in October 2012;

- The attainment in schools had been very pleasing but had still not been verified. KS2 Level 4 – English and maths last year was 76.7 % and was now 82.9%, which was well above the national average. The national average for this year was yet to be determined, but the Authority's results were expected to be above it;
- The Children's Trust had undertaken an analysis of the best 25 Early Help programmes and what was most appropriate for Halton. The Trust had now established some recommendations which would help to support the development of health and wellbeing;
- It was noted that, in respect of the media coverage regarding English GSCE results, Halton would not be undertaking a judicial review, as other local authorities are looking to do, as it was felt it would create uncertainty and was not an appropriate way to proceed;
- In relation to Equality, it was reported that sign up sessions would be taking place in the next two weeks for the Safe in Town Pilot Scheme. This safe haven in town centres scheme differed than others operating across the country as Halton had increased the number of beneficiary groups. These were noted as adults and young people (14+) with learning and physical disabilities and anyone over 60 years of age. It was a six month pilot and, depending on the evaluation to be undertaken by the Steering Group, would be rolled out across shops and other premises across the Borough;
- The group were looking at Partners public sector equality objectives to identify how they could possibly work better together, in a more joined up way and to identify gaps;
- An annual review of the Hate Crime Reduction Strategy was taking place;
- In relation to Housing it was reported that the main providers had come together with the Local Authority to undertake a rationalisation exercise. This had involved sixteen provides working in the Borough who managed 14½ thousand homes. The meeting had been very positive. Discussions had taken place on the contribution of more resources and who would take the lead in each particular part of the Borough;
- It was reported that the main concern for housing providers was the Welfare Reform. Lots of discussions had taken place, particularly with those customers directly affected by the reforms;
- The biggest assets, it was reported, were the biggest liabilities as the number of people who under occupied a home currently created significant challenges. However, it was reported that there would also be some opportunities;

- In relation to Employment, Learning and Skills, it was noted that they usually have Partner updates as part of the meeting, so the feedback covered a range of issues. Discussions had taken place on how the markets were becoming very competitive in relation to skills and some providers were taking advantage of the freedoms and flexibilities to seek contracts on a national basis, however some were looking to sub contracted part of the work to local providers; Partners were conscious that they need to make sure that the local “offer” had the capacity and resource to deliver and meet the needs of the employers.
- Work was being undertaken in respect of the Mersey Gateway contract, as it was reported that each submission had to have a Delivery Plan regarding employment and skills development. Work was being undertaken with them to ensure the presentation reflected the Local Partnership; and
- Partners were undertaking the next steps regarding the Halton Employment Day; and it was reported that the DVD which was played at the Employment day would be circulated to all Members via a link. Members of the Partnership were encouraged to watch the DVD.

RESOLVED: That the verbal updates be noted.

### 13 INFORMATION ITEMS

The Board received the following items of business for information only and which were not discussed by the Board:-

- Liverpool’s Mayoral Arrangements;
- Enhanced Partnership Working;
- Priority Mapping and Future Work Programme;
- After the Riots – Recommendation Report;
- Liverpool Fairness Commission – Final Report;
- Employment Day – Follow Up; and
- HBC’s People’s Plan.

RESOLVED: That the information items be noted.

### 14 ANY OTHER BUSINESS

Councillor D Cargill reported that the Police Authority would cease to exist in 60 days. He added that everyone was continuing to work and structures had been put into place to accommodate the new PCC when they had been elected. He congratulated everyone on their professionalism and on the work that had been undertaken to ensure a smooth transfer.

The Board took the opportunity to place on record its sadness to the Chief Constable of Manchester on the loss of two young Police Officers who had been killed whilst carrying out their duties.

RESOLVED: That the comments raised be noted

*Meeting ended at 10.30 am*

**REPORT TO:** Corporate Policy & Performance Board

**DATE:** 10th January 2013

**REPORTING OFFICER:** Strategic Director Policy & Resources

**PORTFOLIO:** Resources

**SUBJECT:** Sustainable Community Strategy Mid-Year Progress Report and Annual Review of Measures and Targets 2013-16

### **1.0 PURPOSE OF REPORT**

1.1 To provide information to the Corporate Policy & Performance Board on the progress in achieving targets contained within the 2011 - 2016 Sustainable Community Strategy for Halton, and highlight the annual “light touch” review of targets and measures.

### **2.0 RECOMMENDED THAT:**

- I. The report is noted
- II. The Board considers whether it requires any further information concerning actions taken to achieve the performance targets contained within Halton’s 2011-16 Sustainable Community Strategy (SCS).

### **3.0 SUPPORTING INFORMATION**

3.1 The Sustainable Community Strategy, a central document for the Council and its partners, provides an evidenced-based framework through which actions and shared performance targets can be developed and communicated.

3.2 The previous Sustainable Community Strategy included targets which were also part of the Local Area Agreement (LAA). In October 2010 the coalition government announced the ending of government performance management of local authorities through LAAs. Nevertheless, the Council and its Partners need to maintain some form of effective performance management framework to:-

- Measure progress towards our own objectives for the improvement of the quality of life in Halton.
- Meet the government’s expectation that we will publish performance information.

3.3 Thus, following extensive research and analysis and consultation with all stakeholder groups including Elected Members, partners and the local community and representative groups, a new SCS (2011 – 2016) was approved by the Council on 20<sup>th</sup> April 2011.

- 3.4 The new Sustainable Community Strategy and its associated “living” 5 year delivery plan (2011-16), identifies five community priorities that will form the basis of collective partnership intervention and action over the coming five years. The strategy is informed by and brings together national and local priorities and is aligned to other local delivery plans such as that of the Halton Children’s Trust. By being a “living” document it will provide sufficient flexibility to evolve as continuing changes within the public sector continue to emerge, for example the restructuring of the NHS and Public Health delivery, and the delivery of the ‘localism’ agenda.
- 3.5 As such, articulating the partnership’s ambition in terms of community outcomes and meaningful measures and targets to set the anticipated rate of change and track performance over time, will further support effective decision making and resource allocation.
- 3.6 Placeholder measures have also been included where new services are to be developed or new performance information is to be captured, in response to legislative changes; for which baselines for will be established in 2011/12 or 2012/13, against which future services will be monitored. The availability of information is currently being reviewed with partners.
- 3.7 Attached as Appendix 1 is a report on progress for the six month period April - September 2012, which includes a summary of all indicators for for each of the five community priorities
- A Healthy Halton
  - Employment Learning & Skills in Halton
  - A Safer Halton
  - Children and Young People in Halton
  - Environment & Regeneration in Halton
- 3.8 The full report for each community priority is available via the following link  
<http://hbc/teams/PERFIMP/SharedDocuments/Forms/AllItems.aspx?RootFolder=%2Fteams%2FPERFIMP%2FSharedDocuments%2FSustainable%20Community%20Strategy%20Reports%2FSCS%20Mid%2DYear%202012%2D13>
- with specific indicators and targets for each of the five community priorities reported to the respective Policy and Performance Board.
- 3.9 An annual ‘light touch review’ of targets contained within the SCS, has also been conducted to ensure that targets remain realistic over the 5 year plan to ‘close the gaps’ in performance against regional and statistical neighbours. This review has been conducted with all Lead Officers being requested to review targets for 2013/14, 2014/15 and 2015/16. Targets were thus updated where appropriate in the light of actual/ anticipated performance, with supporting commentary submitted to explain the rationale for changes to targets set, in the target setting



templates. All SCS measures are included in the draft medium term Directorate Business Plans 2013-16.

- 3.10 The Corporate Policy & Performance Board is also asked to consider the inclusion of any additional measures to the above set to “narrow gaps” in performance where appropriate or respond to legislative/policy changes; thereby ensuring that all measures remain “fit for purpose”.

#### **4.0 CONCLUSION**

- 4.1 The Sustainable Community Strategy for Halton, and the performance measures and targets contained within it will remain central to the delivery of community outcomes. It is therefore important that we monitor progress and that Members are satisfied that adequate plans are in place to ensure that the Council and its partners achieve the improvement targets that have been agreed.

#### **5.0 POLICY IMPLICATIONS**

- 5.1 The Sustainable Community Strategy for Halton is central to our policy framework. It provides the primary vehicle through which the Council and its partners develop and communicate collaborative actions that will positively impact upon the communities of Halton.

#### **6.0 OTHER IMPLICATIONS**

- 6.1 The publication by Local Authorities of performance information is central to the coalition government’s transparency agenda.

#### **7.0 IMPLICATIONS FOR THE COUNCIL’S PRIORITIES**

- 7.1 This report deals directly with the delivery of the relevant strategic priorities of the Council.

#### **8.0 RISK ANALYSIS**

- 8.1 The key risk is a failure to improve the quality of life for Halton’s residents in accordance with the objectives of the Sustainable Community Strategy. This risk can be mitigated through the regular reporting and review of progress and the development of appropriate actions where under-performance may occur.

#### **9.0 EQUALITY AND DIVERSITY ISSUES**

- 9.1 One of the guiding principles of the Sustainable Community Strategy is to reduce inequalities in Halton.

**10.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

Document                      Sustainable Community Strategy 2011 – 26  
Place of Inspection      2<sup>nd</sup> Floor, Municipal Building, Kingsway, Widnes  
Contact Officer              Hazel Coen DM (Performance & Improvement)



# **The Sustainable Community Strategy**

**for Halton**

**2011 – 2016**

**Mid-Year Progress Report**







**01<sup>st</sup> April to 30<sup>th</sup> September 2012**

<b>Document Contact (Halton Borough Council)</b>	Hazel Coen (Divisional Manager Performance & Improvement) Municipal Buildings, Kingsway Widnes, Cheshire WA8 7QF  <a href="mailto:hazel.coen@halton.gov.uk">hazel.coen@halton.gov.uk</a>
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This report provides a summary of progress in relation to the achievement of targets within Halton’s Sustainable Community Strategy 2011 - 2016.

It provides both a snapshot of performance for the period 1<sup>st</sup> April 2012 to 31<sup>st</sup> September 2012 and a projection of expected levels of performance to the year-end.

The following symbols have been used to illustrate current performance as against the 2012 – 13 targets and as against performance for the same period last year.



















	Target is likely to be achieved or exceeded.		Current performance is better than this time last year
	The achievement of the target is uncertain at this stage		Current performance is the same as this time last year
	Target is highly unlikely to be / will not be achieved.		Current performance is worse than this time last year

## Healthy Halton





















Page	Ref	Descriptor	2012 / 13 Target	Direction of travel
9	HH1*	a) Alcohol related hospital admissions (NI 39) (Rate 100,000 pop.)		
		b) Alcohol related hospital admissions – AAF =1 (Rate)		
11	HH 2	Prevalence of breastfeeding at 6-8 weeks (NI 53)		
12	HH 3	a) Obesity in Primary school age children in Reception (NI 55)		
14		b) Obesity in Primary school age children in Year 6 (NI 56)		
15	HH 4	Reduction in under 18 Conception (new local measure definition for NI 112)		
17	HH 5	a) All age, all-cause mortality rate per 100,000 Males (NI 120a)		
18		b) All age, all-cause mortality rate per 100,000 Females (NI 120b)		
20	HH 6	Mortality rate from all circulatory diseases at ages under 75 (NI 121)		
22	HH 7	Mortality from all cancers at ages under 75 (NI 122)		
24	HH 8	16+ Smoking quit rate per 100,000 (NI 123)		
26	HH 9	Mental Health - No. of people in counselling/ day services or on waiting lists. (NEW 2011)		
29	HH 10	Proportion of older people supported to live at home through provision of a social care package (NEW 2011):		N/A
30	HH 11	a) Increase the % of successful completions (drugs) as a proportion of all in treatment (over 18)		
31		b) Increase the % of successful completions (Alcohol) as a proportion of all in treatment (over 18)	New Measure 2012/13	N/A

**NB - Measures HHI and HH12 are also reported within the Safer Halton priority area as SH 10 and SH7 respectively.**









## Employment, Learning &amp; Skills

Page	Ref	Descriptor	2012 / 13 Target	Direction of Travel
32	ELS 1	Increase the number of active enterprises within the Borough (NEW 2011)		
34	ELS 2	Increase the proportion of business diversity (NEW 2011)		
36	ELS 3	Increase the number of people classed as self-employed (NEW 2011)		
37	ELS 4	Reduce the proportion of people with no qualifications		
39	ELS 5	Increase the percentage of people achieving NVQ Level 4 and above (Revised NI 165)		
40	ELS 6	Increase the percentage of adults using a library ( Replacement measure for NI 9)		
42	ELS 7	Reduce the percentage of people registered unemployed and seeking employment (JSA claimants) (NI 152)		
45	ELS 8	Reduce the percentage of the working age population claiming out of work benefits (Revised measure)		
47	ELS 9	Increase the gross weekly earnings by residents (NI166)	N/A	N/A
48	ELS 10	Increase the number of residents accessing welfare rights/ debt advice at a casework level (Local Measure)  a) Debt  b) Welfare Rights		

## Safer Halton

Page	Ref	Descriptor	2012 / 13 Target	Direction of travel
50	SH 1	Reduce Actual Number of ASB incidents recorded by Cheshire Police broken down into youth and adult incidents.		
52	SH 2	Reduce the number of Deliberate Fire incidents (NI33)		
54	SH 3	Reduced perception by Residents of antisocial behaviour (NI 17)	N/A Survey in 2013/14	 2011/12 Survey
56	SH 4	Safeguarding Children: Reduce the Number of Young People who repeatedly run away in Halton (New Measure)	N/A	
57	SH 5	Vulnerable Adults – Safeguarding: Increase the percentage of VAA Assessments completed within 28 days.		
58	SH 6	Reduce repeat incidents of domestic abuse within the MARAC Cohort (NI32 )		
60	SH 7	a) Increase the percentage of successful completions (Drugs) as a proportion of all in treatment (over 18)		
61		b) Increase the percentage of successful completions (Alcohol) as a proportion of all in treatment (over 18)	New Measure	N/A
62	SH 8	a) Reduce the number of individuals re-presenting within 6 months of discharge (Drugs) [New Measure]		
63		b) Reduce the number of individuals re-presenting within 6 months of discharge (Alcohol) [New Measure]	New Measure	N/A
64	SH 9	Reduce the rate of young people (0-18) admitted to hospital due to substance misuse (will include alcohol)		
65	SH 10	Reduce Alcohol related hospital admissions (NI 39)		
67	SH 11	Reduce the re-offending rates of repeat offenders (RO's in the Navigate IOM scheme) (Formerly NI 30)		

## Safer Halton cont'd


























Page	Ref	Descriptor	2012 / 13 Target	Direction of travel
69	SH 12	Reduce the number of first time entrants to the Youth Justice System (formerly NI111).		
70	SH 13	Use of Custody (New Measure)		
72	SH 14	Reduce the proportion of individuals within the Navigate cohort who's offending is substance misuse related. (Placeholder New Measure)	New Measure	N/A
73	SH 15	Reduce the re-offending rate of young offenders (Formerly NI 19)	New Measure	N/A
74	SH 16	Reduce serious acquisitive crime (Formally NI16)		
76	SH 17	Reduce Assault with Injury crime rate (Formerly NI 20) New Revised Measure		



## Children and Young People in Halton

Page	Ref	Descriptor	2012 / 13 Target	Direction of travel
77	CYP 1	Increase the percentage achieving 78+ points across EYFS (6+ CLL and PSE)		
80	CYP 2	Increase the percentage of children attaining level 4 or above in English & Maths		
82	CYP 3	Increase the percentage achieving 5+ A*-C including English & Maths		
83	CYP 4	Increase the percentage achieving Level 3 at 19	N/A	N/A
84	CYP 5	Reduce the percentage of young people not in education, employment or training		
85	CYP 6	Reduce the percentage of children who are obese in Year 6		
87	CYP 7	Reduce the rate of CYP admitted to hospital for substance misuse	N/A	New measure
88	CYP 8	Increase the percentage of referrals with evidence of early help and support (CAF)		
89	CYP 9	Increase the percentage of educational settings with overall effectiveness Good/ Outstanding		
91	CYP 10	Reduce the attainment gap between FSM and Halton average KS2		
93	CYP 11	Reduce the attainment gap between FSM and Halton average KS4		
94	CYP 12	Improve the identification of Special Educational needs at School Action and School Action plus	N/A	N/A
95	CYP 13	Increase the percentage of young people progressing to Higher Education	N/A	N/A
96	CYP 14	Increase the percentage of children with SEN or receiving enhanced provision achieving 2 levels progress	Placeholder 2012/13	New measure
97	CYP 15	Reduce under 18 conception rate (percentage change from 2009 baseline position)		
99	CYP 16	Increase the percentage of children in care achieving their expected outcomes at KS2 & KS4	Placeholder 2012/13	New measure
98	CYP 17	Reduction in child and family poverty	Placeholder 2012/13	New measure

## Environment and Regeneration

Page	Ref	Descriptor	2012 / 13 Target	Direction of travel
101	ER 1	a) Number of Local bus passenger journeys originating in the authority area (000) (PPT LI 22)		
102	ER 1	b) Number of passengers on community based accessible transport (PPT LI 28)		
103	ER 2	Percentage % of Bus services running on time: (PPT LI 18)		
		a) Percentage of buses starting route on time		
		b) Percentage of buses on time at intermediate timing points		
104	ER 3	Average Number of days to repair street lighting faults (PPT LI 12 & 13)		
		a) Non Distribution Network Operators (HBC)		
		b) Distribution Network operators (DNO)		
105	ER 4	Percentage of road carriageway where maintenance should be considered (PPT LI 17)		
		a) Principal Carriageways	N/A	N/A
		b) Non-Principal Carriageways		
		c) Unclassified Carriageways		
106	ER 5	Satisfaction with the standard of maintenance of trees, flowers and flower beds (CE LI 18)		
107	ER 6	Residual household waste per household (Kgs) (CE LI 14)		
108	ER 7	% of household waste recycled / composted (CE LI 15)		
109	ER 8	Percentage of municipal waste land filled (CE LI 16)		
110	ER 9	Satisfaction with the standard of cleanliness and maintenance of parks and green spaces. (CE LI 18)		
111	ER 10	Number of Green Flag Awards achieved for Halton. (CE LI 19)		
112	ER 11	Improved local biodiversity –active management of local sites. (CE LI 20)	N/A	N/A
113	ER 12	To regenerate 5 hectares of urban sites per annum for the next five years (PPT LI 08) (NEW)		N/A
114	ER 13	To make sure there is a 5 year rolling supply of deliverable housing land available for 5 years' worth of housing against the housing requirement (PPT LI 07) (New)	N/A	N/A



**REPORT TO:** Corporate Policy and Performance Board

**DATE:** 10<sup>th</sup> January 2013

**REPORTING OFFICER:** Strategic Director, Policy and Resources

**PORTFOLIO:** Resources

**SUBJECT:** Draft Single Equality Scheme 2013 to 2015

**WARDS:** All

### **1.0 PURPOSE OF REPORT**

1.1 The previous Single Equality Scheme expired at the end of the 2012 calendar year. This report informs the Policy and Performance Board about the draft revised Single Equality Scheme for 2013 to 2015.

### **2.0 RECOMMENDATION: It is recommended that:**

**2.1 The Policy and Performance Board notes the contents of the draft Single Equality Scheme for 2013 to 2015; and**

**2.2 The Policy and Performance Board agrees that the draft Scheme be submitted to Executive Board for final approval.**

### **3.0 SUPPORTING INFORMATION**

3.1 The previous Single Equality for 2009 – 2012 expired at the end of the 2012 calendar year.

3.2 Whilst the Equality Act 2010 does not impose a legislative duty on public sector organisations to produce an Equality Scheme it is considered good practice nationally to have an up to date scheme in place.

3.3 The Scheme proposed is a Single Equality Scheme, that is to say it conveys the Council's commitment to all the protected characteristics as defined by the Equality Act 2010.

3.4 Since the approval of the previous scheme in 2009 there have been a number of important legislative changes, the main ones being the Equality Act 2010 and later the Public Sector Equality Duty, which came into force in October 2011. The proposed scheme now incorporates all these changes.

3.5 In addition, since the inception of the previous scheme, the Council undertook a survey of the whole workforce and an extensive workforce profile was produced. For the first time this contains information about all the employee's characteristics, where volunteered by the individual, and has been summarised and subject to in-depth analysis. As well as being used as a basis for the

people plan 2012 – 2015 this information had to be collected and published, in January 2012, and must be updated annually in order to comply with the Public Sector Equality Duty. It is also published within the Single Equality Scheme 2012 to 2015. The details will be updated by each staff member annually to allow publication in accordance with the Duty.

- 3.6 The proposed scheme also includes the Council's agreed Equality Objectives, which were approved by Executive Board on 15<sup>th</sup> March 2012. Agreement and annual publication were also a requirement of the Equality Duty. In order to continue compliance the Council must publish progress towards its objectives in April every year.
- 3.7 The proposed draft Scheme is designed to be a living document in as much as the sections illustrating Halton's demographic information, the workforce profile and information about equality objectives can be updated annually and thereby contained in one document. If possible the scheme will contain a section, also updated annually, which describes other examples of the Council's equality and diversity activities and achievements during that year. In this way the Council will always have an up to date Scheme on the Intranet and Internet.
- 3.8 The draft has been approved by the Corporate Equality and Diversity Group and a consultation exercise has been undertaken with partners from the Halton Strategic Partnership Equality, Engagement and Cohesion (EEC) Group and Council staff.
- 3.9 Until final approval it is proposed that the document is posted on the Council's web site as a draft version in January 2013.

#### **4.0 POLICY IMPLICATIONS**

- 4.1 The proposed Single Equality Scheme is designed to be the Councils overarching strategy document which embraces its vision, commitment, policies and practices for equality and diversity.

#### **5.0 OTHER IMPLICATIONS**

- 5.1 None identified.

#### **6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

##### **6.1 Children and Young People in Halton**

None identified.

##### **6.2 Employment, Learning and Skills in Halton**

In conjunction with the People Plan 2012 – 2015 the Scheme promotes equality of opportunity, including in employment.

##### **6.3 A Healthy Halton**

The proposed scheme will be relevant when responsibility for public health transfers to the Council.

**6.4 A Safer Halton**

The scheme and its objectives support the Councils activities in dealing with hate crime and inequalities in personal safety.

**6.5 Halton's Urban Renewal**

None identified.

**7.0 RISK ANALYSIS**

7.1 None identified.

**8.0 EQUALITY AND DIVERSITY ISSUES**

8.1 Publication of an updated Single Equality Scheme illustrates the Council's ongoing commitment to embracing the principles of equality and diversity and mainstreaming equality in all its activities.

**9.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

<b>Document</b>	<b>Place of Inspection</b>	<b>Contact Officer</b>
Draft Single Equality Scheme 2013 - 2015	Policy and Development Municipal Building	Les Unsworth 168799

DOCUMENT ONE

**SINGLE EQUALITY SCHEME  
(Draft)**

**2013 - 2015**



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**This document (1) is accompanied by:**

**Document 2            Equality Impact Assessments  
Corporate Guidance Notes**

**Document 3            Equality & Diversity Monitoring  
Corporate Guidance Notes**

**Should you require a copy of this document in alternative  
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## 1. Foreword

Welcome to Halton Borough Council's Single Equality Scheme for 2013 – 2015. It outlines the action that the Council will be taking to ensure equality of opportunity for all who may use and wish to use the extensive range of services that it provides, including residents of Halton, businesses based and operating in Halton, visitors to the area, and to the existing and potential employees of Halton Borough Council.

For some time all public bodies have had general duties towards the elimination of discrimination and the promotion of equality of opportunity in relation to race, gender and disability. However, as we identified within our 2009-2012 Single Equality Scheme it is our stated intention in Halton to ensure that in providing services to the community no individual or group of individuals will be treated any less favourably as a result of their personal circumstances and status.

This scheme provides a commitment that both Elected Members and Council Officers will work together and with our partners to ensure that equality, diversity, and the cohesion of our community remain at the heart of everything that we do.

Our focus remains not upon the delivery of services that assumes a 'one size fits all' approach, but upon the provision and future development of services that are consistent with the actual and potential needs of all service users.

We will ensure that equality issues will remain an integral element in the way we plan and deliver services, how we review and redesign existing services and in developing new approaches, both as an organisation and with our partners.

We will also continue to gather and use social and demographic information to ensure that our decision making processes remain intelligence led and that across Halton people are provided with equal life chances and that our communities remain free from discrimination, enjoy shared values and offer mutual respect.

**Rob Polhill**  
Council Leader

**David Parr**  
Chief Executive

## **2. Introduction**

The development of this single equality scheme is a demonstration of the Council's ongoing commitment, as a provider of services, an employer and as a community leader, and as a partner of other local agencies such as the Police and the Clinical Commissioning Group, that we will do all that we can to ensure that equity and fairness remain the cornerstones of our action planning and decision making processes.

This Single Equality Scheme contains information about the work of the Council in relation to equality issues and the action that we have taken, and will be taking, to ensure equality of opportunity for both employees and service users.

The Council intends, through its ongoing work on equality issues that this document will become the focus for promoting equality across the Council. This will mean integrating equality into all aspects of our functions, policies and services. This Scheme sets out a process for long-term and sustainable improvements.

The Council has undertaken a wide consultation of the Scheme including key partner agencies, Elected Members and Council staff. In addition, the Scheme has been publicised in the local press and a draft added to the Council's Internet.

### **3. Policy Statement**

The Council seeks to create a culture where people of all backgrounds and experience feel appreciated and valued. It is committed to achieving equality of opportunity in both its service delivery mechanisms and employment practices. Service users, job seekers and employees will be treated fairly and without discrimination. Discrimination on the grounds of race, nationality, ethnic or national origin, religion or belief, gender, transgender, marital status, sexuality, disability, age or any other unjustifiable reason will not be tolerated.

The Council is opposed to unlawful and unfair discrimination (including harassment of any kind). The Council will take appropriate action wherever instances of discrimination and harassment occur, in the delivery of services and in the course of employment. It will work with its partners to develop effective procedures and policies to combat all forms of discrimination and to share good practice.

## 4. Vision and Purpose

The Council's vision is simply to do all within our power to create, promote and sustain an equal society and an environment that fosters positive interactive relationships where people are treated with respect, dignity and fairness.

In pursuit of this vision we have adopted the following aspirational definition of equality based upon the idea of equal life chances<sup>1</sup>

*'An equal society protects and promotes equal, real freedom and opportunity to live in the way people value and would choose, so that everyone can flourish. It recognises people's different needs, situations and goals and removes the barriers that limit what people can do and can be.'*

In order to realise this vision we have to take practical steps to promote diversity and equality of opportunity and this scheme has been produced primarily to:-

- Provide leadership, accountability and direction in promoting equality and diversity and eliminating discrimination in service delivery and employment practices to all staff and Elected Members of the Council, its partner organisations and the community.
- Make clear the Council's commitments in fulfilling its legal obligations<sup>2</sup> and organisational aspirations to achieve equality of opportunity in the areas of race, gender (including gender reassignment), disability, sexuality, religion or belief, age and other socio-economic disadvantage.
- Draw together the different strands of equality work into one comprehensive scheme that identifies our equality priorities over the next three years and ensure that these are widely understood and consistently applied through regular and periodic monitoring, review and evaluations processes.
- Facilitate the mainstreaming of equal opportunities into our business decisions by further developing systems and processes that are accessible and transparent and involve meaningful engagement with minority groups to ensure that our policies remain intelligence led needs driven and effective.

## 5. The Legislative Context

The Equality Act 2010 strengthens and brings together into one Act all previous legislation around Equality and Diversity. The Act also introduces the concept of 'protected' characteristics and all have equal rights and protection from discrimination under legislation, regardless of: -

- Age
- Gender
- Disability
- Faith/religion
- Race/ethnicity
- Sexual orientation
- Pregnancy/maternity
- Gender reassignment
- Marital/civil partnership status

In Halton two further vulnerable groups have been identified: -

- Carers
- Socio – economic disadvantage

In order to ensure this protection the Act also introduced, in April 2011, the Public Sector Equality Duty. The Duty comprises the General Duty and the Specific Duties.

### **The General Duty**

Under this Duty a public authority must, in carrying out its functions, must have *due regard* to the need to: -

- (a) Eliminate discrimination, harassment, victimisation and any other conflict that is prohibited by the Equality Act 2010
- (b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it

This applies to all protected groups.

### **The Specific Duties**

The specific duties require public bodies to:

- Publish information to show their compliance with the Equality Duty at least annually; and
- Set and publish equality objectives

The information published must include;

- Information relating to employees who share protected characteristics (for public bodies with 150 or more employees); and
- Information relating to people who are affected by the public body's policies and practices (for example service users). This is demonstrated by equality analysis.

This information was published by the Council on 31 January 2012 (schools April 2012) and then must be published annually. Information about objectives must be published annually in April and reviewed every four years.

### **Halton's Compliance with the Duty**

To demonstrate compliance with the Public Sector Equality Duty (PSED) the Council has:

- Undertaken a survey of its employees and analysis of the results of the survey to determine the composition of its workforce and to enable a comparison with the community of Halton. This will be updated annually.
- Undertaken equality analysis (Equality Impact Assessments) of a wide range of its policies, services and functions. This is an ongoing process and the published list of completed assessments will be updated regularly and published annually.

**Schools** also have a duty to comply with the Duty, in that the specific duties require schools to: -

- Publish information about how they are complying with the PSED – this information must include, in particular, information relating to people who share a protected characteristic; and
- Prepare and publish equality objectives.

Equality is integral to the schools OFSTED inspection framework and the promotion of opportunity for all underpins the framework. It encourages high quality provision that meets diverse needs and promotes not just equality of opportunity but improving outcomes for all pupils regardless of background.

Other relevant legislation includes:

- Human Rights Act 1998 - which has six Articles of the European Convention on Human Rights, also has implications for the provision of public services and functions.

- Freedom of Information Act 2000
- Power of Wellbeing (Local Government Act 2000) - In areas where there are no legal duties placed on a public authority, the council may exercise its Power of Wellbeing to benefit the community.
- Requirement to consult under the Local Government and Public health Act 2007.
- Protection from Harassment Act 1997 – An Act to make provision for protecting persons from harassment and similar conduct.



## 6. Background and Context

In July 2002 the Council adopted its first Race Equality Scheme which was later revised in 2004 to broaden the concept of equality to other groups that may face disadvantage.

Since then the Council has made significant progress in taking forward equality issues and in 2008, following a self-assessment and peer review, was accredited with reaching level 3 of the Equality Standard for Local Government (ESLG)<sup>3</sup>.

This Scheme updates and supersedes the Single Equality Scheme 2009 – 2012. The delivery of appropriate and responsive services has to take account of the existing and future context in which the Council and its partners operate.

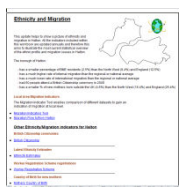


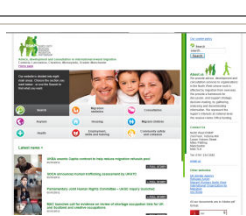

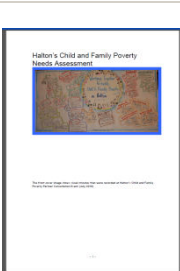
However we recognise that isolation of minority groups can exacerbate the difficulties that individuals may face in terms of the accessibility of services and in achieving their potential. We therefore remain mindful of the fact that the accessibility of information, transportation, and support, as well as direct local service provision, can play an important part in the delivery of our equality agenda.

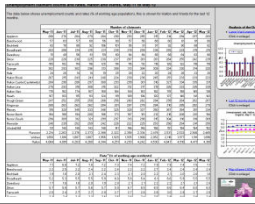
Along with those nationally recognised equality groups there is also a need, given our local context, to consider the needs of carers and other groups who may be disadvantaged and whose circumstances may make them vulnerable. The table below identifies each of the primary equality groups relevant to the borough.

Age	Carers	Disability
Sexual Orientation	Socio economic	
Trans - gender	Gender	Race
Marital Status	Pregnancy/maternity	Religion/Belief

## Equality and Diversity Context in Halton

There are a number of websites and profiles available covering information regarding Equality and Diversity. The main ones are listed below with a brief indication of what information they cover.

Screen shot	Name	Comments
	Ethnicity and Migration Summary: <a href="http://www.halton.gov.uk/research">www.halton.gov.uk/research</a>	Contains a range of ethnicity and migration information for Halton along with links to further sources of data
	Gypsy and Traveller Caravan statistics: <a href="http://www.communities.gov.uk/publications/corporate/statistics/caravancountjan2012">http://www.communities.gov.uk/publications/corporate/statistics/caravancountjan2012</a>	Official statistics on the number of gypsy and traveller caravans down to borough level, including location of sites. Provided by Communities and Local Government.
	Health Joint Strategic Needs Assessment (JSNA): <a href="http://www3.halton.gov.uk/healthandsocialcare/healthandmedicaladvice/healthjointstrategicneedsassessment/">http://www3.halton.gov.uk/healthandsocialcare/healthandmedicaladvice/healthjointstrategicneedsassessment/</a>	A Joint Strategic Needs Assessment (JSNA) is a means by which NHS Halton and St Helens and the Council describe the future of health and wellbeing needs of local people and the strategic direction of service delivery to meet these needs
	North West RSMP website: <a href="http://www.northwestsmp.org.uk/">http://www.northwestsmp.org.uk/</a>	North West Regional Strategic Migration Partnership provides advice, development and consultation services to organisations whose work is affected by migration from overseas
	Index of Multiple Deprivation: <a href="http://www.halton.gov.uk/research">www.halton.gov.uk/research</a>	Contains detailed data and information on issues of deprivation within Halton and highlights where the most deprived areas are.
	Child and Family Poverty Needs Assessment: <a href="http://sdrv.ms/Ux9sao">http://sdrv.ms/Ux9sao</a>  <a href="http://www.halton.gov.uk/research">www.halton.gov.uk/research</a>	Halton Borough Council's first Child and Family Poverty Needs Assessment draws heavily on both quantitative and qualitative intelligence, as well as information from other local needs assessments to provide a comprehensive picture of poverty in Halton.

	<p>Monthly unemployment summary: <a href="http://www.halton.gov.uk/research">www.halton.gov.uk/research</a></p>	<p>Contains a range of unemployment, youth unemployment and worklessness data for Halton, Wards, North West and England (updated monthly).</p>
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More information can be found at [www.halton.gov.uk/research](http://www.halton.gov.uk/research), for further information contact [research@halton.gov.uk](mailto:research@halton.gov.uk).

The following diagram (page 14) illustrates many aspects of the above information graphically and provides a summary of the features of Halton's population.

### Equality & Diversity summary...

- ❖ In the long term, the older people age group (65+) are projected to grow by 33% from 17,300 in 2010 to 25,700 in 2025.
- ❖ Halton has a largely white population.
- ❖ From the 2011 School Census the main first language apart from English was Polish.
- ❖ As at January 2012, Halton had 82 Gypsy and Traveller Caravans.
- ❖ Christianity is the main religion in Halton, well above the national average.
- ❖ We have a very small percentage of same sex couples, 0.1% according to the 2001 census.
- ❖ Halton has a higher % of DLA claimants than England. It also has a higher % of carers than England.
- ❖ Deprivation is a major issue in Halton, 21 of the 79 'Super Output Areas' fall in the 10% most deprived areas in England. Over a quarter of children – 6,950 – live in poverty.
- ❖ Around 1 in 5 working age people are claiming an out of work benefit in Halton.

If you want further detail or to see if data can be mapped at a local level please email [research@halton.gov.uk](mailto:research@halton.gov.uk)

Domain	Indicator	Halton	England average	England worst	England range	England best
Population	1 Population Growth 2001-11	6.4%	7.9%	-4.0%		29.6%
	2 0-14 age group	18.6%	17.7%	8.1%		24.6%
	3 15-64 age group	66.7%	66.0%	56.0%		78.4%
	4 65+ age group	14.6%	16.3%	6.1%		29.6%
Ethnicity	5 % white	98.8%	90.9%	39.4%		99.7%
	6 % non white	1.2%	9.1%	0.3%		60.6%
	7 % of live births to non-UK born mothers	4.8%	25.9%	3.1%		76.4%
	8 % of pupils whose first language other than English (primary)	0.9%	16.8%	0.9%		77.8%
	9 % of pupils whose first language other than English (secondary)	0.9%	12.3%	0.4%		70.4%
Religion	10 % Christian	83.8%	71.7%	38.6%		86.9%
	11 % Buddhist	0.1%	0.3%	0.1%		1.3%
	12 % Hindu	0.1%	1.1%	0.0%		19.6%
	13 % Jewish	0.0%	0.5%	0.0%		14.8%
	14 % Muslim	0.1%	3.1%	0.0%		36.4%
	15 % Sikh	0.0%	0.7%	0.0%		9.1%
	16 % Other religions	0.1%	0.3%	0.0%		2.0%
	17 % No religion	8.7%	14.6%	5.8%		27.8%
Marital Status	18 % Single (never married)	30.3%	30.2%	18.1%		55.8%
	19 % Married	43.7%	43.5%	24.8%		53.7%
	20 % Re-married	6.6%	7.4%	2.5%		11.7%
	21 % Separated (but still legally married)	2.3%	2.4%	1.6%		4.4%
	22 % Divorced	8.9%	8.2%	5.3%		12.3%
	23 % Widowed	8.2%	8.3%	4.9%		12.5%
Carers & Disability	24 Disability Living Allowance claimants	9.0%	5.1%	11.0%		1.4%
	25 % Carers	11.5%	10.1%	6.7%		13.1%
	26 % Carers: good health	53.4%	55.7%	46.2%		66.2%
	27 % Carers: fairly good health	32.3%	32.6%	26.8%		37.9%
Deprivation	28 % Carers: not good health	14.3%	11.7%	16.9%		5.7%
	29 IMD deprivation score	32.5	19.2	43.4		4.5
	30 % under 16s child poverty	28.0%	21.9%	50.9%		3.0%
	31 % out of work benefit claimants	19.0%	12.1%	23.0%		3.0%

**Notes for chart:**

1 % total population growth from 2001 Census to 2011 Census. 2-4 given as % of total population, Census 2011. 5-23 2001 census. 24 % of total population claiming DLA Feb 2012 25-28 2001 Census 29 2010 Index of Multiple Deprivation 30 2009 HMRC 31 % of 16-64 year olds claiming out of work benefits Feb 2012

## **Sexual orientation**

There are no official statistics on the numbers of Halton residents who are lesbian, gay, bisexual or transsexual (LGBT), as this is not part of the information collected by the Census. However at Halton all characteristics are included in the questions on the staff survey to enable a full workforce profile to be obtained. Furthermore this information is requested on Halton 2000 surveys and general and service specific public surveys (in both cases an option not to disclose is included). In addition figures, based on estimates produced by the Department for Work and Pensions, suggest that 6% of the population fall into this category. Stonewall, the lobbying and support organisation for lesbians, gay men and bisexuals, agree with the Government's estimate, putting the figure at somewhere between 5% and 7%.

Lesbian, gay and bisexual people experience a number of health inequalities, and research suggests that discrimination has a negative effect on the health of LGB people in terms of lifestyles, mental health and other risks.

Many people are reluctant to disclose their sexual orientation because they fear discrimination or poor treatment.

It is commonly assumed that LGB people's needs are the same as those of heterosexual people, unless these needs are related to their sexual health. It is important to understand that LGBT people can be younger, older, from BME communities, from any faith group and/or disabled and we must not assume that they form one homogenous group with common needs.

## **Transgender, Marital Status/Civil Partnerships, Pregnancy and Maternity**

The Council recognises that people in these groups can also face similar inequality and discrimination issues. This can be due to a lack of understanding, or because of intolerance. The new Equality Duty will require public bodies to advance equality of opportunity for all.

To date the Council has undertaken a significant number of initiatives to further enhance the quality of life experienced by all of those within the community.

### Workforce Information - Main Survey Summary

<b>Workforce Summary</b>	
<b>Gender</b>	
Male	28%
Female	72%
<b>Ethnicity</b>	
White British	96%
Other	4%
<b>Disability</b>	
Yes	4%
No	93%
Prefer not to say	3%
<b>Place of Residence</b>	
Within the borough	70%
Outside the borough	30%
<b>Sexual Orientation</b>	
Heterosexual	88%
Other	2%
Prefer not to say	10%
<b>Religion</b>	
Christian	71%
Other	3%
No religion	19%
Prefer not to say	7%

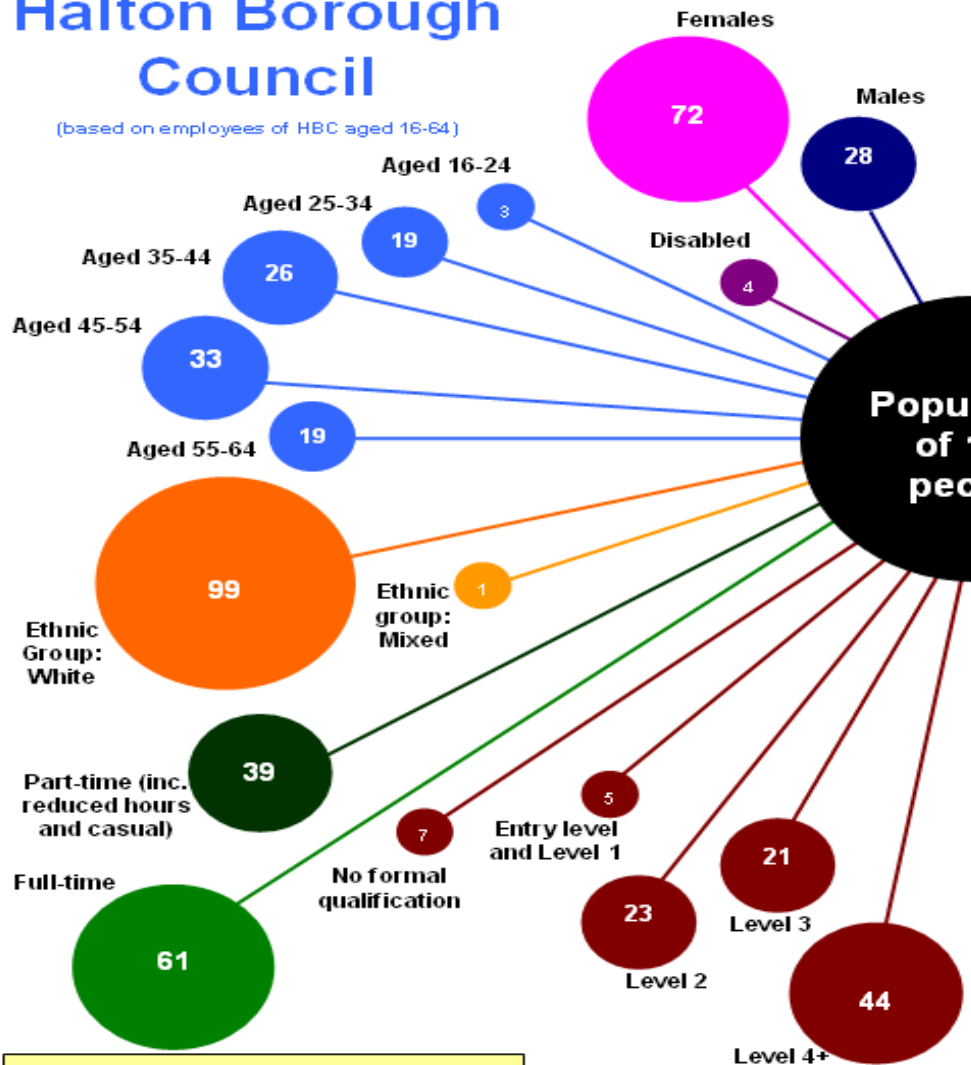
The workforce survey was carried out in 2011 to establish the profile of the Council's workforce and its range of diversity in order to provide the background knowledge necessary to formulate and inform the People Plan.

The following illustration compares the workforce profile to the overall profile of Halton. Detailed data regarding the Council's workforce is included at Appendix 3.

Comparison of Halton Borough Council's workforce (from the Workforce Profile 2011) to the overall profile for the Borough of Halton...

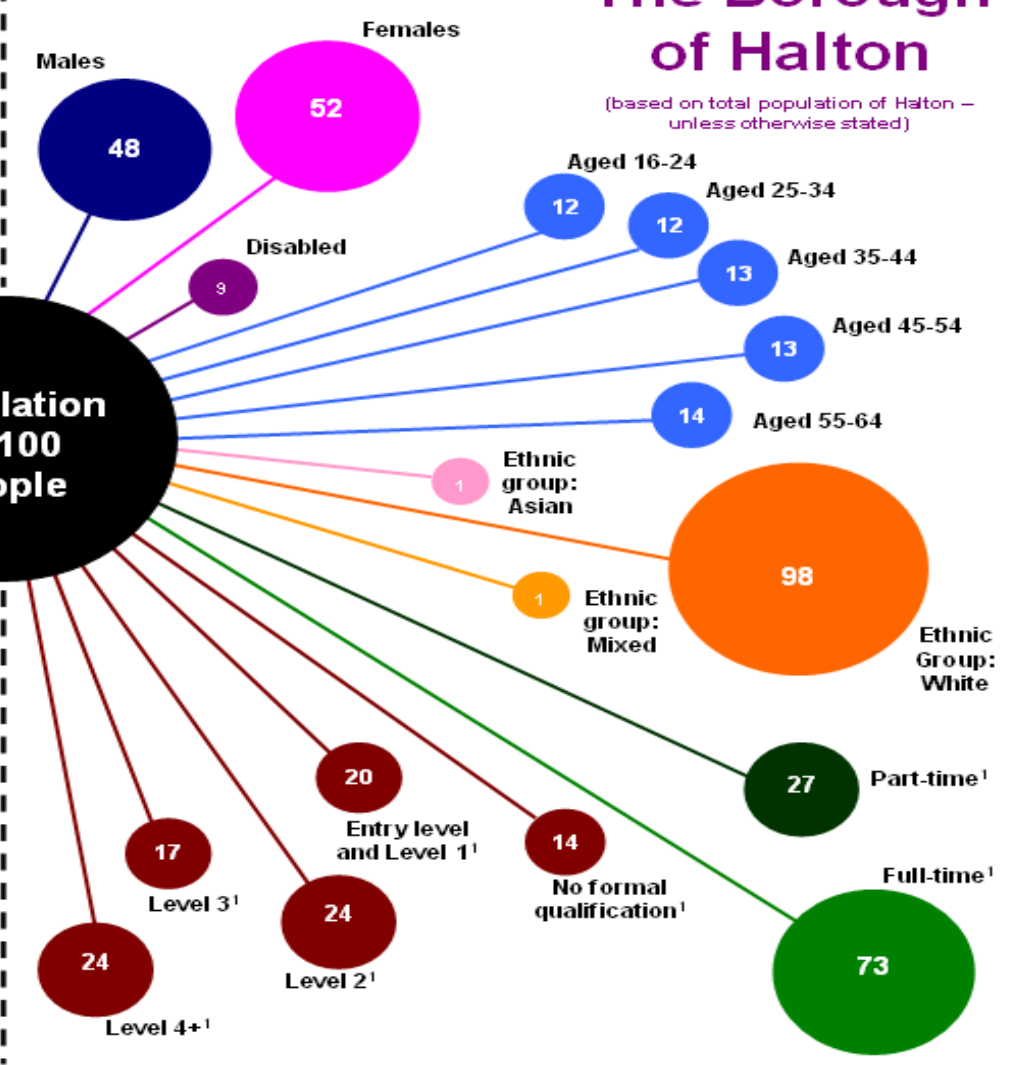
## Halton Borough Council

(based on employees of HBC aged 16-64)



## The Borough of Halton

(based on total population of Halton – unless otherwise stated)



Produced by Research and Intelligence  
E-mail: [research@halton.gov.uk](mailto:research@halton.gov.uk)

<sup>1</sup> Figures are provided as a breakdown of the 16-64 population



## **Main Survey Results Summary Results and Analysis**

The 'average' Halton employee, that is the most occurring characteristics found in the workforce profile, from the responses received: -

- Permanent position
- Full time (ie.37 hours)
- Length of service with organisation – 6 to 10 years
- Salary – HBC 4
- Female
- Married
- Age - 45-54
- Christian
- Heterosexual
- Live within the Borough
- Without a disability
- White British
- Level 2 Qualification

### **Gender & Salary**

- Most occurring Female salary category: HBC1
- Most occurring Male salary category: HBC3
- Higher than HBC11 – Male: 34 in number / Female: 33 in number

### **Gender & Employment Type**

- Top Male category: Full Time (88%)
- Top Female category: Full Time (50%)
- No. of Part Time: Female (45%)

### **Gender & Level of Qualification**

- Top qualification level for Males: Level 7
- Top qualification level for Females: Level 2
- None & Basic level's – Male 162 (28%) Female 569 (37%)

### **Salary & Age**

- Top age category (45-54) most common salary point across that age group: HBC1

### **Salary & Length of Service**

- Most common Length of Service (6-10yrs), with most common salary: HBC4

### **Salary & Where you Live**

- Most occurring salary for those living within the Borough: HBC1
- Most occurring salary for those living outside the Borough: HBC7
- Higher than HBC11  
Living within the Borough: 20.9%  
Outside the Borough: 79.1%

### **Where you Live & Qualification**

- Within the Borough –  
Most occurring level of qualification: Level 2  
Least occurring level of qualification: Level 8&4
- Outside the Borough  
Most occurring level of qualification: Level 7  
Least occurring level of qualification: Level 8&1

### **Where you live & Age**

- Biggest % re: Outside the Borough: 25-34 age group

This workforce profile will be updated regularly annually

A People Plan was produced late in 2011. The aim of the People Plan is to place the workforce at the heart of the organisation - endorsing the notion that this is the organisation's most valuable and recognised resource.

The Strategic Aims of the plan are: -

- To attract, develop and retain excellent people
- To promote organisational excellence
- To be an excellent employer
- To provide excellence in leadership and management development

Part of the development of the People Plan was to undertake a staff survey in 2011 and establish and up to date workforce profile.

Results of the 2011 staff survey were mainly positive with high levels of satisfaction across all groups and an action plan was developed to address any areas where further improvement could be secured.

## **7. Our Priorities**

### **The Council's Vision**

Halton will be a thriving and vibrant Borough where people can learn and develop their skills; enjoy a good quality of life with good health; a high quality, modern urban environment; the opportunity for all to fulfil their potential; greater wealth and equality; sustained by a thriving business community; and a safer, stronger and more attractive neighbourhood.

In order to deliver this vision the Council has identified the following 6 strategic priorities<sup>4</sup> that will improve the lives of those within the community, regardless of their individual status, in the medium and longer-term.

### ***A Safer Halton***

To ensure pleasant, safe and secure neighbourhood environments with attractive, safe surroundings, good quality local amenities and the ability of people to enjoy life where they live.

### ***A Healthy Halton***

To create a healthier community and work to promote well-being, a positive experience of life with good health (not simply an absence of disease), and offer opportunities for people to take responsibility for their health with the necessary support available.

### ***Halton's Urban Renewal***

To transform the urban fabric and infrastructure, to develop exciting places and spaces and to create a vibrant and accessible Borough that makes Halton a place where people are proud to live and see a promising future for themselves and their families.

### ***Children and Young People in Halton***

To ensure that in Halton children and young people are safeguarded, healthy and happy, and receive their entitlement of high quality services that are sensitive to need, inclusive and accessible to all.

### ***Employment Learning and Skills in Halton***

To create an economically prosperous borough that encourages investment, entrepreneurship, enterprise and business growth, and improves the education, skills and employment prospects of our residents and workforce so they can share in all the opportunities Halton affords.

### ***Corporate Effectiveness and Efficient Service Delivery***

To create the maximum effect on the quality of life in the communities of Halton through the efficient use of the Council's resources.

Halton's approach to mainstreaming equality and diversity is based of five key aspects: -

#### **Equality Mapping**

Equality mapping is about knowing your community. It is the term used for collecting information about communities and individuals. It can be collected not only on the basis of race, gender, disability, religion/faith, sexual orientation and age, but increasingly other relevant equality demographics such as socio-economic circumstances, health and educational achievement.

Data will need to be understood, not just collected, and used as an important baseline for plans such as the Sustainable Community Strategy.

The profile of the community has been established by using research from census and other data. To ascertain the scale of irregularities in outcomes between communities the Council has regularly taken an economic, social and environmental audit since 2000 (the State of the Borough report).

The Council is currently further exploring and developing mapping systems for equality related measures. As example of this approach is the use of Hotspot Mapping which allows data to be analysed at a small area level and compared to local, regional and national data to determine any correlation between personal circumstances or commonality of status and outcomes. This will allow the Council to monitor and develop its policies and services to ensure that they remain accessible and needs driven.

#### **Place shaping, leadership and commitment.**

Place shaping may be summarised as a 'creating places where people can thrive. In fulfilling this role the Council will continue to develop arrangements for:

- Building and shaping the local identity;
- Representing the community;
- Maintaining community cohesiveness;
- Helping resolve disagreements;
- Working to make the local economy more successful;
- Understanding local needs in order to provide the right services
- Working with other bodies;
- Working with partners to set equality and cohesion priorities

The Council has a well established and effective Local Strategic Partnership, including the Equality, Engagement and Cohesion Group

At an organisational level the Equality and Diversity agenda is led by a Divisional Manager who is supported by a Corporate Equality and Diversity Group with officer representation from each of the four Directorates of the Council. At the operational level there are three Directorate Equality Groups each of which is led by the relevant Strategic or Operational Director. These groups provide both a feed up role into the development of strategy and a feed down role to staff who are involved in the implementation of policies and practices.

### **Community engagement and satisfaction**

The Council has developed an audit and analysis framework to capture community engagement activity on four levels, information giving, consultation, deciding together and acting together.

The council recently undertook the audit and the framework is being shared with partner agencies. The audit provides a baseline for the Halton Partnership Community Engagement Strategy, ensuring better understanding of how the Council engages with Halton's residents and uses resources effectively.

### **Responsive Services and Customer Care**

The Council aims to: -

- Be able to demonstrate greater cultural understanding on behalf of service users;

- Use Equality Impact Assessments and other assessment methods to ensure that the impact of service provision on different communities is understood.

The practice of undertaking regular Impact Assessments by all Council services has been developed and they are routinely undertaken for policies, functions and services.

To ensure that EIAs are integrated into all aspects of service planning and delivery the Council has:-

- Revised the guidance and procedures for undertaking EIAs;
- In accordance with the revised EIA process guidance, equality actions will be regularly monitored by Officers and Elected Members through both the Corporate Performance Management Framework and relevant Directorate Equality Groups;
- EIAs are published on the Council's website.

In the methods described above equality issues and objectives will be clearly integrated into service planning and performance management frameworks and encourage proactive policy making.

In order to ensure that the services the Council provides meet the needs of people from different backgrounds (including personalisation of services where appropriate) there will be regular Equality and Diversity Monitoring (see Section Three of this Toolkit). There are regular resident satisfaction surveys which can be disaggregated by equalities groups and the information from these will be monitored to identify areas for improvements and inform service development.

### **A Modern and Diverse Workforce**

The Council aims to be an employer which ensures:-

- Fair employment practices that comply with the legislation
- Training on equality issues including EIAs
- That the workforce profile reflects the diversity of the community and that measures are in place to monitor diversity and promote equality of opportunity
- It has established targets against objectives

## 8. Achievements since adoption of the 2009 – 2012 Equality Scheme

During the lifetime of the preceding Single Equality Scheme the Council has taken a number of actions to ensure that at both an organisational and partnership service provision has been geared toward inclusivity and participation.

Although it would not be possible to identify all such actions within this scheme the following summary provides an overview of some of the activities and initiatives that have been undertaken.

### **Initiatives to improve outcomes for disabled people include:**

- Establishment of day services centres for adults and older people with Physical and/or Sensory Disabilities (PSD)
- Ensure accessibility all areas where there are Council meetings
- Full accessibility of all polling stations
- HHILS - service established to ensure fewer disabled people are waiting for adaptation's
- Support for the Halton Disability Partnership, whose membership consists of service users and sponsored organisations
- All Council buildings conform to the Disability Standard

### **Initiatives to improve outcomes for people from different ethnic groups include:**

- A major Lottery funded project is being undertaken in partnership with the other councils in Cheshire, Manchester Metropolitan University and Cheshire Halton and Warrington Race and Equality Centre (CHAWREC) to establish the extent of, and recommend remedies to combat, racism in schools in Cheshire (Schools Stand up 2 Racism project). Findings and recommendations will be presented at a national conference in October 2013, along with the production of a number of training packages for schools.
- Partnership working to establish a formal, constituted BME Network and informal Faith Network; this is now supported by the HBC Community Development Team.
- The Council supports the Halton Strategic Partnership in annually facilitating a Faith Event

- Establishment of the BME Floating Support service (Supporting People) which supports 11 BME families, mainly with children; service users are encouraged to discuss issues that they face of equal opportunity/discrimination; this work is now undertaken on the Council's behalf by partners in the social housing sector
- Children's Trust Equality and Diversity Group monitors and acts upon reported racist incidents in schools. The Children's Trust has a dedicated Equality and Diversity Group and Equality Scheme.
- Revised guidance has now been produced to help schools record, monitor and deal with all types of prejudice based bullying incidents.
- Increased the number of sites and pitches for Gypsy and Traveller families and working in partnership with a consultative and support group
- The Communities Directorate has an 'Unmet Needs' policy, which provides a mechanism for delivery and assessment staff to record requests for services/equipment which we are unable to meet. This allows us to determine how to prioritise spend (for example by purchasing new equipment if there is sufficient demand) and keeps us up to date on the needs and requirements of our service users.
- The Welcome Audit which is carried out annually and has developed practitioners and young people's understanding of inequality and discrimination and has ensured that these have been addressed to ensure all young people can access the youth provisions. This has been rolled out across Halton Youth Service.
- Continued provision of day services centres for adults and older people with Physical and/or Sensory Disabilities (PSD). This service also ensures equality of access and service provision for young LGBT people
- Support to the Youth Parliament
- Children and Enterprise Directorate has developed information systems enable disaggregation to vulnerable groups and geographically to measure health inequalities
- Halton BC is the lead partner on the Dignity Champions agenda in the area and there is an established a network consisting of independent, voluntary and statutory sectors.



### **Generic initiatives to improve equality**

- The Partnership Equalities, Engagement and Community Cohesion (EEC) Group enables partnership working to deal with issues of equality and diversity
- Inclusion in Housing Needs Surveys, and Corporate Complaints forms, of questions about age, ethnicity, disability, also waiting list and grant applications. User surveys of Adult and Older People's services are disaggregated by ethnicity age gender disability.
- The profile of the community has been established by using research from the census and where appropriate data extracted from sources such as NOMIS, ONS, CLG and HMRC.
- To ascertain the scale of irregularities in outcomes between communities the Council has regularly taken an economic, social and environmental audit since 2000. The State of the Borough report provides this and contains a range of information along with links to up-to-date sources of data.
- The development and implementation of the Sustainable Communities Strategy
- The Communities Directorate has produced, in partnership with the Health Services, a 'Joint Strategic Needs Assessment' (JSNA) which documents detailed information about the Halton community with a specific focus on health inequalities, including physical and sensory disabilities and mental health issues. There are detailed population statistics, in most cases at ward level, which describe communities within Halton.
- The Council has met the Public Sector Equality Duty (PSED) by collating and publishing a profile and analysis of its workforce. Equality Analysis of services, policies and functions was also published.
- In addition, and in accordance with the PSED, Executive Board agreed the Council's prime Equality and Diversity objectives; these were first published in April 2012 and progress will be published annually. The objectives will be revised every four years.
- The process of undertaking Equality Impact Assessments is now well established and has been refined to take into account all legislation and the Public Sector Equality Duty.

EIAs are undertaken at any of four major stages in the decision making process:-

- All new policies and functions and those which have been subject to major revision must now be accompanied by an EIA before gaining final approval;
- All services will be assessed over an agreed time period;
- EIAs will be carried out before final recommendations are made in budget reformulation; and/or
- At the 'to be' stage of the Efficiency Review programme.

The EIA guidance material has been improved and the standard template used to undertake EIAs has been adapted in order to further ensure that assessing whether services and policies are compliant with the Public Sector Equality Duty is embedded into the process.

- A Hate Crime Strategy has been produced, as a result of working with partners and extensive public consultation. Hate Crime Awareness sessions are held for HBC staff and other public and voluntary sector partners. A number of third party Hate Crime Reporting Centres have been set up in various establishments across the borough.
- Similarly, a Community Engagement Strategy has also been produced, focussing on hard to reach groups.
- Establishment of the Safer in Town scheme which enables vulnerable people to take safe refuge in town centre shops which have agreed to take part in the scheme, if they feel under threat or are suffering some form of victimisation or harassment so that a nominated helper can be contacted for assistance if needed.
- The Council will be working in close partnership with the Halton Clinical Commissioning Group to establish its equality and diversity support function.
- Equality and Diversity training, particularly around the Public Sector Equality Duty, is provided to teaching staff and school governors.

**Initiatives to improve equality in the workplace include:**

- Establishment of the Organisational Development Group and production of the People Plan. The People Plan can be accessed by the link below: -



People Plan 2012.pdf

- A survey to establish the profile of the Councils workforce; this will be updated annually.
- Conduct of the staff survey to establish views in the current climate of substantial organisational changes. The next survey will be carried out in 2015 as part of the evaluation of progress of the People Plan.
- Implementation of family friendly flexible working practices.
- A comprehensive organisation wide job evaluation process ensures that the pay grade for all jobs within the Council are evaluated based upon common criteria regardless of any predisposition of gender and other groups. This process is routinely applied to all new positions that may be created and ensures parity in terms of pay and condition.
- Equality awareness training for all staff is now included on the induction course. Training for all staff on Equality and Diversity is available to all employees and some partners, including the nationally recognised ILM Level 4 Certificate. There is also more advanced training for senior staff in managing diversity.
- The Council also facilitates BME awareness training for any employees, which is offered free of charge by a partner organisation.
- A significant number of senior staff have received in depth training in undertaking Equality Impact Assessments, which was provided by an E&D consultancy service.
- A number of major HR policies have subject to robust Equality Impact Assessments.

Suitable training ensures that: -

- Staff managing and delivering services are trained to provide an appropriate and informed response to all service users without unlawful discrimination by raising awareness of training in the community;
- Staff managing and delivering services are clear about their responsibilities to promote equal opportunities and good relations in accordance with Council policy;
- Managers have the knowledge and capacity to discharge the Council's duties around equalities specifically the requirements to monitor service provision and take up, carry out impact assessments and report the outcomes of this work to be able to make appropriate changes to service provision;
- Managers are equipped to manage a diverse workforce and implement the Council's Equality Policies;
- Staff have a clear understanding of the relationship between the various items of equal opportunities legislation and associated schemes and standards;
- Equalities issues are fully understood and taken account of in the Council's HR Policies in particular recruitment and selection practices and procedures and bullying and harassment policies;
- All new staff joining the Council are provided with an understanding of the Council's policies and understand how these are translated into procedures and codes of practice.
- Equality and Diversity is a part of the Council's Induction Programme.

Generic training in relation to issues of equality, diversity and cohesion are supplemented by context specific training for individual Directorates and Departments. This will ensure that those dealing with specific client groups are fully conversant with particular needs and expectations and that the information gained from experiences and interactions with such client groups on a day to day basis is used appropriately and effectively.

### **Halton Children's Trust**

The Children's Trust is also committed to advancing equality and diversity and has been successful in making progress with the equality agenda. For further details please refer to the Children's

Trust Equality and Diversity Scheme by using the following link: -



Trust E&D Scheme  
2013 - 2015.doc

## **9. Management and Monitoring Arrangements**

The Council will manage and monitor the delivery of its equality objectives through the existing Corporate Planning framework and the strategic linkages between this Equality Scheme and other significant plans within the framework.

This alignment of plans ensures that the strategic priorities of the Council and its partners inform the day to day activities of departments and are informed by the information and intelligence that is acquired through the day to day interaction between individual services and the local community.

## **10.0 Equality Objectives 2012 to 2015**

### **Background and Purpose**

As part of its obligations under the Public Sector Equality Duty the Council has agreed a set of Equality and Diversity objectives, which were first published in April 2012. Progress towards achieving the objectives will be published annually, also in April, and they will be revised in 2015.

The following objectives were agreed by Executive Board in March 2012: -

#### **1. To share and evaluate good practice.**

It is acknowledged that working with partners and sharing best practice can lead to improved outcomes in equality and diversity. An example may be closer working with Health partners as the Council gains responsibility for Public Health in Halton. The success of this objective could be measured initially by the number of joint initiatives.

#### **2. To improve community safety**

A rise in hate crime incidents has been a cause for concern nationally and the Council has been working closely with Cheshire Constabulary to address the issue locally. Some examples have been to facilitate the operation of a number of third party hate crime incident reporting centres and provision of hate crime awareness training to a number of colleagues and partner organisations. Following a series of extensive consultation events in late 2011 a Hate Crime Strategy was produced and an action plan agreed. The progress of this objective would be measured as the actions within the strategy are successfully implemented.

#### **3. To ensure accessibility to services and information**

The Council is committed to knowing its customers (equality mapping) and providing services that can be accessible to all. It will do this by having up to date demographic knowledge and using customer surveys and feedback to ensure that no member of the population feels excluded from using the Council's services.

#### **4. Improve consultation and engagement**

In order to ensure that the Council and the Halton Strategic Partnership can engage with hard to reach groups and those who may not normally take part in public life, following a major consultation event an Engagement Strategy was launched in 2011. In measuring whether the community feels engaged and

empowered the actions identified within the Strategy will be implemented over the period of this scheme.

**5. To ensure equality of opportunity in employment**

The Council aims, as far as possible, to have a workforce that is representative of the Halton Community. To this end, in line with the People Plan and the Public Sector Equality Duty the workforce profile will be updated annually. Progress towards the objective will also be achieved by implementing the actions specified in the People Plan and maximising the number of staff who benefit from equality and diversity training.



Equality Objectives

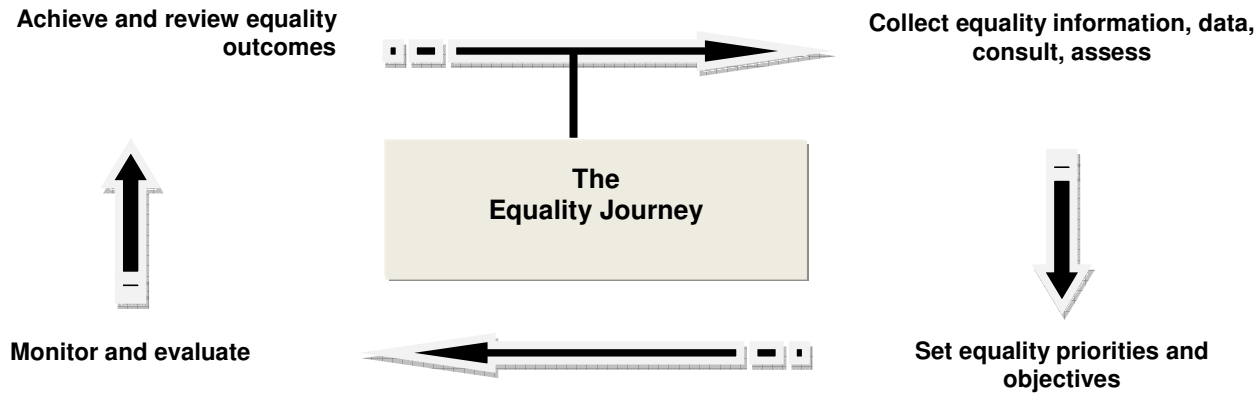
Objective 1 : To share and evaluate good practice					
	Actions	Outcomes	Measure of Success	Timescale	Responsibility
1.1	Identify elements of the Equality Act 2010 (general and specific duties) which can be developed with partners	EEC Group partners can demonstrate an improvement in equality and diversity in their organisations	Number of shared initiatives	March 2013 - March 2015	Council and, Equality, Engagement and Cohesion (EEC) Group Partners
1.2	Share learning in relation to local / national initiatives		Report demonstrating positive actions and good practice		
1.3	Joint EIAs with partners where appropriate		Evidence of positive service improvements		
Objective 2 : To improve community safety					
	Actions	Outcomes	Measures of Success	Timescale	Responsibility
2.1	Raise awareness of Hate Crime and support available	Reduced inequalities in personal safety	Increase in number of hate crimes reported, including at third party reporting centres.  Numbers attending Hate Crime Awareness sessions	March 2013 - March 2015	HBC Policy and Strategy  Safer Halton Partnership  Reporting Centres

	Raise awareness of domestic violence and support available		Number of racist incidents in schools		
2.2			Number of domestic violence incidents		HBC Policy and Strategy CDRP
2.3	Partnership work to reduce anti-social behaviour	Reduction in ASB, in particular targets ASB	No. of ASB cases per year  <i><b>NB it is the intention in all these circumstances to make the reporting process more effective. This may result in an initial; rise in the number, however it is also the intention to ensure that more incidents are dealt with effectively and also that by raising awareness there will be a resulting reduction in all types of incident.</b></i>	March 2013 - March 2015	HBC Policy and Strategy  CDRP

<b>Objective 3 : To ensure accessibility to services and information</b>					
	<b>Actions</b>	<b>Outcomes</b>	<b>Measure of Success</b>	<b>Timescale</b>	<b>Responsibility</b>
3.1	Create an understanding of inequalities to service delivery and identify barriers	Reduction in equalities to access to information, services, buildings and the environment	Customer surveys Customer feedback	March 2013 - March 2015	HBC Policy and Strategy  R&I  EEC Partners
3.2	Improve and share knowledge of service users by effective monitoring				
<b>Objective 4 : Improve consultation and engagement</b>					
	<b>Actions</b>	<b>Outcomes</b>	<b>Measure of Success</b>	<b>Timescale</b>	<b>Responsibility</b>
4.1	Implementation of HSP Consultation Strategy	Community feels engaged and empowered	No of actions in Engagement Strategy implemented  Number of consultations shared and published	March 2013 - March 2015	HBC Policy and Strategy,  R&I,  EEC Partners
4.2	Engage in engagement opportunities, including sharing events etc. with EEC partners				

<b>Objective 5 : To ensure equality of opportunity in employment</b>					
	<b>Actions</b>	<b>Outcomes</b>	<b>Measure of Success</b>	<b>Timescale</b>	<b>Responsibility</b>
5.1	Identify ways to ensure that the workforce is representative of the Halton community	Removing barriers to excellence in employment for all employees regardless of protected characteristic and a workforce that is representative of the community it serves.	Regular updates of staff workforce survey and self input of HR data, including all protected characteristics.	March 2013 - March 2015	HBC Policy and Strategy,  Learning and Development,  EEC Partners and other organisations as required
5.2	Ensure training in Equality and Diversity is available to staff at all levels, including joint training with partners and use of other organisations.		Implementation of Actions implemented in 'People Plan 2012 – 2015'		

**The Equality Objectives Setting Process**



## Appendix 2

### Glossary of commonly used terms

#### Ageism

This is discrimination against people based on assumptions and stereotypes about their age (both young people and older people in particular)

#### Anti –Semitism

This refers to unfounded hostility towards the Jewish faith and people. It also refers to the practical consequence of such hostility in unfair discrimination against Jewish individuals and communities and to the exclusion of Jewish people from mainstream political and social affairs.

#### Community Cohesion

Community Cohesion incorporates and goes beyond the concept of equality and social inclusion. It describes a situation where:

- There is a common vision and a sense of belonging for all communities
- The diversity of people's different backgrounds and circumstances is appreciated and positively valued
- Those from different backgrounds have similar life opportunities
- Strong and positive relationships are being developed between people from different backgrounds in the workplace, in schools and within neighbourhoods

#### Disability

The Equality Act 2010 defines a disability as 'a physical or mental impairment that has a substantial long-term adverse effect on his or her ability to carry out normal day to day activities'.

#### Discrimination

Is to treat an individual or group differently and less favourably than others under the same or similar circumstances. The result of discrimination is that it has an unfavourable impact on a specific group.

*Discrimination can be direct or indirect*

- Direct discrimination means treating one person less favourably than another on the grounds of a personal characteristic such as gender, race or sexuality.

- Indirect discrimination happens where a rule or condition, which is applied equally by everyone:
  - Can be met by a considerably smaller proportion of people from a particular group
  - Is to the disadvantage of that group
  - Cannot be justified by the aims and importance of the rule or condition

Positive discrimination means treating one person more favourably than another on the grounds of a personal characteristic, for example sexuality, gender or race. Positive discrimination is not legal and should not be confused with Positive Action

### **Diversity**

The concept of diversity encompasses acceptance and respect. It means acknowledging and understanding that each individual is unique, and recognising and respecting our individual differences. These differences can be with regard to race, ethnicity, gender, sexuality, socio-economic status, age, disability, religion or belief, marital status or physical appearance.

### **Equality and Human Rights Commission (EHRC)**

The EHRC has 'a statutory remit to promote and monitor human rights; and to protect, enforce and promote equality across the nine "protected" grounds - age, disability, gender, race, religion and belief, pregnancy and maternity, marriage and civil partnership, sexual orientation and gender reassignment'.

### **Equality (of Opportunity)**

No individual or group receives less favourable treatment on the grounds that are not justifiable, for example, race, disability or gender, or any other protected characteristic.

### **Ethnicity**

A group of people that share ethnicity share a common identity, which can be culture, values, language, ancestry, social norms.

- Ethnic Majority – The ethnic group that is the dominant group in the society
- Ethnic minorities – Ethnic groups that are smaller than the dominant group in their society

- Black and Minority Ethnic, or Black, Asian and Minority Ethnic (BME or BAME) – the term used to identify minority ethnic groups in the UK. These groups include bi-racial/mixed heritage people, Asian, Chinese, Black, Gypsy/Traveller and other ethnicities

### **Genuine Occupational Qualifications (GOQs)**

Some jobs are likely to restrict certain people from applying because they require GOQs. People who apply for such jobs must possess the personal characteristics that are necessary for the job, for example female care worker providing personal care.

### **Harassment**

Harassment is unwanted conduct on the grounds of race, gender, sexual orientation or any other protected characteristic which has the purpose or effect of either violating the claimant's dignity, or creating an intimidating, hostile, degrading, humiliating or offensive environment for them.

### **Hate Crime**

Any incident which is perceived by the victim or any other person to be motivated by the offenders' prejudice against any person because of their: -

- Disability;
- Race
- Religion or belief
- Sexual orientation
- Transgender identity

(Home Office nationally agreed definitions)

### **Heterosexism**

This is when a person or persons believe that heterosexuals are naturally superior to gay men, lesbians, and bi-sexuals or make the assumption that everybody is heterosexual. It equally applies to men or women who believe they have the right to dominate the smaller minority.

### **Homophobia**

Is an irrational fear and dislike for individuals who identify as gay men, lesbian or bi-sexual. This fear usually results in judgemental, discriminatory or even violent aggressive behaviour.

### **Islamophobia**

This refers to unfounded hostility towards Islam. It also refers to the practical consequences of such hostility in unfair discrimination against Muslim individuals or communities and to the exclusion of Muslims from mainstream political and social affairs.

### **Transgender**

This is a blanket term for any person whose internal gender identity differs from their physiological gender.

### **Transsexual**

A transsexual person is a person who is proposing to undergo, is undergoing, or has undergone a process (or a part of a process) for the purpose of reassigning their sex by changing their physiological or other attributes of sex.



### Appendix 3

The Council's workforce profile (excluding school based employees) is as follows: -

<b>Employee Status</b>	Number	%
Permanent	1968	86.9
Temporary / Fixed Term	210	9.3
Casual	79	3.5
Secondment	8	0.4

<b>Employment type</b>	Number	%
Full time i.e. 37 hours	1365	60.6
Part time i.e. up to 30 hours	781	34.7
Reduced hours	32	1.4
Casual	74	3.3

<b>Length of service</b>	Number	%
Less than 2 years	201	9
2 - 5 years	475	21.2
6 - 10 years	665	29.6
11 - 15 years	423	18.9
16 - 20 years	176	7.8
21 - 25 years	155	6.9
26 - 30 years	72	3.2
31 years +	76	3.4

<b>Salary</b>	Number	%
HBC 1	247	12.1
HBC 2	207	10.1
HBC 3	227	11.1
HBC 4	282	13.8
HBC 5	231	11.3
HBC 6	238	11.6
HBC 7	222	10.8
HBC 8	134	6.5
HBC 9	77	3.8
HBC 10	61	3
HBC 11	54	2.6
Higher than HBC 11	67	3.3

<b>Gender</b>	Number	%
Male	632	27.7
Female	1638	71.8
Prefer not to say	11	0.5

<b>Marital Status</b>	Number	%
Single	463	20.4
Married	1284	56.6
Civil Partnered	20	0.9
Co-habiting	206	9.1
Divorced	148	6.5
Separated	36	1.6
Widowed	38	1.7
Prefer not to say	75	3.3

<b>Age Group</b>	Number	%
Under 18	6	0.3
18 - 24	70	3.1
25 - 34	416	18.5
35 - 44	576	25.6
45 - 54	720	31.9
55 - 64	422	18.7
65+	44	2

<b>Religion</b>	Number	%
No religion	431	19.2
Buddhist	8	0.4
Christian (all denominations)	1582	70.5
Hindu	7	0.3
Jewish	2	0.1
Muslim	3	0.1
Other	47	2.1
Prefer not to say	163	7.3

<b>Sexual Orientation</b>	Number	%
Bisexual	12	0.6
Gay Man	8	0.4
Lesbian	7	0.3
Heterosexual	1903	88.3
Prefer not to say	224	10.4

<b>Where you live</b>	Number	%
Within the Borough	1568	70.3
Outside of the Borough	663	29.7

<b>Disability</b>	Number	%
Yes	74	3.7
No	1855	93.1
Prefer not to say	64	3.2

<b>Ethnic Group</b>	Number	%
British	2173	95.7
Irish	14	0.6
White other	29	1.3
Indian	3	0.1
Pakistani	1	0
Bangladeshi	1	0
Chinese	5	0.2
Caribbean	2	0.1
African	1	0
Black other please tell us	1	0
White & Black Caribbean	4	0.2
White & Black African	3	0.1
White & Asian	3	0.1
Mixed other please tell us in the box below	2	0.1
Other ethnic group please tell us	2	0.1
Prefer not to say	26	1.1

<b>Level of qualification</b>	Number	%
1	97	4.5
2	488	22.8
3	457	21.3
4	108	5
5	215	10
6	319	14.9
7	296	13.8
8	5	0.2
1 2 3	16	0.7
88	143	6.7

<b>Other qualifications</b>	<b>Number</b>	<b>%</b>
First Aid	281	12.3
IT qualification	169	7.4
Coaching / Mentoring	147	6.4
Teaching	126	5.5
Other please tell us in the boxes below	124	5.4
Nursing / Care work	121	5.3
Catering	108	4.7
Social Work	103	4.5
HGV, Agricultural or other driving licence (please	73	3.2
Counselling	71	3.1
Languages	34	1.5
Occupational Therapy	4	0.2

**REPORT TO:** Corporate Policy and Performance Board

**DATE:** 10th January 2013

**REPORTING OFFICER:** Strategic Director Policy & Resources

**PORTFOLIO:** Resources

**SUBJECT:** Performance Management Reports for Quarter 2 of 2012/13

**WARDS:** Boroughwide

### **1.0 PURPOSE OF REPORT**

- 1.1 To consider and raise any questions or points of clarification in respect of performance management for the second quarter to September 2012.
- 1.2 Key priorities for development or improvement in 2012-15 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to the Corporate Services Policy and Performance Board:
- Financial Services
  - Human Resources & Organisational Development
  - ICT Infrastructure
  - Legal and Democracy
  - Policy & Performance
  - Property Services
  - Catering, Stadium and Registration Services

in relation to the Council's priority of Corporate Effectiveness and Business Efficiency. The report details progress against service objectives/ milestones and performance targets, in relation to and describes factors affecting the service for each of the above areas.

### **2.0 RECOMMENDED: That the Policy and Performance Board**

- 1) Receive the second quarter performance management reports;**
- 2) Consider the progress and performance information and raise any questions or points for clarification; and**
- 3) Highlight any areas of interest and/or concern where further information is to be reported at a future meeting of the Policy and Performance Board.**

### **3.0 SUPPORTING INFORMATION**

- 3.1 Departmental objectives provide a clear statement on what the services are planning to achieve and to show how they contribute to the

Council's strategic priorities. Such information is central to the Council's performance management arrangements and the Policy and Performance Board has a key role in monitoring performance and strengthening accountability.

3.2 In line with the revised Council's Performance Framework for 2012/13 (approved by Executive Board in 2012/13), the Policy and Performance Board has been provided with a thematic priority based report; which identifies the key issues arising from the performance in Quarter 2.

3.3 The full Departmental quarterly reports are available on the Members' Information Bulletin to allow Members access to the reports as soon as they have become available within six weeks of the quarter end. This also provides Members with an opportunity to give advance notice of any questions, points or requests for further information that will be raised to ensure the appropriate Officers are available at the PPB meeting. Departmental quarterly monitoring reports are also available via the following link

<http://hbc/teams/PERFIMP/PolicyandResourcesQMR/Forms/AllItems.aspx>

#### **4.0 POLICY IMPLICATIONS**

4.1 There are no policy implications associated with this report.

#### **5.0 OTHER IMPLICATIONS**

5.1 There are no other implications associated with this report.

#### **6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

6.1 Departmental service objectives and performance measures, both local and national are linked to the delivery of the Council's priorities. The introduction of a Priority Based Report and the identification of business critical objectives/ milestones and performance indicators will further support organisational improvement.

6.2 Although some objectives link specifically to one priority area, the nature of the cross - cutting activities being reported, means that to a greater or lesser extent a contribution is made to one or more of the Council priorities.

#### **7.0 RISK ANALYSIS**

7.1 Not applicable.

#### **8.0 EQUALITY AND DIVERSITY ISSUES**

8.1 Not applicable.

**9.0 LIST OF BACKGROUND PAPERS UNDER SECTIONS 100D OF THE  
LOCAL GOVERNMENT ACT 1972**

Not applicable

## Corporate Services - Priority Based Quarterly Performance Report

Reporting Period: **Quarter 2 – Period 01<sup>st</sup> July to 30<sup>th</sup> September 2012**

### 1.0 Introduction

- 1.1 This report provides an overview of issues and progress against key service objectives/milestones and performance targets, during the second quarter of 2012/13 for service areas within the remit of the Corporate Services Policy and Performance Board.
- 1.2 Key priorities for development or improvement in 2012-15 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to the Corporate Services Policy and Performance Board:
- Financial Services
  - Human Resources & Organisational Development
  - ICT Infrastructure
  - Legal and Democracy
  - Policy & Performance
  - Property Services
  - Catering, Stadium and Registration Services

in relation to the Council's priority of Corporate Effectiveness and Business Efficiency.

- 1.3 The way in which traffic light symbols have been used to reflect progress to date is explained within the Appendix (section 8).

### 2.0 Key Developments

- 2.1 There have been a number of developments within the Directorate during the period which include:-
- The Audit Commission have provided an unqualified opinion on the 2011 – 12 year end accounts and reported their findings to the Business Efficiency Board on 26<sup>th</sup> September.
  - The report referenced the high quality of the Councils working papers and its robust financial management and good financial standing and concluded that the Council provided good value for money in the delivery of its services. The Statement of Accounts has now been published and is available, along with a summary version and the Audit Commissions report, on the Councils website and can be accessed via [Annual Accounts](#)



- Various workstreams continue to be processed as part of the efficiency Programme with the 'to be' option for Waste Management services now being considered by the Business Efficiency Board. Additionally the review of Child Protection arrangements has identified some pressure points and these are now the subject of further attention in order to exploit all opportunities to enhance future working practices.
- An IT solution for the payment of non-purchase order invoices has been developed in-house and continues to be piloted in a number of areas with a full system roll-out planned for later in the year.
- Following the closure of the Corporate Training Centre, as part of the Council's asset rationalisation and efficiency programme, the Human Resources and Learning and Development teams have now successfully co-located at Kingsway House the delivery of training has successfully commenced utilising a number of alternative venues across the borough.
- The scanning of all personnel files has is now complete and work continues to further identify and embed enhanced workflow processes.
- Consultation with staff and their representatives continue to ensure the smooth transition of Public Health functions to the Council as of April 2013. Also in preparation for the forthcoming budget proposals a series of roadshows are being planned to ensure staff are able to make informed decisions concerning expressions of interest in voluntary redundancy / early retirement.
- Work is progressing on developing a system for retaining corporate records. The Corporate Records Management Unit is collating, managing and further developing the systems of control for the paper based records of the Council. This is a considerable task which is expected to take 18 – 24 months and will deliver a centralised and managed store for the whole authority.
- The SharePoint Project continues to progress which will support the initiative above and also extend the agile working capabilities of the Council thereby making a direct contribution to the effective management of the Councils physical assets.
- In July the Council approved a new Code of Conduct for Members and, following the abolition of the Standards Board, new arrangements for dealing with complaints concerning Member conduct. As a result a training session has now been developed and will be offered to Members during quarter 3.
- Preparations for the forthcoming elections of the Cheshire Police and Crime Commissioner (PCC) have progressed well during the quarter 2 period.

- Additionally the Council has been heavily involved in developing a PCC Communications Plan for Cheshire, Halton and Warrington as well as representing the area at the Electoral Commission National Communications Group.
- During the period the Council has been successfully assessed for a Level 1 review of the Charter on Elected Member Development.
- On behalf of the Liverpool City Region LEP<sup>1</sup> Halton submitted an application for funding from the governments £200M 'Pinch Point Programme' to reduce congestion on the M56 motorway. As a result the DfT have recently announced that the scheme to alleviate congestion at junction 11 was one of 57 nationally to gain approval. The scheme, which will support employment and residential development, is expected to be constructed in 2014 at a cost of £4.5M.
- Works to construct the first phase of the 3MG Western Access Road has now commenced and will serve the HBC Fields development providing a connection to the A562 / A5300 junction in Knowsley.
- A number of policy and strategy areas have been progressed including the preparation of protocols and guidance in relation to the Community Right to Challenge, presentations and briefings on the Welfare Reform Act, and the finalisation of the draft Climate Change / Low Carbon Strategy.
- Further examples include the finalisation of Halton's Health & Wellbeing Strategy and Fostering Recruitment Strategy and Foster Care Handbook and beginning consultation on the new Volunteer Strategy.
- The Performance Improvement Division will be actively supporting departments and external agencies in meeting the demands of new inspection frameworks that are being introduced across all Children's Services areas. These frameworks have raised the bar in relation to expectations of inspectors and work will be undertaken to ensure that the authority's response remains positive and continues to focus upon outcomes being achieved for children and young people within the borough.
- Proposals by the Department of Health concerning Statutory Adult Social Care Data collections are intended to make data more outcome focussed, giving more information on how well personalised care that promotes independence is being delivered. In a number of areas this will require the redesign of existing systems to ensure that statutory requirements can be met and present a significant challenge for the authority at a time of limited resources.

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<sup>1</sup> Local Enterprise Partnership

- With the demise of Comprehensive Area Assessment (CAA) and Public Service Agreements (PSAs), the Coalition is placing greater emphasis on self-regulation with stronger accountability through increased transparency to drive further improvement e.g.
  - Further guidance is anticipated on the production of Local Accounts for Adult Social Care in November 2012, to consider how far Council related services, for example housing and employment and partners services especially the NHS, should be included to give a fuller picture.
  - Other peer challenge initiatives are continuing to be supported for both Children's Services and in Adults Services, including regional benchmarking.
  - Developments with Local Government Inform (LG Inform) promoted by the Local Government Association will be further reviewed in Quarter 3. This is an online service to allow councils to collate and compare essential data at both high and detailed levels and is being developed to collect local indicators.
- In regards to the Stadium next season will be pivotal as a decision will be made in March 2014 concerning the probable composition of the Super League for the next round of licences in 2015 – 16.
- Liverpool FC ladies have now signed a one-year rolling contract for both first and reserve team games to be played and for the first time the Stadium will host the Women's National Finals.
- The introduction of the i-pitch is proving to be a valuable asset with an estimated 200 individual teams and in excess of 15, 000 individuals using the facility since its introduction earlier this year.
- Despite prevailing economic conditions and the impact upon individuals disposable income the level of bookings at the Stadium has been maintained including 16 weddings and 18 parties and a number of other charity and award events along with some major conferences.
- Stadium Fitness Gym has seen a steady increase in pay as you go and contracted membership and a recently launched family membership scheme has generated a lot of interest.
- The provision of school catering services remains positive with the price of school meals remaining on par with neighbouring authorities and the service continuing to service all Academy Schools within the Borough. Jean Fairchild, of Ormiston Bollingbroke Academy, was recently being awarded 'Caterer of the Year' in a national competition organised by the Association of School Business Managers.

- A property consultant's term-contract for design and other property related services is now being evaluated with an appointment being expected within quarter 3. Additionally some condition survey work has now been re-prioritised in order to provide a sharper focus upon energy efficiency works as a means of mitigating against the impact of future increases in energy costs.

### 3.0 Emerging Issues

- 3.1 A number of emerging issues have been identified during the period that will impact upon the work of the Directorate including:-
- I. Proposals to replace current Council Tax exemptions on unoccupied properties with a locally determined discount have now been published. A report concerning the Council's position will be submitted to Members of this Policy and Performance Board during quarter 3.
  - II. The changes to Council Tax Benefit Regulations will mean significant changes as the Council implements its own Local Scheme. Additionally the 50% retention of Business rates will substantially affect future local government funding arrangements and both of these issues will have implications in terms of future collection rates.
  - III. The Council's role in a pilot exercise for the implementation of a Personal Independence Allowance to replace the existing Disability Living Allowance is causing substantive concerns for both the disabled community and carers within the borough. Other reforms, such as those to Working Tax Credit, Housing Benefit and Social Fund payments will also impact heavily on residents and it is anticipated that the demand for welfare rights related advice will increase substantially in the immediate future.
  - IV. The Chancellor's Autumn Statement is expected to be made in early December and that the provisional funding settlement for 2013 – 14 will be received shortly after this.
  - V. Details of a third Council Tax Freeze Scheme have now been published and for Councils who freeze or lower their level of Council Tax in 2013 – 14 the government will offer a grant.
  - VI. This will be payable for 2 years and will be equal to a 1% increase on the 2012 – 13 Council Tax requirement. Additionally the threshold at which a referendum must be called has been lowered to a 2% increase in the Council Tax requirement. The Council's response to the scheme will be determined as part of the approval of the 2013/14 budget by full Council on 6<sup>th</sup> March 2013.

- VII. Work to identify further savings to fund the forecast £14.2M funding gap for the coming financial year is continuing. During quarter 3 work will also commence on the Human Resource implications of any budget proposals with considerable emphasis being given to effective negotiation with employees and their representatives.
- VIII. A number of major ICT projects will be further developed as we move forward these will include, for example,
- Disaster Recovery Systems with enhancements to the Storage Networks;
  - Extension on wireless networking including public access trials linked to secure web filtering;
  - The re-development of the authority's main server based Back-Up facilities for data management and application support.
- IX. Within policy related areas work continues in supporting Halton's Clinical Commissioning Group authorisation process and working with Halton LINK and other partner agencies on the transition to a local Healthwatch.
- X. In addition to the Draft Care and Support Bill, which the Government published for consultation in July, the Department of Health have also published the White Paper 'Caring for our Future: Reforming care and support, further details of which are available [here](#). It sets out the Government's vision for a reformed care and support system. Government intends to work with a range of stakeholders to take forward their vision and additional information will be provided as the initiative progresses.
- XI. A new joint inspection framework of multi-agency arrangements for the protection of children will begin by June 2013 which will focus upon the effectiveness of local authority and partner agencies services for children who may be at risk of harm, including the effectiveness of early identification and help. Alongside the proposed new framework for the inspection of services for looked after children and care leavers there is the prospect of a more straightforward and cohesive inspection regime.
- XII. Halton Borough Council will be distributing its Adult Carers Survey between Monday 1 October and Friday 30 November to a sample of carers who are known to the Council. The survey's aim is to find out more about carers' views and experiences; for example, whether services that they receive are helping them in their caring role; their lives outside of caring; and also their perception of the services they receive from Halton Borough Council.

- XIII. CQC is consulting on proposals for its strategy for the next three years. The consultation ends on 6<sup>th</sup> December and can be accessed at <http://www.cqc.org.uk/thenextphase>, as since changes in the Government's approach to regulation there are currently fewer organisations that regulate or supervise in the health & social care system.
- XIV. It is anticipated that the NW Regional Flood and Coastal Committee will soon confirm indicative grant allocations for 3 flood defence schemes in Halton i.e. Compass Close and Bridgewater & Lockgate in Runcorn and Pitville Terrace in Widnes.
- XV. The winter maintenance season will commence in quarter 3 and pre-season trials and calibration of the gritting fleet and equipment have now been completed and salt stores are fully stocked.
- XVI. The delivery of major bridge maintenance works continues as planned and recently the parapet heights have been increased from 1.4 to 1.8 metres in order to mitigate against the risk of suicide attempts.
- XVII. Arrangements are currently on-going to terminate a number of leasing arrangements prior to year-end as part of the Council's Asset Management Strategy. And work is soon to commence on John Briggs House to facilitate the transfer of staff from Midwood House.
- XVIII. Work has also begun to undertake a feasibility study in relation to the development of the former Widnes Recreation Club site in Widnes to allow for new sports facilities and discussions have commenced with colleagues at Norton Priory Museum regarding the progression of a feasibility and lottery bid submission to re-develop the facility.

#### 4.0 Risk Control Measures

Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements. During the development of the 2012/13 Business Plan, the service was required to undertake a risk assessment of all key service objectives with high risks included in the Directorate Risk Register.

As a result, monitoring of all relevant 'high' risks has been undertaken in Quarter 2 and will be undertaken in quarter 4. Progress against the application of the risk treatment measures in Quarters 2 is reported in each of the Departmental Quarterly Monitoring Reports.

Below is a summary for one high risk identified for an area falling within the remit of this PPB, where progress is uncertain :

- The Welfare Reform agenda may have an impact on the accessibility of families to school lunches if on low incomes. Work will be undertaken with Finance and the Welfare Rights team to model the potential impact on school meals finance in terms of lost income, the impact on families in terms of

health (including HBC staff) and registration for free school meals under the new rules (arrangements unclear at present); to ensure that all those children entitled to a free school meal receive them.

All other high risk mitigation measures are being implemented as planned.

#### 5.0 Progress Against High Priority Equality Actions

The Council must have evidence that it reviews its services and policies to show that they comply with the Public Sector Equality Duty (PSED) which came into force in April 2011. The PSED also requires us to publish this information as it is available.

As a result of undertaking a Departmental Equality Impact Assessments no high priority actions were identified for the Directorate to quarter 2 2012 – 2013.

#### 4.0 Performance Overview

The following information provides a synopsis of progress for both milestones and performance indicators across the key business areas that have been identified by the Directorate.

#### Financial Services





##### Key Objectives / milestones





Ref	Milestones	Q2 Progress
FS O1	Report Medium Term Financial Strategy to Executive Board <b>November 2012</b> and Council in <b>March 2013</b>	
FS O3	Complete the Draft Abstract of Accounts for certification by Chief Financial Officer by <b>30<sup>th</sup> June 2012</b> . Publish the Abstract of Accounts by <b>30<sup>th</sup> September 2012</b> .	

##### Supporting Commentary

The Medium Term Financial Strategy will be reported to Executive Board on 29<sup>th</sup> November and the Abstract of Accounts was approved and published as planned.

##### Key Performance Indicators

Ref	Measure	11 / 12 Actual	12 / 13 Target	Q2 Actual	Q2 Progress	Direction of travel
FSLI 05	Proportion of Council Tax that was due that was collected	97.11	96.00%+ (cumulative)	57.50%		
FSLI 06	The percentage of Business Rates which	97.11	96.00%+ (cumulative)	58.84%		

	should have been received during the year that were received					
FSLI 08	Achieve investment returns for the year higher than benchmark.	1.40%	0.87%	1.93%		n/a
FSLI 10	Average time for processing new claims (Housing & C.Tax Benefit)	12.57	18	11.66		
FSLI 13	Number of residents accessing Welfare Rights Advice at a casework level.	New measure	1,100	633		n/a

### Supporting Commentary

Collection rates continue to show a positive trend despite the prevailing economic conditions. Council Tax collection is marginally higher than for the same time last year and the collection of Business rates has increased by almost 2%.

The availability of funds and a number of favourable deals have resulted in investment returns continuing to outperform the benchmarking rate at the mid-year point.





Additionally the processing of benefit claims has also reduced by 2 days as compared to the same period last year and continues to follow a positive year on year trend.

In relation to Welfare Rights advice substantive imminent welfare reform is expected to lead to increased demand for this service and to a need to consider how this demand is met.

Given limited resources, it has been decided that the Welfare Rights Service will focus on maintaining accessible telephone advice, and on skilled appeals advice and representation. The demand for these areas of advice especially is forecast to grow as the pace of legislative reform increases. This utilises a skilled staff base to its full potential and provides a service that complements that of other agencies within the advice sector.

### Human Resources & Organisational Learning and Development

#### Key Objectives / milestones

Ref	Milestones	Q2 Progress
HRLD O1	To further enhance the existing coaching programme - <b>September 2012</b>	
	Further develop the capacity for e-learning opportunities and undertake promotional activities <b>December 2012</b>	
	Promote and take forward the delivery of actions identified within the Corporate Peoples Plan <b>March 2013</b>	
HRLD O2	Further develop the HR Self-serve portal - <b>September 2012</b>	















### Supporting Commentary

Accreditation for the delivery of coaching skills has been successfully achieved and this now forms a module of the ILM programme and the e-learning programme now has 23 modules and is proving to be an effective and efficient learning medium.

Work continues to progress on the delivery of the Corporate Peoples Plan and an employee survey is currently underway which will provide additional intelligence concerning the extent to which organisational objectives are being achieved.

Work continues to develop the HR Self-serve portal although other demands have slightly limited progress at this stage.

### Key Performance Indicators




Ref	Measure	11 / 12 Actual	12 / 13 Target	Q2 Actual	Q2 Progress	Direction of travel
HRLD LI 1	The number of working days / shifts lost due to sickness (Corporate)	9.03	8.5	4.35		
HRLD LI 7	The percentage of top 5% of earners that are					
	a) women	58.27	50.00	55.56		
	b) From BME communities.	2.73	1.0	2.88		
	c) With a disability	0.61	5.0	0.65		
HRLD LI 8	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	2.21	7.50	1.34		
HRLD LI 9	Minority Ethnic community staff as % of total workforce.	0.89	1.0	0.94		

### Supporting Commentary

Whilst staff sickness, which is subject to seasonal variation, is marginally higher than the same period last year at this stage it is envisaged that the annual target will be achieved and the positive year on year trend will continue.

There have been some marginal changes to the workforce profile during the period with slightly higher figures for women and BME employees as compared to the same period last year. However at this stage it is unlikely that the annual targets in relation to employees declaring a disability can be achieved.

ICT Infrastructure**Key Objectives / milestones**

Ref	Milestones	Q2 Progress
ICT O1	Upgrade of the virtualization platform to version V6 – <b>December 2012</b>	
	Development of Cloud Application Distribution Platform - <b>February 2013</b>	
	Site to site dual Backup system - <b>September 2012</b>	
	Schools Cloud Services Trial and the development of a future primary trial site - <b>September 2012</b>	
	Interactive Web Services and SharePoint Integration – <b>June 2012</b>	







**Supporting Commentary**





Progress is being made as scheduled in relation to the upgrading of the virtualisation platform and the testing of the Cloud Application platform has now commenced.

A new backup system has been installed at Runcorn and is now fully operational.

The Schools Cloud Services trials have now been completed with a further Primary School trial being implemented during Quarter 3. Additionally the Councils intranet has now been successfully migrated to SharePoint providing greater flexibility in terms of maintenance and use.

**Key Performance Indicators**

Ref	Measure	11 / 12 Actual	12 / 13 Target	Q2 Actual	Q2 Progress	Direction of travel
ICT LI 1	Average availability of the Council's operational servers (%).	100	99	98		
ITC LI 2	Average availability of the Councils WAN infrastructure (%).	100	99	99		
ITC LI 4	% Of all responsive repairs completed within 2 working days.	92	80	91		


Ref	Measure	11 / 12 Actual	12 / 13 Target	Q2 Actual	Q2 Progress	Direction of travel
ITC LI 6	Member Support: % of calls responded to within 1 working day	95	99	99		
ITC L1 8	Average working days from order to completion of a new PC	10	10	9		

### Supporting Commentary

Although a small number of measures are showing a very marginal downward trend as compared to the same period last year the overall position remains positive with some measures remaining almost at their ceiling of 100%.

### Legal & Democracy

#### Key Objectives / milestones









Ref	Milestones	Q2 Progress
LD O1	Secure renewal of Lexcel & ISO Accreditation <b>January 2013</b>	
LD O3	To ensure that all members have been given the opportunity of a having a MAP meeting <b>March 2013</b> To induct all new members – by <b>October 2012</b>	

### Supporting Commentary

Work continues as planned in relation to the renewal of accreditation which will occur during quarter 4.

To date 45 MAP meetings have been held with Members with a further 4 still to be arranged.

**Key Performance Indicators**

Ref	Measure	11 / 12 Actual	12 / 13 Target	Q2 Actual	Q2 Progress	Direction of travel
LDLI 01	No. Of Members with Personal Development Plans (51 Total)	51 (100%)	50 <sup>2</sup> (100%)	46		
LDLI 06	Members of Public attending Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums) – For information	138	N/A	98		
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	20	N/A	4		
LD LI 13	% of customers satisfied or very satisfied with the service of the internal print service.	100	80	100		
LDLI 15	% satisfaction with Inside Halton	98	87	Refer comment	n/a	n/a

**Supporting Commentary**

46 of the 50 Members MAP meetings have now been held with 4 still remaining.

Attendance at meetings by members of the public remains as expected although the number of questions being asked is unlikely to achieve the annual target figure. As previously reported both of these measures are affected by a range of influences, including the nature of agenda items etc., and attendance at meetings is only one of the channels through which the public communicate with Officers and Members of the Council.

Satisfaction with internal print services remains at ceiling and an annual reader survey to determine levels of satisfaction with Inside Halton is scheduled to be included in the winter edition of the magazine.

<sup>2</sup> 5 Members have expressed a wish not to partake in this programme.

## Policy & Performance

### Key milestones

Ref	Milestones	Q2 Progress
PPT O1	Progress the Core Strategy to adoption <b>October 2012</b> Revision of Adult and Social Care policies <b>March 2013</b>	
PPT O4	Monitor performance against the Sustainable Community Strategy targets 2011 – 16 and review delivery plans with partners <b>June 2012</b> Respond as appropriate to the Munro Review of Child Protection to ensure that the Children and Enterprise Directorate have effective quality assurance and performance management frameworks in place by <b>September 2012</b> . Support un-announced and announced statutory inspections in Children & Enterprise Directorate <b>March 2013</b>	

### Supporting commentary

In relation to the Core Strategy the Inspector has now issued the initial 'Fact Check' Report indicating that subject to any agreed modifications is 'sound' and the Strategy will be presented to Full Council in December.

Performance monitoring against the delivery of the Sustainable Community Strategy was undertaken as planned and work is now underway to undertake a review of existing targets in conjunction with the development of the suite of medium-term Directorate Plans for the coming financial year (2013 – 16).

The performance management framework for Halton Safeguarding Children Board (HSCB) has been redeveloped in response to the Munro Review and the new framework for Child Protection, introduced in May, was widely communicated to staff in order to ensure that the authority's response to inspection remains fit for purpose.

This framework remains in place until May 2013 when it is expected to be replaced with a multi-inspectorate framework which will give more focus on the interagency working and all services around vulnerable children. The Performance & Improvement Division are involved in all planning to ensure that when Ofsted are inspecting Halton, that all agencies are as prepared as they can be and that outcomes are positive for children and young people.

### Catering and Stadium Services

#### Key Objectives / milestones

Ref	Milestones	Q2 Progress
CE O2	Measure customer satisfaction with Stadium Community Services - <b>January 2013.</b>	<input checked="" type="checkbox"/>
	Promote off peak opportunities at the start of each quarter to charitable and community organisations to utilise Stadium facilities at a reduced price - <b>March 2013.</b>	<input checked="" type="checkbox"/>
	Formulate proposals for events linked to the Rugby World Cup 2013 - <b>September 2012.</b>	<input checked="" type="checkbox"/>
CE O3	School Lunches - Deliver a promotion and educational campaign - <b>September 2012 and January 2013.</b>	<input checked="" type="checkbox"/>
	Review and update the strategy and action plan to increase the uptake of free school meals - <b>July 2012.</b>	<input checked="" type="checkbox"/>
	Develop effective joint working and agree funding, with the private/public sector to address childhood obesity - <b>Sept 2012.</b>	<input checked="" type="checkbox"/>
CE O8	Continue to implement annual sports bar specific action plan designed to improve profitability <b>March 2013</b>	<input checked="" type="checkbox"/>
	Continue to develop promotional strategy to attract a minimum of 18 large corporate events annually to the Stadium - <b>March 2013.</b>	<input checked="" type="checkbox"/>

#### Supporting Commentary

Customer satisfaction is measured on a regular basis and will be reviewed during January.

Off-peak offers, which are made on a no loss basis to the Council, are proving to be popular and enable the use of rooms to be maximised. Additionally a range of activities are being developed in anticipation of the USA team being based at the stadium during the Rugby World Cup in 2013.

The tried and trusted method of engaging parents and pupils at parents evenings, linked to the production and distribution of termly menus, is working well. The latest Winter menu has been distributed to all Primary School Children.

The on-going campaign is having a positive effect on free school meals uptake. Further pilot schemes are planned that could also have a positive effect

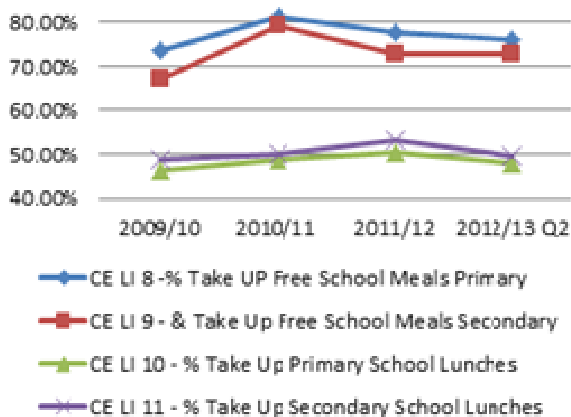
Discussions are on-going to consider how we can make the most use of school meals staff to encourage healthy eating.

A range of weekly activities are now in place which continue to positively affect sports bar income and over 15 large functions have taken place in the Marquee Suite this year.

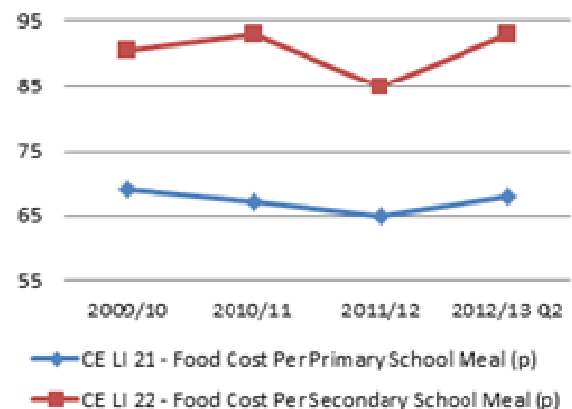
### Key Performance Indicators





Ref	Measure	11 / 12 Actual	12 / 13 Target	Q2 Actual	Q2 Progress	Direction of travel
CELI 1	No. of meals served versus hourly input of labour (Previously SH1).	9.90	9.50	9.63	✓	↑
CELI 8	% Take up of free school meals to those who are eligible (Previously SH LI 8)					
	a) Primary Schools	77.71	82.00	76.07%	?	↓
CELI 9	b) Secondary Schools	72.81	72.50	72.6%	✓	↑
	% Take up of school lunches (%) – (Previously NI52).					
CELI 10	a) Primary Schools	50.34	52.00	47.93%	?	↑
CELI11	b) Secondary Schools	53.74	53.00	49.74%	✓	↑
CELI 21 / 22	Food cost per school meal (pence) - (Previously SH6a).					
	a) Primary Schools	65	75	68p	✓	↓
	b) Secondary Schools	85	94	93p	✓	↓

Take up of School Lunches and Free School Meals



Food Cost Per School Meal



Ref	Measure	11 / 12 Actual	12 / 13 Target	Q2 Actual	Q2 Progress	Direction of travel
CELI 2	Turnover of the Stadium (£m's) (Previously SH2).	2.10	2.45	0.815		
CELI 3	Council contribution to Stadium operating costs (£100K's) (Previously SH3).	13.4	10	3.16		

### Supporting Commentary







Additional work will be undertaken to try and improve the take up of free secondary school meals whilst primary school take up is presently on track.

Rental income will be considerably reduced this year due to Everton Football Club no longer using the Stadium. The annual effect of this will be in the region of £50K. Catering Income at the Stadium is also lower this year to date.

The Council's contribution to the Stadium operating costs has decreased considerably as compared to the same period last year and the annual target is on track to be achieved.

### Property Services

#### Key Objectives / milestones

Ref	Milestones	Q2 Progress
EEP O1	Market the Lakeside and Canal side development sites in <b>July 2012</b> .	
	Review accommodation in light of budget decisions by <b>July 2012</b> .	
	Identify further property to be considered for sales and implement asset disposals by <b>March 2013</b> .	
	Commence the development of Moss bank Park by <b>March 2013</b> .	
EEP O2	Maintain a comprehensive database of all commercial properties by <b>March 2013</b> .	
	Facilitate the Mersey Gateway acquisition and business relocation programme by <b>March 2013</b> .	

### Supporting Commentary

A provisional agreement is now in place for the disposal of Phase I Lakeside with requisite planning permission application being determined by Committee in December. Discussions have commenced for the release of a second parcel of land for private development with all proposals seeking to align with the emerging Affordable Housing Strategy.









Accommodation needs continue to be reviewed regularly and an asset disposal report is being prepared for the Asset Management Working Group in December.

The development of Moss Bank Park continues and discussions have taken place with both a developer and planning colleagues and legal and transportation issues are currently being addressed.

In relation to the Mersey Gateway the land acquisition and business relocation programme has already commenced with the serving of the General Vesting Declarations Numbers 1-5 and will be completed by April 2013. A number of businesses have now identified potential alternative premises.

### **Key Performance Indicators**

Ref	Measure	11 / 12 Actual	12 / 13 Target	Q2 Actual	Q2 Progress	Direction of travel
<b><u>PYS LI 01</u></b>	The % of Authority buildings open to the public which suitable and accessible to Disabled people (%).	86	86	86		
<b><u>NI 185 / NI 194 Replacement</u></b>	New Greenhouse gas (GHG) emissions indicator.	Total 25,817t CO <sub>2</sub> e 2010/11 figure	Total 25,559t CO <sub>2</sub> e 2011/12 Target	Total 23,917t CO <sub>2</sub> e 2011/12 Actual		
<b><u>DIS LI 02</u></b>	The % occupancy of Widnes Market Hall.	85	90	95		

### **Supporting Commentary**

As reported previously the target for disabled access to buildings will remain at current levels for the foreseeable future due to both the nature of some buildings and current resource availability.

As reported in Quarter 1 work continues in relation to emissions and the occupancy of Widnes Market Hall remains positive and above anticipated levels at the mid-year point.

## 7.0 Financial Statements

## FINANCE DEPARTMENT

**Revenue Budget as at 30<sup>th</sup> September 2012**

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
<b><u>Expenditure</u></b>				
Employees	7,239	3,493	3,297	196
Supplies & Services	583	272	258	14
Other Premises	130	45	39	6
Agency Related	1	0	0	0
Insurances	1,661	1,259	1,441	(182)
Charitable Relief	120	0	0	0
Concessionary Travel	2,348	28	14	14
Council Tax Benefits	11,137	11,137	11,137	0
Rent Allowances	52,961	25,599	25,599	0
Non HRA Rebates	49	24	25	(1)
<b>Total Expenditure</b>	<b>76,229</b>	<b>41,857</b>	<b>41,810</b>	<b>47</b>
<b><u>Income</u></b>				
Fees & Charges	-42	-21	-49	28
SLA to Schools	-867	0	0	0
NNDR Administration Grant	-169	0	-3	3
Hsg Ben Administration Grant	-1,283	-641	-642	1
Rent Allowances	-52,370	-26,525	-26,524	(1)
Council Tax Benefits Grant	-10,990	-5,633	-5,634	1
Reimbursements & Other Grants	-737	-347	-347	0
Liability Orders	-373	-186	-179	(7)
Non HRA Rent Rebates	-49	-24	-35	11
Transfer from Reserves	-8	-8	-8	0
<b>Total Income</b>	<b>-66,888</b>	<b>-33,385</b>	<b>-33,421</b>	<b>36</b>
<b>Net Controllable Expenditure</b>	<b>9,341</b>	<b>8,472</b>	<b>8,389</b>	<b>83</b>
<b><u>Recharges</u></b>				
Premises	508	254	267	(13)
Transport	68	34	34	0
Asset Charges	147	4	4	0
Central Support Service	3,710	1,855	1,855	0
Support Service Income	-7,808	-3,903	-3,903	0
<b>Net Total Recharges</b>	<b>-3,375</b>	<b>-1,756</b>	<b>-1,743</b>	<b>(13)</b>
<b>Net Department Total</b>	<b>5,966</b>	<b>6,716</b>	<b>6,646</b>	<b>70</b>

**Comments on the above figures:**

In overall terms spending is below the budget profile at the end of quarter two.

With regards to expenditure, employee costs are below the budget profile due to vacant posts that exist within the Procurement, Audit & Operational Finance and Revenues and Benefits Divisions. The vacant posts will act as contributions towards the Department's staff turnover savings target.

Expenditure on supplies and services is slightly lower than the budget which is mainly due to reduced spend on Procurement and Efficiency consultants.

Insurance costs are higher than the budget at the end of the quarter which is due to an increase in the cost of public liability excesses, however, the costs over and above budget will be met from the insurance reserve.

With regards to income, fees & charges are slightly above the budget which is a result of increased income generated from the sale of Concessionary Travel bus passes and blue badges.

At this stage it is anticipated that spend will be within budget at the end of the financial year.

## HUMAN RESOURCES DEPARTMENT

**Revenue Budget as at 30<sup>th</sup> September 2012**

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
Expenditure				
Employees	1,813	859	760	99
Employee Training	377	39	34	5
Supplies & Services	283	101	99	2
<b>Total Expenditure</b>	<b>2,473</b>	<b>999</b>	<b>893</b>	<b>106</b>
Income				
Fees & Charges	-23	-16	-16	0
Reimbursements & Other Grants	-40	-40	-39	(1)
School SLA's	-382	0	0	0
Transfers from Reserves	-352	-352	-352	0
<b>Total Income</b>	<b>-797</b>	<b>-408</b>	<b>-407</b>	<b>(1)</b>
<b>Net Operational Expenditure</b>	<b>1,676</b>	<b>591</b>	<b>486</b>	<b>105</b>
<b>Recharges</b>				
Premises Support	428	214	214	0
Transport Recharges	16	8	8	0
Asset Charges	1	1	1	0
Central Support Recharges	776	388	388	0
Support Recharges Income	-2,921	-1,460	-1,460	0
<b>Net Total Recharges</b>	<b>-1,700</b>	<b>-849</b>	<b>-849</b>	<b>0</b>
<b>Net Departmental Total</b>	<b>-24</b>	<b>-258</b>	<b>-363</b>	<b>105</b>

**Comments on the above figures:**

In overall terms, spending is below budget profile at the end of the second quarter.

Regarding expenditure, employee costs are lower than the budget, which is mainly due to a number of vacant posts within both Human Resources and Learning and Development. These posts will contribute towards the Department's 2012/13 staff turnover savings target. The vacant posts will also act as contributions towards the Department's 2013/14 savings proposals.

Occupational health charges are also lower than the budget at the end of the first quarter which is due to the Council utilising counselling services being provided by St John's Unit.

At this stage it is anticipated that overall net expenditure will be within budget by the end of the year.

## ICT AND SUPPORT SERVICES DEPARTMENT

Revenue Budget as at 30<sup>th</sup> September 2012

	Annual Budget	Budget to Date	Actual to Date	Variance to Date
	£'000	£'000	£'000	(Overspend) £'000
<u>Expenditure</u>				
Employees	5,665	2,754	2,752	2
Supplies & Services	882	411	219	192
Computer Repairs & Software	412	300	324	(24)
Communications Costs	368	368	350	18
Other Premises	15	7	15	(8)
Other Transport	3	1	0	1
<b>Total Expenditure</b>	<b>7,345</b>	<b>3,841</b>	<b>3,660</b>	<b>181</b>
<u>Income</u>				
Fees & Charges	-227	-113	-83	(30)
Reimbursements & Other Grants	0	0	-7	7
Internal Billing	-97	0	0	0
SLA to Schools	-205	0	0	0
Transfers from Reserves	-100	-100	-100	0
<b>Total Income</b>	<b>-629</b>	<b>-213</b>	<b>-190</b>	<b>(23)</b>
<b>Net Controllable Expenditure</b>	<b>6,716</b>	<b>3,628</b>	<b>3,470</b>	<b>158</b>
<u>Recharges</u>				
Premises	345	172	172	0
Transport	38	19	19	0
Asset Charges	1,545	49	49	0
Central Support Services	1,066	533	533	0
Support Service Income	-9,848	-4,924	-4,924	0
<b>Net Total Recharges</b>	<b>-6,854</b>	<b>-4,151</b>	<b>-4,151</b>	<b>0</b>
<b>Net Department Total</b>	<b>-138</b>	<b>-523</b>	<b>-681</b>	<b>158</b>

Comments on the above figures

In overall terms spending is below the budget profile at the end of quarter two.

With regards to expenditure, spend on supplies & services is lower than the budget profile at the end of the quarter. This is due to reduced expenditure on general equipment and furniture which is a result of the procurement policy introduced during 2011/12 whereby surplus furniture made available due to staff leaving the Council is re-allocated wherever possible before any new purchases are made.

With regards to income, fees & charges are currently lower than the budget profile which is due to the introduction of an additional income target for 2012/13 not yet being fully achieved. This budget will continue to be monitored closely throughout the financial year.

At this stage it is anticipated that the overall net Department spending will be within budget at the year end.

### **Capital Projects as at 30<sup>th</sup> September 2012**

Capital Expenditure	2012/13 Capital Allocation £'000	Allocation to Date £'000	Actual Spend to Date £,000	Total Allocation Remaining £'000
IT Rolling Programme	1,123	400	326	797
<b>Net Expenditure</b>	<b>1,123</b>	<b>400</b>	<b>326</b>	<b>797</b>

### **Comments on the above figures.**

It is expected that the full capital allocation will be spent by the financial year end.

## LEGAL &amp; DEMOCRATIC SERVICES DEPARTMENT

Revenue Budget as at 30<sup>th</sup> June 2012

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
Expenditure				
Employees	2,103	559	514	45
Supplies & Services	420	151	146	5
Civic Catering & Functions	29	0	0	0
Legal Expenses	207	56	53	3
Capital Financing	21	0	0	0
<b>Total Expenditure</b>	<b>2,780</b>	<b>766</b>	<b>713</b>	<b>53</b>
Income				
Land Charges	-95	-24	-23	(1)
School SLA's	-47	0	0	0
License Income	-268	-53	-58	5
Print Unit Fee Income	-173	-43	-48	5
Other Income	-22	-6	-3	(3)
Transfers from Reserves	-118	-118	-118	0
<b>Total Income</b>	<b>-723</b>	<b>-244</b>	<b>-250</b>	<b>6</b>
<b>Net Operational Expenditure</b>	<b>2,057</b>	<b>522</b>	<b>463</b>	<b>59</b>
<b>Recharges</b>				
Premises Support	385	81	81	0
Transport Recharges	35	9	9	0
Asset Charges	2	0	0	0
Central Support Recharges	1,015	254	254	0
Support Recharges Income	-2,361	-590	-590	0
<b>Net Total Recharges</b>	<b>-924</b>	<b>-246</b>	<b>-246</b>	<b>0</b>
<b>Net Departmental Total</b>	<b>1,133</b>	<b>276</b>	<b>217</b>	<b>59</b>

Comments on the above figures:

In overall terms spending is below the budget profile at the end of the first quarter.

Regarding expenditure, employee costs are lower than the budget to date due to a number of vacant posts that exist within the Marketing & Communications Division. The in-year savings resulting from the vacant posts will contribute towards the Department's 2012/13 staff turnover savings target.

The division is currently being reviewed as part of the wider Efficiency review of Policy, Performance & Improvement, and Communications & Marketing.

At this stage it is anticipated that overall net expenditure will be within budget by the end of the year.

## POLICY, PLANNING &amp; TRANSPORTATION DEPARTMENT

**Revenue Budget as at 30<sup>th</sup> September 2012**

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000
Employees	6,052	2,850	2,885	(35)
Other Premises	241	110	86	24
Hired & Contracted Services	1,182	477	443	34
Supplies & Services	377	155	111	44
Street Lighting	1,656	582	577	5
Highways Maintenance	2,160	753	743	10
Bridges	92	30	28	2
Fleet Transport	1,259	699	699	0
Lease Car Contracts	694	624	624	0
Bus Support – Halton Hopper Tickets	170	88	90	(2)
Bus Support	575	229	229	0
Out of Borough Transport	51	19	17	2
Finance Charges	407	453	453	0
Grants to Voluntary Organisations	75	75	75	0
NRA Levy	62	31	30	1
Mersey Gateway	2,950	1,841	1,841	0
<b>Total Expenditure</b>	<b>18,003</b>	<b>9,016</b>	<b>8,931</b>	<b>85</b>
Income				
Sales	-247	-161	-160	(1)
Planning Fees	-486	-194	-184	(10)
Building Control Fees	-182	-91	-87	(4)
Other Fees & Charges	-396	-203	-292	89
Rents	-14	-14	-4	(10)
Grants & Reimbursements	-634	-304	-330	26
School SLAs	-38	0	0	0
Recharge to Capital	-3,251	-1,393	-1,393	0
	-966	-105	-105	0
Contribution from Reserves				
Total Income	-6,214	-2,465	-2,555	90
<b>Net Controllable Expenditure</b>	<b>11,789</b>	<b>6,551</b>	<b>6,376</b>	<b>175</b>

<b>Recharges</b>				
Premises Support	839	381	381	0
Transport Recharges	518	282	282	0
Asset Charges	8,494	0	0	0
Central Support Recharges	3,007	1,504	1,504	0
Departmental Support Recharges	546	0	0	0
Support Recharges Income – Transport	-3,993	-2,172	-2,172	0
Support Recharges Income – Non Transport	-4,254	-1,400	-1,400	0
<b>Net Total Recharges</b>	<b>5,157</b>	<b>-1,405</b>	<b>-1,405</b>	<b>0</b>
<b>Net Departmental Total</b>	<b>16,946</b>	<b>5,146</b>	<b>4971</b>	<b>175</b>



**Comments on the above figures:**

In overall terms revenue spending at the end of quarter 2 is below budget profile. This is due to a number of expenditure and income budget areas.

Staffing is above budget due to savings targets not being fully met within Logistics, Performance and Policy & Strategy divisions.

Other Premises is below budget to date mainly due to lower than expected utility bills with the Logistics Division.

Hired & Contracted Services are under budget to date due to small variances within Highway Development and Policy & Strategy.

Supplies & Services is below budget due to a combination of small variances to date across Logistics and Traffic, Risk & Emergency Planning divisions.

Fees & Charges income is above income target partly due to MOT fees performing better than anticipated at this point in time. The remaining variance relates to Traffic Management where there have been additional road closures, higher than expected number of defects and overstays by Statutory Undertakers. It is anticipated beyond 2012/13 that this will not continue as Statutory Undertakers are taking action to improve their efficiency and standards of work to avoid incurring these charges and challenging/refusing to pay invoices.

Grants and reimbursements are above budget to date due to Supervision of Private development income within the Highway Development Division. This is ad hoc and therefore difficult to predict as it depends on developments coming forward and formal agreements being entered into. It is therefore not yet known whether more income will be received in this financial year.

At this stage it is anticipated that overall spend will be lower than the Departmental budget at the financial year-end.

## POLICY, PLANNING &amp; TRANSPORTATION

**Capital Projects as at 30<sup>th</sup> September 2012**

	2012/13 Capital Allocation £'000	Allocation To Date £'000	Actual Spend To Date £'000	Allocation Remaining £'000
Local Transport Plan				
Bridges & Highway Maintenance				
Bridge Assessment, Strengthening & Maintenance	5,245	2,992	2,850	2,395
Road Maintenance	1,578	615	602	976
	<b>6,823</b>	<b>3,607</b>	<b>3,452</b>	<b>3,371</b>
Total Bridge & Highway Maintenance				
<b>Integrated Transport</b>	<b>838</b>	<b>240</b>	<b>248</b>	<b>590</b>
	<b>7,661</b>	<b>3,847</b>	<b>3,700</b>	<b>3,961</b>
Total Local Transport Plan				
Halton Borough Council				
Early Land Acquisition Mersey Gateway	20,071	5,523	5,198	14,873
Development Costs Mersey Gateway	5,000	1,375	1,375	3,625
Street lighting – Structural Maintenance	200	4	3	197
Risk Management	167	0	0	167
Total Halton Borough Council	<b>25,438</b>	<b>6,902</b>	<b>6,576</b>	<b>18,862</b>
<u>Grant Funded</u>				
Surface Water Management Grant	172	0	0	172
Contaminated Land –Heath Road Allotments	48	2	2	46
Growth Points	380	380	380	0
Mid Mersey Local Sustainable Transport - Infrastructure	10	0	0	10
Total Grant Funded	<b>610</b>	<b>382</b>	<b>382</b>	<b>228</b>
S106 Funded				
Asda Runcorn	165	0	0	165
Everite – Derby/Peelhouse	15	0	0	15
Norlands Lane	15	0	0	15
Total S106 Funded	<b>195</b>	<b>0</b>	<b>0</b>	<b>195</b>
Total Capital Programme	<b>33,904</b>	<b>11,131</b>	<b>10,658</b>	<b>23,246</b>

The LTP allocation includes a carry forward from 11/12 of £113,000 for Integrated Transport

Work is being undertaken with regards to identifying the capital and revenue split for Mersey Gateway. The allocation to date figure is based on an historical percentage and will be subject to change.

**COMMUNITY & ENVIRONMENT DEPARTMENT -Revenue Budget as at 30 September 2012**

	<b>Annual Budget £'000</b>	<b>Budget To Date £'000</b>	<b>Actual to Date £'000</b>	<b>Variance To Date (overspend) £'000</b>
<b><u>Expenditure</u></b>				
Employees	11,292	5,667	5,847	(180)
Other Premises	1,200	600	512	88
Supplies & Services	1,591	684	523	161
Book Fund	245	79	71	8
Promotional	265	130	126	4
Other Hired Services	925	356	346	10
Food Provisions	861	379	349	30
School Meals Food	1,656	472	433	39
Transport	43	22	34	(12)
Other Agency Costs	121	46	30	16
Waste Disposal Contracts	5,187	925	894	31
Leisure Management Contract	1,493	490	509	(19)
Grants To Voluntary Organisations	103	56	54	2
Grant To Norton Priory	222	111	112	(1)
Rolling Projects	286	81	81	0
Transfers To Reserves	10	0	0	0
Capital Financing	59	6	6	0
<b>Total Spending</b>	<b>25,559</b>	<b>10,104</b>	<b>9,927</b>	<b>177</b>
<b><u>Income</u></b>				
Sales Income	-1,949	-1,037	-997	(40)
School Meals Sales	-2,173	-692	-731	39
Fees & Charges Income	-2,393	-1,206	-1,069	(137)
Rents Income	-178	-116	-96	(20)
Government Grant Income	-31	-30	-34	4
Reimbursements & Other Income	-634	-144	-166	22
Schools SLA Income	-2,037	-136	-160	24
Internal Fees Income	-123	-61	-15	(46)
School Meals Other Income	-369	-155	-166	11
Meals On Wheels	-193	-97	-98	1
Catering Fees	-226	-113	-30	(83)
Capital Salaries	-101	-50	-44	(6)
Transfers From Reserves	-298	-17	-17	0
<b>Total Income</b>	<b>-10,705</b>	<b>-3,854</b>	<b>-3,623</b>	<b>(231)</b>
<b>Net Controllable Expenditure</b>	<b>14,854</b>	<b>6,250</b>	<b>6,304</b>	<b>(54)</b>
<b><u>Recharges</u></b>				
Premises Support	1,387	673	673	0
Transport Recharges	2,343	1,176	1,181	(5)
Departmental Support Services	9	0	0	0
Central Support Services	2,757	1,404	1,404	0
Asset Charges	2,459	0	0	0
HBC Support Costs Income	-307	-307	-307	0
<b>Net Total Recharges</b>	<b>8,648</b>	<b>2,946</b>	<b>2,951</b>	<b>(5)</b>
<b>Net Departmental Total</b>	<b>23,502</b>	<b>9,196</b>	<b>9,255</b>	<b>(59)</b>

**Comments on the above figures:**

In overall terms the Net Operational budget is £ 59,000 over budget profile at the end of the second quarter of the financial year.

Staffing related expenditure is over budget profile by £180,000, primarily due to the premium pay savings target which account for 50% of the total staff savings target of £570,000. There is continued use of Agency staff in the Open Spaces and Waste Management Divisions with expenditure of over £193,000. Both Open Spaces and Waste Management are over budget profile to date by £61,000 and £77,000 respectively. It is hoped that the employment of apprentices can reduce this type of expenditure in the coming months.

Expenditure on Supplies and Services is currently £161,000 under budget profile. The main contributing factors are extremely low need for repairs, reduced need to replace dustbins and a low level of advertising across the department. Expenditure incurred on utilities and Rates is also lower than expected at this point in the year.

Food provisions continue to incur lower than anticipated expenditure due to lower sales and efficiencies with cost reduction. Internal Catering Fees Income is also under budget profile due to the continuing trend of reduced internal orders for catering across the council as a whole.

School Meals are performing well against budgets in respect of food costs and income. Food costs are £38,000 under budget profile and this budget is expected to be underspent at year end as it continues to benefit from renegotiated contract prices. Incomes continue to benefit from the recent price increase of school meals and school breaks are also expected to over achieve against target.

Fees & Charges income is still under achieving on its budget target across most divisions of the department. Income received from the Stadium continues to be less than budget due to the lower than expected level of bookings.

As reported in quarter 1, Trade Waste income has decreased despite a smaller increase in price this year. However expenditure on waste disposal contracts is also under budget to date. Invoices for Waste disposal contracts continue to be received late from contractors making estimates difficult to predict. Therefore this budget will continue to be monitored throughout the rest of the year. Income received in relation to events at the Stadium and other bookings are also currently lower than usual.




Rental income will be considerably reduced this current financial year due to Everton Football Club no longer using the Stadium. The annual effect of this will be in the region of £ 50,000.

**Capital Projects as at 30 September 2012**

	2012/13 Capital Allocation £'000	Allocation To Date £'000	Actual Spend To Date £'000	Allocation Remaining £'000
Stadium Minor Works	30	15	18	12
Stadium Disabled Facilities	50	13	0	50
Children's Playground Equipment	96	48	25	71
Landfill Tax Scheme Hale Park	340	170	0	340
Playground Arley Drive	72	36	2	70
Playground The Glen	5	3	1	4
Crow Wood Park	12	6	0	12
Open Spaces Scheme	150	75	41	109
Runcorn Cemetery Extension	71	36	61	10
Installation of 5 Multi Use Games Areas	29	15	0	29
Runcorn TH Park	73	37	73	0
Playground Runcorn Hill Park	6	6	6	0
Litter Bins	28	14	12	16
Castle fields Recycling Scheme	30	15	0	30
<b>Total Spending</b>	<b>992</b>	<b>487</b>	<b>239</b>	<b>753</b>




## 8.0 Appendix – Explanation for use of symbols

Symbols are used in the following manner:

<b>Progress</b>		<b><u>Objective</u></b>	<b><u>Performance Indicator</u></b>
Green		Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	<i>Indicates that the annual target <u>is on course to be achieved</u>.</i>
Amber		Indicates that it is <u>uncertain or too early to say</u> at this stage, whether the milestone/objective will be achieved within the appropriate timeframe.	<i>Indicates that it is <u>uncertain or too early to say at this stage</u> whether the annual target is on course to be achieved.</i>
Red		Indicates that it is <u>highly likely or certain</u> that the objective will not be achieved within the appropriate timeframe.	<i>Indicates that the target <u>will not be achieved</u> unless there is an intervention or remedial action taken.</i>

### Direction of Travel Indicator

Where possible performance measures will also identify a direction of travel using the following convention

Green		Indicates that <b>performance is better</b> as compared to the same period last year.
Amber		Indicates that <b>performance is the same</b> as compared to the same period last year.
Red		Indicates that <b>performance is worse</b> as compared to the same period last year.
N/A		Indicates that the measure cannot be compared to the same period last year.

**REPORT TO:** Corporate Policy & Performance Board

**DATE:** 10 January 2013

**REPORTING OFFICER:** Strategic Director Policy & Resources

**PORTFOLIO:** Resources

**SUBJECT:** Business Planning 2013-2016

**WARDS:** Borough wide

1. **PURPOSE OF THE REPORT**

- 1.1. To provide an update on Business Planning for the period 2013-16 and to consider the Directorate priorities, objectives and targets for services for this period that fall within the remit of this Policy and Performance Board.

2. **RECOMMENDED: that Board Members pass any detailed comments that they may have on the attached information to the relevant Operational Director by 18th January 2013.**

3. **SUPPORTING INFORMATION**

- 3.1 Each Directorate of the Council is required to develop a medium term business plan, in parallel with the budget, that is subject to annual review and refresh.
- 3.2 PPB input to the business planning process and the setting of priorities for the Directorate is an important part of this process. Key priorities for development or improvement in 2013-16 were agreed by Members on 30<sup>th</sup> October 2012 for the various functional areas reporting to this Policy & Performance Board.
- 3.3 Whilst providing a Directorate context each of the Directorate Business Plans will contain appendices identifying specific Departmental activities and performance measures and targets that would provide a focus for the on-going monitoring of performance throughout the year. Directorate Business Plans will be subject to annual review and refresh in order that they remain fit for purpose taking account of any future change in circumstances, including any future funding announcements that may emerge.
- 3.4 Given the remit of the Corporate Services PPB since the reconfiguration of Directorates in 2011, Business Plans for Policy & Resources and Children and Enterprise Directorate in respect of Property Services and the Communities Directorate in respect of Catering, Stadium and Registration Services are now available for consideration by the Policy & Performance Board.

- 3.5 Comments additional to those made following the PPB meeting should be made to the relevant Operational Director by 18th January 2013 to allow inclusion in the draft business plan.
- 3.6 The draft Directorate Business Plan will be revised following member comments during January and will go to Executive Board for approval on 7<sup>th</sup> February 2013, at the same time as the draft budget. This will ensure that decisions on Business Planning are linked to resource allocation. All Directorate plans will be considered by full Council at the 6th March 2013 meeting.
- 3.7 It should be noted that plans can only be finalised once budget decisions have been confirmed in March and that some target information may need to be reviewed as a result of final outturn data becoming available post March 2013.

#### **4.0 POLICY IMPLICATIONS**

- 4.1 Business Plans form a key part of the Council's policy framework. Plans also need to reflect known and anticipated legislative changes.
- 4.2 Elected member engagement would be consistent with the new "Best value guidance", announced in September 2011, to consult with the representatives of a wide range of local persons.

#### **5.0 OTHER IMPLICATIONS**

- 5.1 Directorate Plans will identify resource implications.
- 5.2 Arrangements for the provision of Quarterly Monitoring Reports to Members would continue with each Department being required to produce a report. Key Objectives/ milestones and performance indicators would then be aligned by priority, (in accordance with the new corporate performance framework introduced from 2012/13); and reported in line with the remit of each respective Policy and Performance Board. Departmental Reports would continue to be available to members via the intranet, containing all details stated within the Appendices of the Directorate Business plans.

#### **6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

- 6.1 The business planning process is the means by which we ensure that the six corporate priorities are built into our business plans and priorities, and thence cascaded down into team plans and individual action plans.

#### **7.0 RISK ANALYSIS**

- 7.1 The development of a Directorate Plan will allow the authority to both align its activities to the delivery of organisational and partnership priorities and to provide information to stakeholders as to the work of the Directorate over the coming year.



7.2 Risk Assessment will continue to form an integral element of Directorate Plan development. This report also mitigates the risk of Members not being involved in setting service delivery objectives.

## **8.0 EQUALITY AND DIVERSITY ISSUES**

8.1 Those 'high' priority actions in regards to equality and diversity are included as an Appendix within relevant Directorate Action Plans will be routinely monitored through Departmental Performance Monitoring Reports.

## **9.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

9.1 There are no relevant background documents to this report.



# Policy & Resources Directorate

## DIRECTORATE PLAN

April 2013 to March 2016

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### *Appendices*

#### *Service Objectives and performance Indicators*

1. *Financial Services*
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3. *ICT Services*
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5. *Policy Planning and Transportation*
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**NB – The objectives / performance indicators that have provisionally been identified for Policy, Planning & Transportation may require review and amendment following the conclusion of the review currently being undertaken as part of the Efficiency Programme.**

## 1.0 Foreword and Introduction from Strategic Director

The Directorate will continue to play a key role in supporting the delivery of front line services and with responsibilities around planning and transportation, and together with Halton Direct Link facilities, we also have some key frontline services to deliver. However, this Plan is being prepared at a period of significant change for the Council, in addition to facing further significant reductions in Government grant. This brings with it a time of great uncertainty for many staff in the Directorate.

The Directorate is comprised of the following five functional areas:

Financial Services

Human Resources & Learning and Development

ICT and Support Services

Legal and Democratic Services

Policy, Planning and Transportation

At a time when financial resources will be severely restricted the Finance Department will continue to have a key role to play, including the co-ordination of the efficiency programme and facilitating better procurement across the Council. Ensuring sound financial management arrangements remains crucial

The Directorate provides support to the Council and its Management Team in relation to the development of the Council's long-term policy objectives, and works closely with the Halton Strategic Partnership in the delivery of the Sustainable Communities Strategy. It is critical that this work is based on up to date research material, is in tune with current policy thinking and is able to respond appropriately and effectively to the raft of changes in policy and legislation being handed down from central Government

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

Key to the success of any organisation is its people. The Human Resource & Learning & Development service works in support of managers to ensure that the workforce is appropriately trained and developed to deliver first class services to the public and the development and implementation of the Council's 'People's Plan' will be critical in meeting this objective. At a time of uncertainty for staff the training, welfare and occupational health services continue to provide important support mechanisms. Retaining positive working relationships with the Council's trade unions is also a key role for staff within the HR team.

The Highways and Transportation service provides key services to those who live in and visit the borough. It plays an integral part in supporting the delivery of all of the Council's priority areas with the progression of the Mersey Gateway being a vital part of that contribution.

Additionally the Directorate hosts the Council's Risk and Emergency Planning Team, which includes the Health and Safety advisory function. The team plays an important role in co-ordinating the Council's response to emergency incidents. Ensuring that the Council's plans for such scenarios are up to date and regularly exercised is a major part of the team's responsibilities.

Key to the overall success of the Directorate is working closely with all Directorates of the Council to ensure that the support services offered meet the operational needs of the Council. With reducing resources it is increasingly important to work with the other Directorates to identify priorities and to manage expectations. The on-going programme of efficiency reviews are proving how vital to frontline services many of the varied business infrastructure functions provided by the Directorate are in maintaining organisational effectiveness.

**Ian Leivesley**  
**Strategic Director**  
**Policy and Resources**



## 2.0 Key messages

### 2.1 Financial Services

In setting the budget for 2012/13 the Council was faced with making savings of £15m. As a result significant budget cuts were necessary to balance the books. However, this is not the end of the story with the Government's austerity plan meaning yet more cuts in grants resulting in further budget savings forecast of £14m in 2013/14, £11m in 2014/15 and £12m in 2015/16.

Greater efficiency is one way to achieve those savings. The Council set up the Efficiency Programme in 2009 and it has identified over £11m since then. Further efficiencies continue to be needed and it is the responsibility of everyone to identify opportunities for greater efficiency.

Better procurement is another way of funding savings. The Procurement Division was set up in 2010 and has identified savings of £1.6m over the past two years, with a further £1m target to be set for 2013/14.

Financial probity has been maintained, along with effective accounting practices, the issuing of bills and collection of monies. 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 the Audit Commission 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 District Auditor has yet again given the 2011/12 accounts a clean bill of health and there are sufficient balances and reserves to meet known risks.

### 2.2 Legal and Democratic Services

Legal Services were again assessed against the Lexcel and ISO 2000 Standards in January 2012. At the 2011 inspection, the assessors commented that the service was getting better and better year after year. In 2012, the observation was that it was becoming harder and harder to find fault. It should be noted that outside assessors have expressed a view that the service continues to improve at times of reducing resources

The Department was instrumental in producing a revised Code of Member Conduct, which was approved by full Council in July 2012. At the same time, Council approved revisions to the Standards Committee and arrangements for dealing with complaints, in compliance with the Localism Act 2011.

The Department supported the Council response to further initiatives in the Localism Act, namely the Community Right to Challenge and Assets of Community Value. Also in response to new legislation, the Council set up a Shadow Health and Wellbeing Board prior to formal transition. The Board was constituted with the support of Legal Services, and is serviced by officers from Democratic Services.

The Council has been assessed for Level 1 Review Charter on Elected Member Development, with a successful outcome, evidencing the commitment of Members and Officers to continued excellence.

In November 2012, the Chief Executive acted as Police Area Returning Officer for the Police and Crime Commissioner Election. The election was administered very successfully, with a lead across Cheshire being provided by Halton's Elections Team. The Communications and Marketing Team also developed a communication plan for the Cheshire Halton and Warrington area and co-ordinated the consistent delivery of the plan across all areas in addition to representing the area at the Electoral Commissions National Communications Group. The print provision and press cutting service have both been reviewed in order to improve efficiency and generate financial savings.

Communications and Marketing were also instrumental in the development and launch of a new staff intranet, using the Share Point Platform. They were also heavily involved in the marketing of numerous local initiatives, including events at the Markets, Shop Mobility, Foodie Fortnight, and the final stage of the Hive Leisure Development.

Legal Services have also supported the emerging Police and Crime Panel, including attendance at shadow meetings, in preparation for the first proper meeting in December 2012 following the election of the Police and Crime Commissioner.

### **2.3 ICT and Support Services**

The operational model over the last two years has allowed the reduction in Administrative resource by over £1.2 Million and the reduction of ICT Resource of over £1.1 Million at a time when both departments are expected to be delivering additional services over and above the original model as resources reduce throughout the authority. This is now a resource model with less than Two Thirds of the originally available resource within each area. For example ICT services 2 years ago retained 110 FTE this number is now 63 – Administrative Services 143 FTE effectively covering over 90% of departments within the authority.

In addition the Corporate Records Management Unit will be developed and managed within the Admin Shared Services Team resource. This team will collate, manage and develop the systems to control the vast array of paper based records the authority holds.

Approximately 60% of the authority's records are held within 4 large warehouse units at the moment within the Picow Depot, the scale of this collation task cannot be underestimated. The collation task is estimated to take 18 – 24 months but this will deliver a centralised and managed store for the whole authority. A centralised scanning unit will also be attached to this development and this will deal with not only back scanning but key areas such as the development of the electronic social care record.

The SharePoint project will support the Records Management and Electronic Social Care Records developments as well as enabling individual and team sites approximately 140 for the departments within the council. This process will enable the reduction of paper based records and will enable the objective of agile working as such developments will enable officers to work in a mobile manner utilising systems such as Lync and the use of the integrated Microsoft suite of products that is now available for all technology users.

Developments continue within the Halton Primary Schools and a dedicated team is now in place to complete the SLA requirements, the new Cloud based services for the schools will be on test late 2012 with two of the Primary schools Hale and Victoria Road in order to finalise the product offering and tailor the requirement of the year groups in terms of the technology and device requirement moving into 2013. This work is attracting much needed revenue to the Council.

To support this key project the authority has been awarded VMware Enterprise resale partner status under the Service Provider Programme (VSPP) as the new Education Cloud is developed and further innovative enhancements are delivered with additional opportunity for the corporate and member technical needs to be met as this programme develops.

The MDM (Mobile Device Management) servers will secure and manage the delivery of software together with the design of a mobile solution trial scheduled for late 2012 in advance of the planned full implementation in 2013. A corporate programme for such devices to be linked to the Virtualisation and Cloud services programme will also deliver greater efficiencies and flexibility.

The contact centre software upgrade will complete the roll-out of the Lync digital telephony solution allowing full digital integration and the removal of all analogue systems.

## **2.4 Human Resources & Learning and Development**

Work commenced during late 2012 to upgrade the Council's integrated HR / Payroll system (Trent) to a web based i-Trent solution. This will allow greater opportunities for self-service, a better reporting capability in terms of management information and improved and more efficient workflows. It is envisaged that the initial transition to the new solution will be completed during Spring 2013 with further enhancements being incorporated during the latter part of the year.



Additionally i-Trent will be fully integrated with the 'I Want HR Portal as new facilities, such as the Amendment to Establishment and Request to Advertise, are added.

As a consequence of the delivery of the Council's Asset Management Strategy the delivery of training courses by the Learning and Development Team is now taking place across a range of Council venues. The Team continue to develop a number of access channels through which training is delivered in order to maximise opportunities and generate the highest returns on investment, for example through extending ITC based e-learning modules, and the use of more traditional methods such as group sessions.

The training calendar continues to be updated based upon needs identification and changes to the operating environment to ensure that training opportunities are demand led and business driven. Learning and development interventions are representative of both particular segment groups and service specific activity including, for example, sessions in Managing through Change and Resilience, First Aid, Safeguarding, etc.

The Employee Relations Team continue to maintain positive relationships with Trade Unions and provide a pivotal role in managing the interface between staff and their representatives and management at all levels to ensure that the continued need for efficiencies and on-going service delivery can be effectively integrated.

The latter part of 2012 will also see the culmination of a significant piece of HR related work as colleagues from Public Health join the Council as a result of the implementation of the Health and Social Care Act 2012.

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

### ***Bridge & Highway Maintenance***

Procurement of a new Highways Term Contract is underway with a new contract expected to be operational in Spring 2013.

During 2012, the Audit Commission issued guidance concerning improved procurement and collaboration processes that could be used to deliver savings and this has influenced a review of existing practice across the Council.

In this Department, for example, the Council had previously delivered highway improvement schemes and highway maintenance works through two separate term contracts. However, given a number of common aspects within these two contracts and based on experience elsewhere, it has been agreed that the procurement of a combined contract has the potential to maximise value for money and return on investment. It has also been recognised that the opportunity to both engage modern forms of contract and to rationalise works ordering and payment processes will enhance efficiency and increase the Council's ability to drive down costs.

As a result, the Council has worked in collaboration with Warrington BC to invite tenders that have the scope for delivering highway improvement and maintenance services for both authorities. Although this will be via a separate contract for each authority, it is expected that the further increased economies of scale and associated opportunities for rationalising resource usage and improving service delivery will be to the advantage of both authorities.

### ***Highway Development***

#### Flood Risk

In the past year, in fulfilling the Council's role as Lead Local Flood Authority (LLFA), the Division has acquired new duties and responsibilities resulting from the Flood and Water Management Act and changes to the Land Drainage Act. The legislation requires the development of plans and strategies which will have policy implications for the Council. The Division has taken on a range of new functions including enhanced asset management of drainage and flood risk structures and the regulation of ordinary watercourses (previously carried out by the Environment Agency) involving the adoption of a formal consent procedure for works on or near watercourses.

A set of Land Drainage Byelaws for Halton is currently being drafted and these will form the basis for future enforcement of watercourses and other land drainage in the future. Close partnership working with neighbouring LLFAs, the EA and Defra is intended to continue to help address these challenges.

#### LTP Integrated Transport Programme

The Division is now working with a much reduced budget for integrated transport (IT) work compared with previous business plan periods. The capital block grant for IT is 60% down on the allocations provided during LTP2 and this has severely restricted the number, type and scope of walking / cycling and public transport improvements in recent years. It is expected that this reduced level of funding will continue over the period of this business plan. Whilst the Division continues to deliver IT through the 'neighbourhood centre' improvement based approach (co-ordinating transport improvements with road safety and maintenance works where appropriate) this level of funding means that the Council is unable to deliver the larger highway and transport schemes or provide the sort of contributions to regeneration projects that have previously been possible.

Highway Development is leading for the Partnership on the delivery of the Mineral Line project to provide improved cross boundary walking and cycling links to employment.

### ***Logistics***

In the last 12 months, bus services in the Borough have come under increasing pressure. Operators have been faced with increasing fuel and insurance costs at the same time that the Council has found it necessary to reduce its funding for supported services. These factors have combined to lead to a reduced number of services on offer and a consequent decrease in the number of passenger journeys being made. It is anticipated that increasing operating costs, the current fiscal climate, and decreasing funding from central government will remain during the life of this plan and possibly beyond. The challenge now is to try and halt this decline, and if this is not possible, then to at least ensure that the value from any investment is maximised.

As a consequence, the Council will continue to target interventions aligned to its strategic priorities, for example, by providing or sustaining links to new and existing employment sites, and by responding to specific local contexts and needs especially in those areas / groups where deprivation is disproportionately high as compared to the borough as a whole.

The Council will also continue to exploit other grant funding opportunities in order to mitigate against the adverse effects of reducing direct funding. Recent successes in this area include the acquisition of grants totalling almost £4 million from the Mid Mersey Local Sustainable Transport Fund and the Regional Growth Fund. These monies will be used to improve bus services to key strategic employment sites, e.g. Daresbury SciTech Park, and further improve walking and cycling routes.

In relation to bus passenger transport services, the findings of the most recent National Highways and Transport Survey suggest that whilst access to a car remains relatively high at 80%, over 40% of respondents made use of a free bus pass. Of the 29% of respondents that had a long standing illness or disability, 79% stated that this limited their mobility. This gives some indication of the importance of, and reliance upon, bus services for Halton's residents.

### ***Policy & Planning***

Officials that work within the public sector are accountable for ensuring that public business is conducted in accordance with the law and that proper standards are maintained for the use of public assets. Strategy and policy, combined with community engagement, ensure that the Council is open and transparent in the way it sets out the future for the borough and the way it does business. Lack of policy would leave the Council open to challenge in the way it conducts business as it could not demonstrate legislative compliance or fair handed dealing with service users.

The Division continues to revise and update the constitutional policy framework and advise on changing national policy through regular horizon scanning and strategic briefings.

A number of new strategies/operational policies have been adopted including the Core Strategy, 'Volunteering for the Council' Strategy and associated operational policies, People Plan and workforce data profiling, Community Right to Challenge Protocols, and implementation of the Digital Economy and Inclusion Strategy through the £40m Connecting Cheshire Superfast Broadband initiative.

Policy teams help resource the overview and scrutiny process that allows elected members to suggest improvements to service delivery. A number of scrutiny reviews have been undertaken including Partnership Governance, Autism and Apprenticeships. Several more reviews are in progress, including one on the Night Time Economy.

The Halton Strategic Partnership continues to coordinate early intervention and prevention activity across the public sector, voluntary sector and business sectors in Halton. The prominence of the subordinate sub groups has increased via innovation from within the Children's Trust and evolution of the Health and Well Being Board.

It is critical that policy is based on sound evidence. The Division has published a number of research and survey documents including the Joint Strategic Needs Assessment for Health, Area Forum Profiles, Service Satisfaction Consultations, Halton 2000, and Troubled Families Initiative.

The Development Control, Building Control and Contaminated Land Teams continue to carry a large and strategic case load dealing with major scheme applications across the Borough including 3MG, Mersey Gateway, Ineos, Widnes Waterfront, Daresbury and Sandymoor.

Most of the above work will have been delivered or comprehensively developed by March 2013.

### ***Performance & Improvement***

The Performance and Improvement Division continues to support the statutory and regulatory inspection process across the Council and the level of internal customer satisfaction in Directorates and also by external regulators e.g. Ofsted has remained high. For instance, the Council was awarded an "outstanding" grade for Performance Management and Quality assurance in the Safeguarding and Looked after Children's Inspection. In areas, where support has been provided all statutory returns were submitted by the due date.

During the year 2012/13, revised Performance Frameworks have been implemented so that they remain fit for purpose, given legislative and statutory changes, and ensure local accountability and transparency.

A number of additional frameworks in a number of specialist areas have also been developed including: for Adoption; Safeguarding; to ensure compliance with the Munro Review of Child Protection in the Children and Enterprise Directorate; and to monitor the implementation of commissioning and action plans across the Council in conjunction with local partners.

Central government targets have been replaced by minimum standards in some areas. However, whilst there may be fewer centrally imposed targets the authority has and will still be required to publish performance against a national data set under the transparency agenda.

The Code of Practice for Local Authorities on Data Transparency also states LA's should be responsive to best practice as it develops, which will require a proactive approach to review and the pursuit of higher standards. It is their expectation that government departments, local authorities and other public bodies will be performance managed by the communities and citizens which we serve. For instance "Local Accounts" for Adult Social Care Services have been published in 2011/12 and will be published in 2012/13 as part of the transparency agenda.

Whilst we will have greater freedom in designing self-determined strategic policy and performance management frameworks there will still be areas of close regulation for Social Care, with little change note for Children's Services in particular. In fact, for Children's Services, Ofsted have published new inspection frameworks across all Children's Services areas, significantly raising the bar of what is expected with "tougher standards" for schools. Thus, communicating these changes to the frameworks has been and remains a key area of work for the Division alongside the Strategic Director for Children and Enterprise e.g. the new framework for the Local Authority Arrangements for Child Protection – effective May 2012. New Statutory Surveys have also been introduced e.g. the Carers survey in 2012/13.

Further duties have also been placed on Local Authorities who will now be responsible as a sector for their own improvement with the demise of the Comprehensive Area Assessment (CAA) and Public Service Agreements (PSAs), and a changed role for the Care Quality Commission. Thus, "Promoting Excellence in Councils" Programme Boards have been set up for Adult Social Care and Children's Services to assist this and to support sector led improvement models. The Local Government Group have also issued guidance via the publication "Taking the Lead: Self-Regulation and Improvements in Local Government" as to the wider use of self-assessment as a tool to for improvement and local accountability. For instance, In 2012/13, the Division has supported the Children & Enterprise Directorate with Peer Challenge with a focus on "narrowing the gap" in attainment for vulnerable groups including those in receipt of Free School Meals. This is being undertaken in conjunction with three other Local Authorities – Oldham, Warrington and Wirral. The Division has also supported the developments through the North West Performance Leads Group of a set of Regional benchmarking measures to support sector improvement in Adult Social Care.

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

The increasing cost of energy for the Borough's street lights and illuminated signs, including traffic signals, has meant that efforts are now clearly focussed on either reducing the demand for or improving the efficiency of the stock. In order to reduce costs in 2012, street lighting on high speed roads (those with speed limits of 40 mph or above) was switched off between midnight and 6.00 am. The effects of this move will be monitored over the course of this Plan (particularly with regard to road and community safety) but the switch-off is anticipated to remain for the foreseeable future.

Whilst a significant level of saving was predicted by implementing this measure, rather regrettably, the full amount is unlikely to be achieved as the energy supplier had increased standing charges as a result of the impact of feed-in tariffs on themselves (e.g. the payments they are required to make for solar panels). This together with a reassessment of the energy consumption of our stock has resulted in an anticipated short fall for the financial year 2012/13. Energy prices are expected to continue to rise and this will undoubtedly affect the ability to keep existing highway electrical equipment operating with current resources.

The number of Top Tier Control of Major Accident Hazard (COMAH) sites within the Borough is increasing. The former ICI site in Runcorn is now classed as three sites and Univar in Widnes has become Top Tier COMAH plus a further site has been designated in Widnes). When a site is designated as Top Tier, it necessitates the development, maintenance and regular testing of emergency plans, which incorporate and result in the need for live exercises to deal with any potential impact on the community should there be an incident.

Government cuts in both capital and revenue funding for Road Safety continues to not only impact on the provision of traditional Road Safety engineering, education, training and publicity initiatives but also on the Council's ability to contribute to the Cheshire Safer Roads Group which is responsible for operation of safety cameras. Funding cuts also mean that the Council is no longer able to provide travel planning advice to schools which aims to encourage safer and more sustainable travel.

## **3.0 Factors affecting the Directorate**

### **3.1 Financial Services**

The Council will continue to face significant budget reductions. As well as needing to find £14m in 2013/14 a further £23m of budget reductions will be needed in the following two years. The Council is faced with cutting 35% of its budget over the next three years.

From 1<sup>st</sup> April 2013 there will be a fundamental change to the funding of local government, whereby the Government intend to allow local authorities to retain 50% of the business rates generated in their area. Instead of business rates being pooled nationally and distributed based on need, they will stay with the local authority. There will be safety nets in place but over time this is expected to dwindle, resulting in Halton potentially losing up to £10m in resources.

Council Tax Benefit will be abolished from 1<sup>st</sup> April 2013 and replaced with localised council tax support. In making this change the Government will reduce the funding for this support by 10% with the provision of a fixed grant rather than funding actual expenditure. The protection of pensioners under the new arrangements means that the reduction in support to claimants will actually be approximately 21% rather than 10%.

Coupled with the introduction of significant Welfare Reforms, these changes are likely to put increased pressure upon the Council's services and the costs of those services. There will also be a further significant change in the Council's funding with the transfer of funding from Early Intervention Grant to Dedicated Schools Grant with an expected reduction in grant. This will create significant financial pressures within children's related services

### **3.2 Human Resources & Learning and Development**

Two major statutory changes to the way in which pay and pensions are processed will become effective during the early part of 2013. This places a responsibility on the Council to implement Pensions Auto Enrolment for all employees and the provision of Real Time Tax Information to Her Majesty's Customs and Revenues (HMRC).

These arrangements will require the Authority to have certain processes in place to ensure compliance which will result in the need for additional work to be undertaken on an on-going basis by both central support services and other key personnel across the organisation.

During the latter part of 2012 work was undertaken to communicate the detail of these new responsibilities to all relevant staff, managers and Schools and the full implications for the Council of implementing these new arrangements will become known once new systems are in place and fully operational.

As a consequence of the continued pressure on Council budgets and the on-going need to satisfy future savings requirements during the life of this plan HR staff will need to continue to play a significant role in facilitating consultations with Trade Unions concerning changes to organisational structures affecting employees. Additionally management will continue to require advice concerning the introduction and or revision to legislative requirements in order that the Authority fulfils its statutory obligations.

In addition managers will continue to be provided with HR related advice and guidance as new working practices, for example the use of shared services with other local authorities, are introduced. It is also anticipated that during 2013 a significant amount of work will be required in relation to managing the Personnel related impacts of changes to the national Welfare Benefit system.

### **3.3 ICT and Support Services**

2013/14 will be a critical point in the development of commercial services for the department with an income target double that of the 2012 target now in excess of £600'000. This considerable figure is high but a realistic target if the services and marketing plan develop as expected and remote services are available to a wider external market – potentially beyond the boundaries of Halton service users.

The primary mechanism for the delivery of the schools programme along with additional opportunity both internal and external services will be the development of a self-service cloud based infrastructure.

In summary Virtualisation is the fundamental technology that enables cloud computing – this technology enables organisations of any size to use technical resources such as access to desktop's and servers as and when required. Simply put IT requirement can become almost as simple as a pay as you go mobile phone package in that the end users of these resources pay for what they need when they need it.

As a partner within the VMware environment the HBC data centres become the service provision element of the pay as you go model, allowing potential business or schools to register within our secure cloud infrastructure and determine their hardware and software requirement. Once complete schools can then arrange a set fee for services through a catalogue interface. This model allows the user to upgrade at any time change services and the number of services literally at the press of a button within a web based portal. Everything within this environment will be chargeable and the user retains control over the choice and level of services but most importantly for what they pay for.



The investment required to develop this service has been minimal as hardware that supports the authority will be utilised further in order to maximise its capability. The skills to manage and develop this solution are in-house again minimising revenue, capital risk and reliance upon high cost 3<sup>rd</sup> party vendors.

### **3.4 Legal and Democratic Services**

Work has continued on an efficiency review including Communications and Marketing. Once completed, it will be possible to assess the impact on service provision.

The Family Justice Review published by the Ministry of Justice has focused on reform of the child care system, noting that the legal framework was generally considered to be robust. However, the report found that cases take too long to be taken through the court system, showing an average of 56 weeks. It was recommended that a Family Justice Service be set up to develop and monitor national quality standards for processes. The Report recommends that the Government legislate to provide power to set a time limit on Care Proceedings which should require completion of care and supervision hearings within six months. It is anticipated that this change will provide a considerable increase in pressure on staff in both Legal Services and Children's Social Care.

Whilst the procurement phase of the Mersey Gateway Project continues, Legal Services will be required to provide a great deal of support. This also applies to the establishment of the Mersey Gateway Crossing Board.

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

#### ***Mersey Gateway***

The Mersey Gateway project will continue to place significant demands on staff beyond the life of this plan. Formal involvement in the project procurement and delivery processes including provision of necessary Client approvals is fundamental to the progress of the project and will have to be approached with the appropriate level of experienced resource to avoid compromising the project programme.

The requirement for staff to satisfy Mersey Gateway needs without neglecting other wider service delivery functions will be particularly challenging

The Mersey Gateway also has several interfaces with the existing highway network which will be severely affected during the construction phase of the project.

Although Mersey Gateway procurement has included mitigation requirements, difficulties in maintaining access through the existing highway network, particularly across the SJB, during construction will inevitably create issues not solely for the Department but also for the social and economic wellbeing of the Borough.

The Department will also be required to contribute to the development of the design of sustainable transport aspects of the project, such as modifications to the SJB and at other network interfaces where the route affects existing transport provision. There may also be a demand for additional facilities and works to accommodate sustainable travel during the construction phase as the network comes under more pressure due to traffic restrictions.

Additional demands will be placed on staff because of the need to co-ordinate traffic management for the construction phase with all other roadworks. There will also be a need to check proposals (including intelligent transport systems, signs, lighting, etc.) and prepare or amend Traffic Regulation Orders for the new route.

The need for effective Local Authority PR and communications to harmonise with the successful bidder's overall construction strategy will be important to ensure that the consequences of disruption during construction are minimised.

### ***Bridge & Highway Maintenance***

The Council has been successful in attracting significant additional Capital Maintenance funding from the Department for Transport to address the backlog of major bridge maintenance activity on the Silver Jubilee Bridge (SJB) and the structures on its approaches. This provides a maximum £18.6m of Grant funding availability over a 5 year period to 2016 – 17.

### ***Highways Development***

#### Development

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

The planning consultation and approvals process includes a detailed consideration of traffic and transportation needs, the effect on the existing highway network and the incorporation of sustainable transport within development proposals.

The negotiation of planning and highway agreements and funding (S106, CIL and S278), to support the proposed developments and now, additionally, the inclusion of measures to manage flood risk associated with development, will be key to delivering high quality and sustainable development for the Borough.

Achieving the goals set out in LTP3 through the implementation of the various strategies, will be a challenge over the period of the business plan, and interventions will need to be proportionate to the funding available and measured in terms of the value they add to the transport network.

With the reduced capital budget available for integrated transport, the Council will need to manage the wants and expectations of business and the community through for example continuing the on-going processes of scheme assessment and prioritisation based upon the LTP implementation plan and developing needs and demands.

### ***Logistics***

The Personalisation Agenda, an ageing population, an increasing demand for more specialised/flexible vehicles and a review of passenger charge levels will necessitate a thorough review of specialised transport provision, including Community and Personal Transport.

Additionally, through the use of targeted intervention the Council will seek to continue its success in increasing passenger numbers on existing networks thereby maximising the impact of available resources and minimising unit costs.

During the lifetime of this plan, the way in which transport contracts are procured will be subject to review in order to identify and exploit any potential opportunities to maximise the return upon investment through the most economically viable means available.

### ***Policy & Planning***

'Whole Place' Community budgets continue to remain a high profile agenda for public sector reform. These will aggregate budgets across local public service partnerships to work together more effectively, help improve outcomes, and reduce duplication. All local authority areas may be able to operate these approaches from 2013-14. Councils and their partners will also have greater flexibility to work across boundaries in health, policing, worklessness, child poverty and tackling troubled families.

The on-going changes in areas such as Localism, Welfare Reform and Health and Well Being will impact corporately as additional duties and responsibilities combine with an anticipated increase in demands from our communities for advice, engagement and support.

### ***Performance & Improvement***

Support will need to be provided for the submission of statutory returns and on-going national inspections frameworks for Children's and Adult Care Social Services, given the new and challenging inspection frameworks across all Children's Social Care areas, new multi-agency frameworks from May 2013 for Child Protection and "tougher standards" for schools.

Preparatory work will be required to implement additional new data collections following the zero based review for Adult Social Care to make social care data more outcome focused in 2013/14 and 2014/15. Thus, more information will be provided to Government on how well Halton is providing personalised care to promote people's independence and ensure value for money. This will require redesign of existing systems in a number of areas to meet statutory requirements and presents a significant challenge for the Local Authority, at a time of limited resources.

With the demise of Comprehensive Area Assessment (CAA) and Public Service Agreements (PSAs), the Coalition is placing greater emphasis on self-regulation with stronger accountability through increased transparency to drive further improvement. Thus, the Performance and Improvement Division will be required to support a range of sector lead improvement initiatives in Adult Social Care and Children's Services including peer challenge and regional benchmarking. Other initiatives include national and local benchmarking through Local Government Inform or potentially supporting Departments from a performance perspective, if subject to a Community Right to Challenge.

An Efficiency Review of both the Policy & Planning and the Performance & Improvement Divisions could possibly affect the way in which services are delivered over the course of the Plan and it will be necessary to plan for and respond to any changes in this regard.

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

In addition to increasing energy prices as referred to earlier, street lighting lamps are being re-tested to determine actual energy consumption. These rates are used to determine the energy consumption for the Borough. The results so far have all resulted in increased consumption rates above those previously accepted and this will therefore increase the cost of the Councils energy bill.

To mitigate these effects the Council will continue to review its equipment and the range of new technologies that are available to reduce energy consumption. Where possible, lower energy consuming equipment is being used, but its introduction is limited by the availability of funding. 'Spend to Save' projects have been unsuccessful due to the payback period for new capital equipment being around 5 years.

A full review of street lighting operations, energy saving devices and techniques and proposals for further savings will be brought together in a Street Lighting Strategy and Policy document that will be submitted to the Executive Board for its consideration.

There is an increasing desire for CCTV coverage and/or monitoring of additional areas within the Borough that are experiencing anti-social behaviour and/or criminal activity. This desire is coming from the police, housing associations (RSLs) and the public often via elected members.

The challenge is to provide for the on-going costs for maintenance and monitoring of cameras; the Council has limited resources and contributions are required from partner agencies to help fund this service. The Coalition Government have decided that Remploy should not continue to trade and this means that a new contractor needs to be appointed to monitor the CCTV cameras throughout the Borough. The issues surrounding the continued provision of this service are currently being explored.

### ***Liverpool City Region Transport Agenda***

In its support of the Liverpool City Region, Halton will continue to work with its Merseyside partners (including Merseytravel, the five local authorities and the LEP, for example) in progressing a number of major transport projects and initiatives whose primary purpose will be to assist economic growth and improve access to employment/training/education opportunities whilst at the same time reducing carbon emissions. This majority of this work is contained within the City Deal Action Plan and covers the following: a review of transport governance across the LCR incorporating the establishment of a Local Transport Body (to consider and make decisions on the prioritisation of Major Transport Schemes); improving access to the Port of Liverpool to support the wider Superport proposals; progression of the LCR bus agenda to achieve improvements in the public transport offer; to work with Government on rail devolution proposals, the development of High Speed 2 and the achievement of rail connectivity priorities such as the Halton Curve. It is difficult to predict the demands of this work at present but is expected to increase beyond current commitments as Halton more formally becomes integral to the LCR and the recently approved Local Transport Body, and as it works with partners to develop the next Local Transport Plan.

## 4.0 Organisational initiatives

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

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

The scheme sets out the Council's approach to promoting and securing equality of opportunity, valuing diversity and encouraging fairness and creating and promoting a social environment in which people can work, learn and live free from discrimination and victimisation in all of its forms.

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

The Equality Act 2010 replaced existing anti-discrimination laws with a single Act. It included a new public sector Equality Duty, replacing the separate public sector equality duties relating to race, disability and sex, and also covering age, sexual orientation, religion or belief, pregnancy and maternity and gender reassignment more fully. In response to this, The Council has developed a systematic approach to examine and address the equality implications of its existing and future policies, procedures and practices through the use of a Community Impact Review and Assessment process.

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

Through the Directorate the Council has worked with partners to develop a Hate Crime Strategy for Halton. The development of such a strategy was a statutory requirement emerging from the Tackling Violence Action Plan 2008.

Its aim is to identify and respond to locally established priorities in tackling hate crime and reinforce the benefits of taking a partnership approach to all hate incidents.

At a partnership level issues of equality are overseen by the Halton Strategic Partnership Equalities, Engagement and Cohesion sub-group and the Community Cohesion Officers Group, which has a more operational focus to any potential tension within communities.

## 4.2 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 Council in managing its carbon emissions and developing actions for realising carbon and financial savings and embedding carbon management into the authority's day to day business.

The Plan was reviewed and updated during 2011/12, with a revised energy emissions reduction target and it is now set at a reduction of between 5% and 10% over 2010/11 figures over a 5 year period. The main measure included in the revised Plan is the Green House Gas emissions indicator, which differs from the previous carbon emissions indicator. The GHG emissions figure for 2011/12 was 23,917 tonnes CO<sub>2</sub> which was a 7.3% reduction on the 2010/11 figure. This total figure breaks down as follows:-

Corporate buildings	- 7505 tonnes CO <sub>2</sub> (estimated)
Schools	- 8393 tonnes CO <sub>2</sub> (estimated)
Street lighting	- 6211 tonnes CO <sub>2</sub> (estimated)
Vehicle fleet	- 1359 tonnes CO <sub>2</sub> (estimated)
Business Miles	- 449 tonnes CO <sub>2</sub> (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.

There is particular focus on the CRC energy efficiency scheme and the implications for the Council, i.e. £175k cost in April 2012 rising to £190k the following year.

Positive work being undertaken in Halton includes:

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

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.

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

The Council is committed to improving a good quality of life for the people of Halton and one of the ways this can be achieved is through allotment gardening. Being part of the allotment gardening community brings an opportunity to meet and share experiences with people from all walks of life. There are also health and social benefits which can give plot-holders a sense of well-being. Our aim is to continue to build on the good practices and positive improvements, but the biggest obstacle is the shortage of growing space.

#### 4.3 Arrangements for managing Data Quality

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

In recognising this, the Council has developed a Corporate Data Quality Strategy that will provide a mechanism by which the authority can be assured that the quality of its data remains robust and fit for purpose. This strategy, which will remain subject to periodic review, identifies five Key Corporate Objectives and establishes the key dimensions of good quality data i.e. that data is:-

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



**Complete** In that the monitoring of incomplete, missing or invalid data is avoided as far as is possible.

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

Given the transfer of Public Health to Local Authorities from 1<sup>st</sup> April 2013, Halton Borough Council are part of the 5 Borough's partnership with Health and other partners and are currently applying to connect to health systems.

In order to connect the Council is required to complete an Information Governance Toolkit assessment up to level 2 (there are 3 levels in total). The Information Governance Toolkit is a performance tool produced by the Department of Health (DH). It draws together the legal rules and central guidance set out above and presents them in one place as a set of information governance requirements

The purpose of the assessment is to enable organisations to measure their compliance against the law and central guidance and to see whether information is handled correctly and protected from unauthorised access, loss, damage and destruction.

Where partial or non-compliance is revealed, organisations must take appropriate measures, (e.g. assign responsibility, put in place policies, procedures, processes and guidance for staff), with the aim of making cultural changes and raising information governance standards through year on year improvements.

The ultimate aim is to demonstrate that the organisation can be trusted to maintain the confidentiality and security of personal information. This in-turn increases public confidence that 'the NHS' and its partners can be trusted with personal data.

#### **4.4 Risk Management**

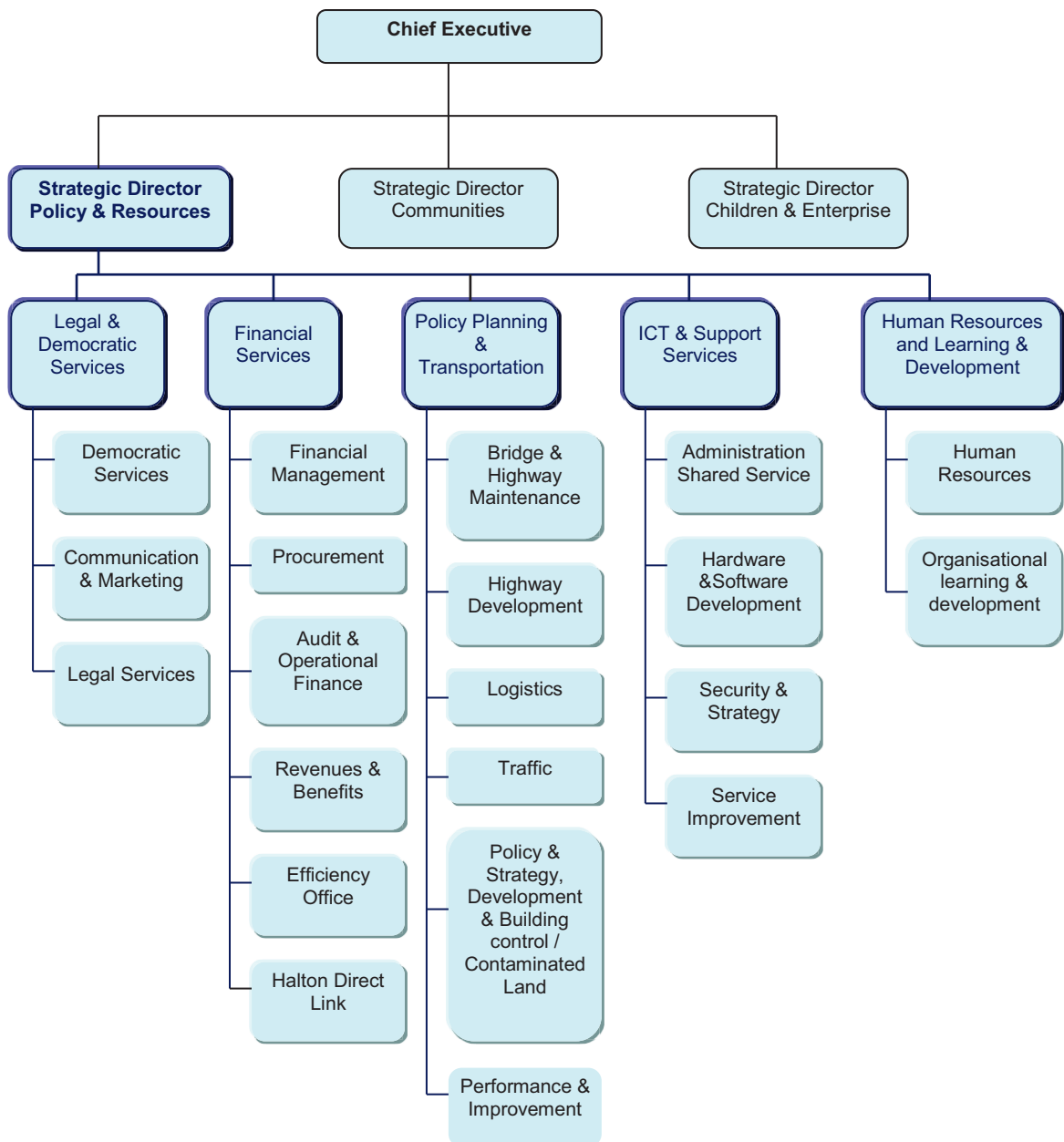
Risk Management, which forms a key element of the strategic and performance management processes of the Council, is a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

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

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

## 5.0 Directorate structure

The diagram below illustrates the current Directorate Structure. However it should be noted that at the time of writing a review of certain aspects of provision of individual functions is being undertaken as an element of the Council's on-going Efficiency Programme. As a result, and following the conclusion of the review, the diagram below may require further revision .



## **6.0 Resources**

The Council will continue to face significant financial constraint during the life of this Plan and possibly beyond. As a consequence the Directorate will continue to play its part in seeking ways to minimise operating costs and maximise return on investment across all service areas.

In order to achieve this all Departments will be required to keep existing management processes and service delivery mechanisms under constant review in order to seek out opportunities to ensure that operating costs are kept to a minimum and that the Directorate makes a positive contribution to the on-going Efficiency Agenda.

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

To be inserted when available

### **6.2 Staffing Considerations**

The Council recognises that the dedication and motivation of staff is a key asset and enabler in delivering positive outcomes for the Borough's communities. The Directorate therefore remains committed, for example through the Employee Development Review process, to providing all possible opportunities for continued personal development across all service areas.

In an organisational context the Council also remains committed to engaging with all staff, both directly and through active engagement with Trade Unions, concerning and future restructuring arrangements that may be proposed as a result of the on-going need to reduce operating budgets.

The Directorate, through the Human Resources & Learning and Development Division, will play a key part in providing corporate advice to managers in all areas of the Council's operations and through the provision of various support mechanisms for staff.

### **6.3 Accommodation and Property Considerations**

There are no significant additional property requirements for the Directorate that are anticipated to be required during the period of the Plan.

The further development of the Records Management Unit at the Picow Farm Road site will require additional space in the short term this has already been integrated into existing Asset Management arrangements.

## 6.4 Financial Considerations

Within the Directorate there are significant financial pressures in relation to Bridge and Highway Maintenance and new Flood Risk Management responsibilities as outlined below.

Significant Capital Grant reductions of 30% for the period 2010/11 to 2014/15 and revenue expenditure reductions on operational bridge and highway maintenance of 12% 2010/11 – 2011/12 have placed significant pressures upon the service. These pressures have been absorbed at a time when the extent of the authority's highway network has increased and the condition of highways became an area of national concern due in part to a succession of particularly severe winter conditions.

This combines to potentially decrease the Council's ability to comply with statutory obligations and perceived levels of service delivery and may manifest itself in a poorer state of the highway network and longer times to make safe and repair defects.

There is also a conflict between the need to consider staff reduction to satisfy future budget savings targets and the need to retain the appropriate level of experienced staff to avoid compromising bridge and highway maintenance service delivery and the procurement, construction and operational phases of the Mersey Gateway project

The onset of the Council's new role and responsibilities for flood risk management, combined with a growing number of minor flooding & drainage related issues across the Borough has led to an increased demand on the existing land drainage budget.

The new Flood and Coastal Erosion Risk Management (FCERM) funding system is based upon a local partnership approach to funding capital schemes. Without appropriate local funding being available flood defence schemes currently within the medium term programme will not be able to progress and without future support, further bids for grant aid will not be possible.

Additionally there will also be pressures in relation to on-going traffic management and regulation and health and Safety and Emergency Planning issues due to increasing energy costs, the continued extension of the highways network, and the addition of further COMAH sites within the borough.

Whilst the potential creation of an Integrated Transport Unit may require some additional resource this will provide the opportunity for longer term efficiency gains to be made through the centralisation the majority of transport functions.

## 6.5 ICT Considerations

There are a number of ICT requirements that will need to be addressed during the life of the Plan. The most significant of these requirements includes;-

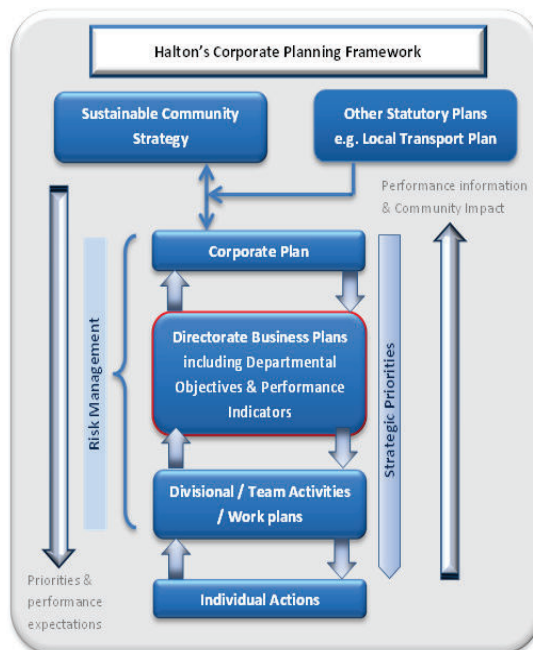
- The need to harmonise ICT processes based around the Council's Mayrise highways in light of a new highway maintenance and improvement contract due to commence in June 2013.
- An anticipated ICT software implications arising from new duties under the Flood and Water Management Act, which will require the Council to maintain an asset register of structures related to flood risk management.
- Development of Logistics databases relating to Car Share, the 'I want Transport' portal and the replacement of the current LT software.
- Further ICT investment in relation to agile and mobile working within the areas of Policy and Planning and Traffic. This would include the further facilitation of 'hot-desking' and enhancing remote access capabilities and mobile solutions for Streetworks teams.
- The development of a live case file management system within Building Control to reduce future scanning and archiving costs and a replacement system for the extraction of on-site investigation reports in relation to Contaminated Land.

## 7.0 Business Planning

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

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

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



### Performance Monitoring and Reporting

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

As a result Departmental progress will be monitored through:

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

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 - 5

Departmental Service Objectives / Key Milestones and Performance Indicators / Targets<sup>1</sup>.

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

## Appendix 6 – National policy drivers / guidance

**NB – The objectives and indicators that have provisionally been identified for Policy, Planning & Transportation may require review and amendment following the conclusion of the review currently being undertaken as part of the Efficiency Programme**

<sup>1</sup> Key Objectives / Performance Indicators are indicated by **bold underlined font**. 'Other' objectives / indicators are identified in *italic font*

## 1. Financial Services – Objectives and Performance Indicators

<b>Corporate Priority</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<b><u>Service Objective: FS 01</u></b>	<b>Set the Revenue Budget, Capital Programme and Recommend Council Tax</b>					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>Report Medium Term Financial Strategy to Executive Board <b>November 2013</b>.</li> <li>Report to Council in <b>March 2014</b></li> </ul>					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> <li>Report Medium Term Financial Strategy to Executive Board <b>November 2014</b>.</li> <li>Report to Council in <b>March 2015</b></li> </ul>					
Key Milestone(s) (15 – 16)	<ul style="list-style-type: none"> <li>Report Medium Term Financial Strategy to Executive Board <b>November 2015</b>.</li> <li>Report to Council in <b>March 2016</b></li> </ul>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Operational Director	<b>Linked Indicators</b>	
	Residual	Medium				



<b>Corporate Priority</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<b><u>Service Objective: FS 02</u></b>	<b>To effect financial prudence by assisting managers to control their budgets by monitoring spending and providing timely and accurate financial reports</b>					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>• Provide <b>monthly</b> financial reports to budget holders <b>within 8 days of month end</b>.</li> <li>• Provide <b>quarterly</b> financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports.</li> <li>• Provide <b>quarterly</b> monitoring reports on the overall budget to Executive Board.</li> </ul>					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> <li>• Provide <b>monthly</b> financial reports to budget holders <b>within 8 days of month end</b>.</li> <li>• Provide <b>quarterly</b> financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports.</li> <li>• Provide <b>quarterly</b> monitoring reports on the overall budget to Executive Board.</li> </ul>					
Key Milestone(s) (15 – 16)	<ul style="list-style-type: none"> <li>• Provide <b>monthly</b> financial reports to budget holders within 8 days of month end.</li> <li>• Provide <b>quarterly</b> financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports.</li> <li>• Provide <b>quarterly</b> monitoring reports on the overall budget to Executive Board.</li> </ul>					
<b>Risk Assessment</b>	Initial	Low	<b>Responsible Officer</b>	Div. Manager Financial Management	<b>Linked Indicators</b>	
	Residual	Low				

<b>Corporate Priority</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<i>Service Objective: FS 03</i>	<i>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.</i>					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>• Complete the Draft Abstract of Accounts for certification by Chief Financial Officer by <b>30<sup>th</sup> June 2013</b>.</li> <li>• Publish the Abstract of Accounts by <b>30<sup>th</sup> September 2013</b>.</li> </ul>					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> <li>• Complete the Draft Abstract of Accounts for certification by Chief Financial Officer by <b>30<sup>th</sup> June 2014</b>.</li> <li>• Publish the Abstract of Accounts by <b>30<sup>th</sup> September 2014</b>.</li> </ul>					
Key Milestone(s) (15 – 16)	<ul style="list-style-type: none"> <li>• Complete the Draft Abstract of Accounts for certification by Chief Financial Officer by <b>30<sup>th</sup> June 2015</b>.</li> <li>• Publish the Abstract of Accounts by <b>30<sup>th</sup> September 2015</b>.</li> </ul>					
<b>Risk Assessment</b>	Initial	N/A	<b>Responsible Officer</b>	Div. Manager Financial Management	<b>Linked Indicators</b>	
	Residual	N/A				

<b>Corporate Priority</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<b><u>Service Objective: FS 04</u></b>	<b>Make best use of cash resources available to the Council and meet its statutory responsibility by setting, implementing and monitoring the Treasury Management Policy</b>					
Key Milestone(s) (14 – 14)	<ul style="list-style-type: none"> <li>Establish Treasury Management Policy and report to the Council by <b>April 2013</b>.</li> <li>Provide monitoring reports to the Executive Board <b>on a quarterly basis</b>.</li> </ul>					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> <li>Establish Treasury Management Policy and report to the Council by <b>April 2014</b>.</li> <li>Provide monitoring reports to the Executive Board <b>on a quarterly basis</b>.</li> </ul>					
Key Milestone(s) (15 – 16)	<ul style="list-style-type: none"> <li>Establish Treasury Management Policy and report to the Council by <b>April 2015</b>.</li> <li>Provide monitoring reports to the Executive Board <b>on a quarterly basis</b>.</li> </ul>					
<b>Risk Assessment</b>	Initial	N/A	<b>Responsible Officer</b>	Operational Director	<b>Linked Indicators</b>	
	Residual	N/A				

Corporate Priority	Corporate Effectiveness & Business Efficiency					
<i>Service Objective: FS 05</i>	<i>Ensure that the Capital Programme is affordable, prudent, and sustainable by setting and monitoring prudential borrowing indicators.</i>					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>• Provide monitoring reports to the Executive Board <b>on a quarterly basis.</b></li> <li>• Report prudential indicators to Council in <b>March 2014</b></li> </ul>					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> <li>• Provide monitoring reports to the Executive Board <b>on a quarterly basis.</b></li> <li>• Report prudential indicators to Council in <b>March 2015</b></li> </ul>					
Key Milestone(s) (15 – 16)	<ul style="list-style-type: none"> <li>• Provide monitoring reports to the Executive Board <b>on a quarterly basis.</b></li> <li>• Report prudential indicators to Council in <b>March 2016</b></li> </ul>					
Risk Assessment	Initial	N/A	Responsible Officer	Operational Director	Linked Indicators	
	Residual	N/A				

<b>Corporate Priority</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<i>Service Objective: FS 06</i>	<i>Provide an independent and objective opinion of the Council's control environment by evaluating its effectiveness in achieving the Council's objectives.</i>					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>Carry out sufficient audit work across the whole of the organisation to ensure that a confident, evidence based audit opinion can be provided on the Council's control environment and provide <b>quarterly</b> progress reports to Business Efficiency Board.</li> <li>Provide an overall opinion on the Council's system of internal control in the Internal Audit Annual Report (2011/12) to the Business Efficiency Board <b>June 2013</b>.</li> </ul>					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> <li>Carry out sufficient audit work across the whole of the organisation to ensure that a confident, evidence based audit opinion can be provided on the Council's control environment and provide <b>quarterly</b> progress reports to Business Efficiency Board.</li> <li>Provide an overall opinion on the Council's system of internal control in the Internal Audit Annual Report (2012/13) to the Business Efficiency Board <b>June 2014</b>.</li> </ul>					
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<b>Risk Assessment</b>	Initial	N/A	<b>Responsible Officer</b>	D. Manager – Audit & Operational Finance	<b>Linked Indicators</b>	
	Residual	N/A				

<b>Corporate Priority</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<i>Service Objective: FS 07</i>	<i>Continue to identify and exploit the potential for further efficiency gains by enhancing the authority's approach to the procurement of goods and services.</i>					
Key Milestone(s) (13 - 14)	<ul style="list-style-type: none"> <li>Report to the Business Efficiency Board <b>bi-annually</b> on the on-going delivery of the Council's Procurement Strategy</li> </ul>					
Key milestone(s) (14 - 15)	<ul style="list-style-type: none"> <li>Report to the Business Efficiency Board <b>bi-annually</b> on the on-going delivery of the Council's Procurement Strategy</li> </ul>					
Key milestone(s) (15 - 16)	<ul style="list-style-type: none"> <li>Report to the Business Efficiency Board <b>bi-annually</b> on the on-going delivery of the Council's Procurement Strategy</li> </ul>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	D. Manager - Procurement	<b>Linked Indicators</b>	
	Residual	Medium				

<b>Corporate Priority</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<i>Service Objective: FS 08</i>	<i>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.</i>					
Key Milestone(s) (13 - 14)	<ul style="list-style-type: none"> <li>Report to the Business Efficiency Board on the on-going delivery of the Council's Efficiency Programme (May, Sept, Nov &amp; Jan meetings)</li> </ul>					
Key milestone(s) (14 - 15)	<ul style="list-style-type: none"> <li>Report to the Business Efficiency Board on the on-going delivery of the Council's Efficiency Programme (May, Sept, Nov &amp; Jan meetings)</li> </ul>					
Key milestone(s) (15 - 16)	<ul style="list-style-type: none"> <li>Report to the Business Efficiency Board on the on-going delivery of the Council's Efficiency Programme (May, Sept, Nov &amp; Jan meetings)</li> </ul>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	D. Manager - Efficiency	<b>Linked Indicators</b>	N/A
	Residual	Medium				

Ref	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 12/13 Actual	Halton Targets		
					13/14	14/15	15/16

**Corporate Health**

<b>FSLI 01</b>	Receive an unqualified external audit opinion on the accounts.	Yes	Yes		Yes	Yes	Yes
FSLI 02	Receive positive comment (annually) from the External Auditor relating to the financial standing of the Council and the systems of internal financial control.	Yes	Yes		Yes	Yes	Yes
FSLI 03	Receive confirmation from External Auditor (annually) that reliance can be placed upon the work of Internal Audit.	Yes	Yes		Yes	Yes	Yes
<b>FSLI 05<sup>2</sup></b>	Proportion of Council Tax that was due that was collected	96.50	96.00+		96.00+	96.00+	96.00+
<b>FSLI 06</b>	The percentage of Business Rates which should have been received during the year that were received	96.00+	96.00+		96.00+	96.00+	96.00+

**Cost & Efficiency**

FSLI 08	Achieve investment returns for the year higher than benchmark	0.46%			See footnote <sup>3</sup>		
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<sup>2</sup> NB – Future targets for the collection of Council Tax and Business Rates will need to be reviewed following legislative changes that will come into effect post April 2013.

<sup>3</sup> NB – Targets to be determined annually post April following tracking of Interbank Bid Rate rate.

Ref	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 12/13 Actual	Halton Targets		
					13/14	14/15	15/16

**Service Delivery**

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

**Fair Access**

<b>FSLI13<sup>4</sup></b>	Number of residents accessing Welfare Rights Advice at a casework level.	N/A	N/A		Targets to be confirmed		
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<sup>4</sup> NB – Measure also forms part of the Halton Sustainable Community Strategy Performance Framework



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

<b>Corporate Priority</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<b>Service Objective: HRLD 01</b>	<i>Implement appropriate Human Resource related organisational control and information processes to ensure that statutory obligations and corporate business needs are met.</i>					
Key Milestone(s) (13 - 14)	<ul style="list-style-type: none"> <li>• Transfer existing personnel records to i-Trent system <b>May 2013</b></li> <li>• To commence pensions auto-enrolment <b>May 2013</b></li> <li>• To commence Real Time Tax information reporting to HMRC by <b>June 2013</b></li> <li>• To further enhance i-Trent system capabilities <b>March 2014</b></li> <li>• Provide support and advice to Directorates on the HR implications of revised structures such as Voluntary Early Retirement, redundancy etc. <b>Dec 2013</b></li> <li>• Settle outstanding Equal Pay claims <b>March 2014</b></li> </ul>					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> <li>• Provide support and advice to Directorates on the HR implications of revised structures such as Voluntary Early Retirement, redundancy etc. <b>Dec 2014</b></li> <li>• Settle outstanding Equal Pay claims <b>March 2015</b></li> </ul>					
Key Milestone(s) (15 – 16)	<ul style="list-style-type: none"> <li>• Provide support and advice to Directorates on the HR implications of revised structures such as Voluntary Early Retirement, redundancy etc. <b>Dec 2014</b></li> <li>• Settle outstanding Equal Pay claims <b>March 2015</b></li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	low	<b>Responsible Officer</b>	Divisional Manager	<b>Linked Indicators</b>	
	<b>Residual</b>	low				

<b>Corporate Priority</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<b>Service Objective: HRLD 02</b>	<i>To enhance the efficiency and effectiveness of corporate training opportunities through the design and implementation of appropriate learning interventions</i>					
Key Milestone(s) (13 - 14)	<ul style="list-style-type: none"> <li>Promote and take forward the delivery of actions identified within Corporate People's Plan <b>March 2014</b></li> <li>Monitor &amp; review implementation of revised Employee Development Review (EDR) process <b>December 2013</b></li> <li>Review and refresh annual training calendar <b>March 2014</b></li> </ul>					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> <li>Promote and take forward the delivery of actions identified within Corporate People's Plan <b>March 2015</b></li> <li>Review and refresh annual training calendar <b>March 2015</b></li> </ul>					
Key Milestone(s) (15 – 16)	<ul style="list-style-type: none"> <li>Promote and take forward the delivery of actions identified within Corporate People's Plan <b>March 2016</b></li> <li>Review and refresh annual training calendar <b>March 2016</b></li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	Low	<b>Responsible Officer</b>	Training Manager	<b>Linked Indicators</b>	
	<b>Residual</b>	Low				

Appendix 2

Ref	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 12/13 Actual	Halton Targets		
					13/14	14/15	15/16

**Corporate Health**

HRLD LI 1	The number of working days / shifts lost due to sickness (Corporate)	9.03	8.5		8.0	7.5	7.0
HRLD LI2a	Total FTE Establishment	3938	N/A		These measures are being reported for informational purposes and therefore targets are inappropriate.		
HRLD LI2b	Total Staff (head count)	5280	N/A				
HRLD LI 3	Current advertised vacancies	-	N/A				

**Cost & Efficiency**

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

Ref	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 12/13 Actual	Halton Targets		
					13/14	14/15	15/16

<b>Fair Access</b>
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ODHR LI 6	The percentage of top 5% of earners that are <sup>5</sup>						
	a) women	58	50		50	50	
	b) from BME communities.	2.73	1.0		1.0	1.5	
	c) with a disability		5.00		7.00	8.0	
ODHR LI 7	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	0.61	7.50		9.00	10.0	
ODHR LI 8	Minority Ethnic community staff as % of total workforce.	0.89	1.00		1.00	1.0	

<sup>5</sup> Performance targets for these measures take account of local demographic profiles

### 3. ICT and Administrative Support Services – Objectives and Performance Indicators

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<b>Service Objective: ICT O1</b>	<b>Constantly evaluate and improve the usability, resilience, control and flexibility of the Council's Data Communications Network, Hardware and Software Infrastructure</b>					
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>• Maintenance of the virtualization platform to enhanced or new technologies <b>March 2015</b></li> <li>• Development of VSPP Cloud Distribution Platform <b>March 2014</b></li> <li>• SharePoint and Records Management enhancement <b>March 2014</b></li> <li>• Continued Social Care Systems Service Support Programme <b>March 2014</b></li> <li>• Corporate Tablet Computing rollout <b>December 2013</b></li> <li>• PC and Desktop OS Replacement Programme <b>March 2014</b></li> <li>• Lync Enhancement <b>July 2013</b></li> <li>• Schools Cloud Services developments <b>September 2013</b></li> <li>• Interactive Web Services and further SharePoint Integration <b>March 2014</b></li> <li>• Further development and links to a regional 5Borough's Partnership network <b>January 2014</b></li> <li>• Development of commercial ICT opportunity within desktop, hosting and DR provision <b>March 2014</b></li> </ul>					
Key Milestone(s) (14/15)	<ul style="list-style-type: none"> <li>• Maintenance of the virtualization platform to enhanced or new technologies <b>March 2015</b></li> <li>• Further development of Cloud Services Platform <b>March 2015</b></li> <li>• SharePoint and Records Management enhancements <b>March 2015</b></li> <li>• Continued Social Care Systems Service Support Programme <b>March 2015</b></li> <li>• OC and Desktop OS Replacement Programme <b>March 2015</b></li> <li>• Lync Enhancement Programme <b>July 2014</b></li> <li>• Interactive Web Services Enhancement and further SharePoint Integration <b>March 2015</b></li> <li>• Further development of commercial ICT opportunity within desktop, hosting and DR provision <b>March 2015</b></li> </ul>					
Key Milestone(s) (15/16)	<ul style="list-style-type: none"> <li>• Formal Review Cloud Platform for service provision and potential replacement in line with new technology developments <b>March 2016</b></li> <li>• Formal Review Hardware requirements for potential replacement in line with new technology developments <b>January 2016</b></li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	Low	<b>Responsible Officer</b>	DM – Hardware and Software	<b>Linked Indicators</b>	ICTLI 06
	<b>Residual</b>	Low				

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
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<b>Service Objective: ICT O2</b>	<b>The implementation of a range of new corporate wide facilities including Web services, records &amp; document management, business process workflow, corporate desktop portal.</b>					
Key Milestone(s) (13 / 14)	<ul style="list-style-type: none"> <li>Continuing improvements, enhancements and potential commercial use of Corporate Service Delivery (CSD) system - <b>March 2014</b></li> <li>Continuing workflow implementation- <b>March 2014</b></li> <li>Improvement and enhancement of all web based customer interfaces <b>March 2014</b></li> <li>Continued development of document management and distribution services <b>March 2014</b></li> </ul>					
Key Milestone(s) (14 / 15)	<ul style="list-style-type: none"> <li>Continuing improvements, enhancements and potential commercial use of CSD system - <b>March 2015</b></li> <li>Continuing workflow implementation - <b>March 2015</b></li> <li>Improvement and enhancement of all web based customer interfaces - <b>March 2015</b></li> <li>Continued development of document management and distribution services - <b>March 2015</b></li> </ul>					
Key Milestone(s) (15 / 16)	<ul style="list-style-type: none"> <li>Continuing improvements, enhancements and potential commercial use of CSD system - <b>March 2016</b></li> <li>Continuing workflow implementation - <b>March 2016</b></li> <li>Improvement and enhancement of all web based customer interfaces - <b>March 2016</b></li> <li>Continued development of document management and distribution services - <b>March 2016</b></li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	Low	<b>Responsible Officer</b>	DM -Hardware	<b>Linked Indicators</b>	ICTLI 06
	<b>Residual</b>	Low				

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
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<b>Service Objective: ICT O3</b>	<ul style="list-style-type: none"> <li>Constantly evaluate and improve the delivery of administrative services across the Council's Corporate and Directorate requirement through the use of business re-engineering</li> </ul>					
Key Milestone(s) (13 / 14)	<ul style="list-style-type: none"> <li>Continual development of the I Want Admin Portal <b>March 2014</b></li> <li>Deliver operational Records management Unit Services <b>August 2013</b></li> <li>Develop Service Catalogue <b>March 2014</b></li> </ul>					
Key Milestone(s) (14 / 15)	<ul style="list-style-type: none"> <li>Continual development of the I Want Admin Portal <b>March 2015</b></li> <li>Develop Records management Unit Services <b>March 2015</b></li> <li>Formal review of service deliverables <b>March 2015</b></li> </ul>					
Key Milestone(s) (15 / 16)	<ul style="list-style-type: none"> <li>Continual development of the I Want Admin Portal <b>March 2016</b></li> <li>Develop Records management Unit Services <b>March 2016</b></li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	Low	<b>Responsible Officer</b>	OD/DM – Admin Shared Service	<b>Linked Indicators</b>	N/A
	<b>Residual</b>	Low				

<b>Corporate Priority:</b>	<b>Corporate Effectiveness and Business Efficiency</b>					
<b>Service Objective: ICT 04</b>	<b>Evolve, improve and redevelop customer contact and reactive fix services, access channels and availability.</b>					
Key Milestone(s) (13 / 14)	<ul style="list-style-type: none"> <li>• <i>Conduct &amp; Evaluate point of contact Satisfaction survey for ICT &amp; Support Services <b>March 2014.</b></i></li> <li>• <i>Further Development of I Want IT portal <b>March 2014</b></i></li> <li>• <i>Further Internal Development of ICT Service Desk Software <b>March 2014</b></i></li> </ul>					
Key Milestone(s) (14 / 15)	<ul style="list-style-type: none"> <li>• <i>Conduct &amp; Evaluate point of contact Satisfaction survey for ICT &amp; Support Services <b>March 2015.</b></i></li> <li>• <i>Further Development of I Want IT portal <b>March 2015</b></i></li> <li>• <i>Further Internal Development of ICT Service Desk Software <b>March 2015</b></i></li> </ul>					
Key Milestone(s) (15 / 16)	<ul style="list-style-type: none"> <li>• <i>Conduct &amp; Evaluate point of contact Satisfaction survey for ICT &amp; Support Services <b>March 2016.</b></i></li> <li>• <i>Further Development of I Want IT portal <b>March 2016</b></i></li> <li>• <i>Further Internal Development of ICT Service Desk Software <b>March 2016</b></i></li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	Low	<b>Responsible Officer</b>	<b>DM – Security &amp; Strategy</b>	<b>Linked Indicators</b>	N/A
	<b>Residual</b>	Low				



Ref	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 12/13 Actual	Halton Targets		
					13/14	14/15	15/16

### Corporate Health

<b>ITCLI 1</b>	Average availability of the Council's operational servers (%).	100	99		99	99	99
<b>ITCLI 2</b>	Average availability of the Councils WAN infrastructure (%).	100	99		99	99	99

### Service Delivery / Quality

ITCLI 3	% Of all calls received that were resolved at the Help Desk.	76	65		65	65	65
ITCLI 4	% Of all responsive repairs completed within 2 working days.	92	80		80	80	80
ITCLI 5	School Support SLA: % of calls responded to within <u>agreed</u> target*.						
	Priority 1	100	85		85	85	85
	Priority 2	100	90		90	90	90
	Priority 3	100	95		95	95	95
	Priority 4	100	100		100	100	100
<b>ITCLI 6</b>	Member Support: % of calls responded to within 1 working day.	100	95		95	95	95

Ref	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 12/13 Actual	Halton Targets		
					13/14	14/15	15/16

<b>Service Delivery / Quality cont'd</b>
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ITCL1 7	% E-mail accounts set-up within 3 working days of receipt.	100	80		80	80	80
ITCL1 8	Average working days from order to completion of a new PC	10	10		10	10	10
ITCL1 9	Average working days from delivery to completion of a new PC	-	5		5	5	5
ITCLI 10	Number of teams rolled out on CareFirst6 / Integrated Children's System (ICS)	-	19		TBA <sup>5</sup>	TBA <sup>5</sup>	TBA <sup>5</sup>

Note 5 -Targets for 2013 onwards will be determined following the finalisation of future structural arrangements

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

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
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<b>Service Objective: LOD O1</b>	To provide a high quality legal service to the Council and its departments to ensure that the Council is able to deliver its services effectively					
Key Milestone(s) (13/14)	• Secure renewal of Lexcel and ISO Accreditation <b>January 2014</b>					
Key Milestone(s) (14/15)	• Secure renewal of Lexcel and ISO Accreditation <b>January 2015</b>					
Key Milestone(s) (15/16)	• Secure renewal of Lexcel and ISO Accreditation <b>January 2016</b>					
<b>Risk Assessment</b>	Initial		<b>Responsible Officer</b>		<b>Linked Indicators</b>	N/A
	Residual					

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
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<b>Service Objective: LD 02</b>	To ensure that decision makers are supported through the provision of timely and accurate advice and information and are kept informed of changing legislation and responsibilities					
Key Milestone(s) (13/14)	• Review constitution <b>May 2013</b>					
Key Milestone(s) (14/15)	• Review constitution <b>May 2014</b>					
Key Milestone(s) (15/16)	• Review constitution <b>May 2015</b>					
<b>Risk Assessment</b>	Initial		<b>Responsible Officer</b>		<b>Linked Indicators</b>	
	Residual					

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<b><u>Service Objective: LD 03</u></b>	To provide efficient and effective Democratic Support Services that provides Elected Members, as key decision makers, with the necessary information, support and training opportunities to fulfil their individual potential and management and governance role effectively					
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>To ensure that all members have been given the opportunity of a having a MAP meeting.</li> <li>To induct all new members – by <b>October 2013</b></li> </ul>					
Key Milestone(s) (14/15)	<ul style="list-style-type: none"> <li>To ensure that all members have been given the opportunity of a having a MAP meeting.</li> <li>To induct all new members – by <b>October 2014</b></li> </ul>					
Key Milestone(s) (15/16)	<ul style="list-style-type: none"> <li>To ensure that all members have been given the opportunity of a having a MAP meeting.</li> <li>To induct all new members – by <b>October 2015</b></li> </ul>					
<b>Risk Assessment</b>	Initial		<b>Responsible Officer</b>		<b>Linked Indicators</b>	LDLI 9, 10
	Residual					

Ref	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 13/14 Actual	Halton Targets		
					13/14	14/15	15/16

Corporate Health							
<b><u>LDLI 01</u></b>	No. Of Members with Personal Development Plans (56 Total)	51 (91%)	56 (100%)		56 (100%)	56 (100%)	56
LDLI 02	% of Members attending at least one organised Training Event	93	100		100	100	100

Service Delivery							
LDLI 03	Average Time taken to issue prosecutions from receipt of full instructions (working days) <sup>NB</sup>	7	10		10	10	10
LDLI 04	Average time taken to send out first draft business lease from receipt of complete instructions from Property Services (working days)	New measure 12 - 13			20	20	20
LDLI 05	Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days)	New measure 12 - 13			3	3	3

Ref	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 13/14 Actual	Halton Targets		
					13/14	14/15	15/16

Fair Access							
LDLI 06	Members of Public attending Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums) – For information	138	N/A		N/A	N/A	N/A
LDLI 07	No. Of Questions asked by Members of the Public at Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums) – For information	20	N/A		N/A	N/A	N/A
LDLI 08	% of Executive Board, Executive Board Sub-Committee and Mersey Gateway Executive Board minutes published within 5 working days after the meeting.	100	100		100	100	100
LDLI 09	% Of those eligible casting a vote in local elections. – For information	34	TBA		N/A		
LDLI 10	% Of completed form A's (register of voters) returned	98	90		90	90	90
LDLI 11	% who believe internal communications service has improved		86		87	88	90
LDLI 13	% of customers satisfied or very satisfied with the service of the internal print service	100	80		85	90	90
LDLI 15	% satisfaction with Inside Halton	98	87		90	93	90

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

<b>Corporate Priority</b>	Halton's Urban Renewal					
<b>Service Objective:</b>	<b>Silver Jubilee Bridge Complex Major Maintenance Scheme – Delivery of the remaining programme of major works identified within the revised SJB Complex Maintenance Strategy to ensure continued unrestricted availability of the SJB crossing and to allow future maintenance to be delivered on a steady state, lifecycle planned basis.</b>					
Key Milestone(s) (13-14)	<ul style="list-style-type: none"> <li>Review progress, revise SJB maintenance strategy document and deliver 2013/14 major bridge maintenance works programme. <b>March 2014</b></li> <li>Rationalise delivery of major bridge maintenance works in the SJB Complex in the context of construction programme for Mersey Gateway. <b>October 2013</b></li> </ul>					
Key Milestone(s) (14-15)	<ul style="list-style-type: none"> <li>Review progress, revise SJB maintenance strategy document and deliver 2014/15 major bridge maintenance works programme. <b>March 2015</b></li> </ul>					
Key Milestone(s) (15-16)	<ul style="list-style-type: none"> <li>Review progress, revise SJB maintenance strategy document and deliver 2015/16 major bridge maintenance works programme <b>March 2016</b></li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	High	<b>Responsible Officer</b>	DM Bridge & Highway Maintenance	<b>Linked Indicator(s)</b>	N/A
	<b>Residual</b>	Low				

<b>Corporate Priority</b>	<p>Environment and Regeneration in Halton.</p> <p>Provide a well-connected, sustainable and accessible borough, including the provision of the Mersey Gateway. Ensure a variety of safe efficient travel and infrastructure options for people, goods, communications and freight.</p>
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<b>Service Objective:</b>	<b>LTP Capital Programme – Deliver the LTP Capital Programmes to ensure that the transport system is maintained and developed to meet local needs.</b>					
Key Milestone(s) (13-14)	• To deliver the 2013/14 LTP Capital Programme <b>March 2014</b> .					
Key Milestone(s) (14-15)	• To deliver the 2014/15 LTP Capital Programme <b>March 2015</b> .					
Key Milestone(s) (15-16)	• To deliver the 2015/16 LTP Capital Programme <b>March 2016</b> .					
<b>Risk Assessment</b>	<b>Initial</b>	Medium	<b>Responsible Officer</b>	DM Highways Development	<b>Linked Indicator(s)</b>	
	<b>Residual</b>	Low				



<b>Corporate Priority</b>	Environment and Regeneration in Halton.				
<b>Service Objective:</b>	<b>Flood Risk Management - to manage the risk of local flooding (i.e. flooding arising from surface water, groundwater and ordinary watercourses) across the Borough.</b>				
Key Milestone(s) (13-14)	<ul style="list-style-type: none"> <li>• Develop and consult on a local flood risk strategy for Halton. <b>June 2013</b></li> <li>• Adopt a local flood risk strategy for Halton. <b>March 2014</b></li> <li>• To manage the Flood Defence Grant in Aid capital programme of scheme delivery, and preparation of funding bid for future years. <b>March 2014</b></li> </ul>				
Key Milestone(s) (14-15)	<ul style="list-style-type: none"> <li>• To manage the Flood Defence Grant in Aid capital programme of scheme delivery, and preparation of funding bid for future years. <b>March 2015</b></li> </ul>				
Key Milestone(s) (15-16)	<ul style="list-style-type: none"> <li>• To manage the Flood Defence Grant in Aid capital programme of scheme delivery, and preparation of funding bid for future years. <b>March 2016</b></li> </ul>				
<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>		<b>Linked Indicator(s)</b>
	<b>Residual</b>				

<b>Corporate Priority</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<b>Service Objective:</b>	<b>Deliver the framework of statutory plans and other key strategies to provide a clear corporate direction for Council services and external partners.</b>					
Key Milestone(s) (13-14)	<ul style="list-style-type: none"> <li>• Refresh the Children and Young People’s Plan 2011 – 2016 <b>June 2013</b></li> <li>• Review the Sustainable Community Strategy Delivery Plan <b>February 2014</b></li> </ul>					
Key Milestone(s) (14-15)	<ul style="list-style-type: none"> <li>• Review the Sustainable Community Strategy Delivery Plan <b>February 2015</b></li> </ul>					
Key Milestone(s) (15-16)	<ul style="list-style-type: none"> <li>• Review the Sustainable Community Strategy Delivery Plan <b>February 2016</b></li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	Medium	<b>Responsible Officer</b>	DM Performance & Improvement	<b>Linked Indicator(s)</b>	
	<b>Residual</b>	Low				

Corporate Priority	Corporate Effectiveness & Business Efficiency
Service Objective:	<p>Improve the effectiveness of the support, intelligence, and advice provided to the Council and its partners to inform decisions on policy, resource planning, service delivery and performance and improvement; demonstrating transparency and accountability to our stakeholders and compliance with inspection and regulatory frameworks.</p>
Key Milestone(s) (13-14)	<ul style="list-style-type: none"> <li>• Review the implications of the NHS and Public Health Operating Frameworks 2012/13, to ensure that statutory performance monitoring frameworks are in place and fit for purpose <b>June 2013</b>.</li> <li>• Monitor performance against the Sustainable Community Strategy Targets 2011-26 and review delivery plans with partners <b>June 2013</b>.</li> <li>• Support unannounced and announced statutory inspections in Children's &amp; Young Peoples Directorate <b>March 2014</b>.</li> <li>• Review statutory and regulatory reporting requirements for all Council Directorates to ensure compliance <b>March 2014</b>.</li> <li>• Support Sector Lead improvement initiatives in Adult Social Care and Children's Services and further consider how Halton BC, could contribute to the Peer review process <b>March 2014</b>.</li> <li>• Ensure statutory performance information continues to be captured, reported and monitored appropriately, following reconfiguration of the care management processes in Adult Social Care and implementation of the Zero Based Review of revised Adult Social Care Data collections by the Department of Health <b>March 2014</b>.</li> </ul>
Key Milestone(s) (14-15)	<ul style="list-style-type: none"> <li>• Monitor performance against the Sustainable Community Strategy Targets 2011-26 and review delivery plans with partners <b>June 2014</b></li> <li>• Support unannounced and announced statutory inspections in Children's &amp; Young Peoples Directorate <b>March 2015</b></li> <li>• Review statutory and regulatory reporting requirements for all Council Directorates to ensure compliance <b>March 2015</b></li> </ul>
Key Milestone(s) (15-16)	<ul style="list-style-type: none"> <li>• Monitor performance against the Sustainable Community Strategy Targets 2011-26 and review delivery plans with partners <b>June 2015</b></li> <li>• Support unannounced and announced statutory inspections in Children's &amp; Young Peoples Directorate <b>March 2016</b></li> </ul>

	<ul style="list-style-type: none"> <li>Review statutory and regulatory reporting requirements for all Council Directorates to ensure compliance <b>March 2016</b></li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	High	<b>Responsible Officer</b>	DM Performance & Improvement	<b>Linked Indicator(s)</b>	
	<b>Residual</b>	Medium				

<b>Corporate Priority</b>	<b>Corporate Effectiveness and Business Efficiency</b>					
<b>Service Objective:</b>	<b>Provide horizon scanning on key strategic agendas for changing national policy that will impact on Local Government and partners.</b>					
Key Milestone(s) (13-14)	<ul style="list-style-type: none"> <li>• Provide weekly policy briefings on national and sub-regional policy issues (<b>March 2014</b>)</li> <li>• Prepare strategic briefings on policy areas that will have a major impact on services (for example Localism and Welfare Reform) (<b>March 2014</b>).</li> <li>• Support the Strategic Partnership and Specialist Sub Groups (<b>March 2014</b>).</li> </ul>					
Key Milestone(s) (14-15)	<ul style="list-style-type: none"> <li>• Provide weekly policy briefings on national and sub-regional policy issues (<b>March 2015</b>).</li> <li>• Prepare strategic briefings on policy areas that will have a major impact on services (<b>March 2015</b>).</li> <li>• Support the Strategic Partnership and Specialist Sub Groups (<b>March 2015</b>).</li> </ul>					
Key Milestone(s) (15-16)	<ul style="list-style-type: none"> <li>• Provide weekly policy briefings on national and sub-regional policy issues (<b>March 2016</b>).</li> <li>• Prepare strategic briefings on policy areas that will have a major impact on services (<b>March 2016</b>).</li> <li>• Support the Strategic Partnership and Specialist Sub Groups (<b>March 2016</b>).</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	Low	<b>Responsible Officer</b>	DM Policy & Development Services	<b>Linked Indicator(s)</b>	N/A
	<b>Residual</b>					

<b>Corporate Priority</b>	<b>Corporate Effectiveness and Business Efficiency</b>					
<b>Service Objective:</b>	<b>Deliver the framework of statutory plans and other key strategies to provide a clear corporate direction for Council services and external partners. Provide operational policies that implement strategy and ensure transparent and accountable service delivery.</b>					
Key Milestone(s) (13-14)	<ul style="list-style-type: none"> <li>• Progress the Waste Local Plan towards adoption (<b>April 2013</b>)</li> <li>• Update the Joint Strategic Needs Assessment for Health (<b>July 2013</b>)</li> <li>• Progress the Delivery and Site Allocations Local Plan towards adoption (<b>March 2014</b>)</li> <li>• Deliver the Corporate Workforce Strategic Agenda (<b>March 2014</b>)</li> <li>• Ensure compliance with the Equality Act (<b>March 2014</b>)</li> <li>• Revision of Children and Adult Social Care policies (<b>March 2014</b>)</li> <li>• Delivery of Area Forum profiles (<b>March 2014</b>)</li> </ul>					
Key Milestone(s) (14-15)	<ul style="list-style-type: none"> <li>• Progress the Delivery and Site Allocations Local Plan towards adoption (<b>September 2014</b>)</li> <li>• Progress the Community Infrastructure Levy Charging Schedule towards adoption (<b>April 2014</b>)</li> <li>• Delivery of Connecting Cheshire Superfast Broadband Programme (March 2015)</li> <li>• Ensure compliance with the Equality Act (<b>March 2015</b>)</li> <li>• Revision of Children and Adult Social Care policies (<b>March 2015</b>)</li> </ul>					
Key Milestone(s) (15-16)	<ul style="list-style-type: none"> <li>• Progress the Local Plan towards adoption (<b>April 2015</b>)</li> <li>• Ensure compliance with the Equality Act (<b>March 2016</b>)</li> <li>• Revision of Children and Adult Social Care policies (<b>March 2016</b>)</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	High	<b>Responsible Officer</b>	DM Policy & Development Services	<b>Linked Indicator(s)</b>	N/A
	<b>Residual</b>					

Ref	Description	Halton 2011/12 Actual	Halton 2012/13 Target	Halton 2012/13 Actual	Halton Targets		
					13/14	15/16	16/17

<b>Cost &amp; Efficiency</b>
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PPT LI 01	Number of third party compensation claims received due to alleged highway / footway defects	127	110		110	110	110
PPT LI 02	Increase MOT test facility turnover by 2% per annum (£)	213,789	192,757 (+3%)		198,539 (+2%)	202,509 (+2%)	206,559

<b>Service Delivery</b>
-------------------------

PPT LI 04 (Ex NI 154)	Net additional homes provided	328	500		500	500	
PPT LI 05 (Ex NI 155)	Number of affordable homes delivered (gross)	145	125		125	125	
PPT LI 06 (Ex NI 157)	Processing of planning applications as measured against targets for:						
	a) 'Major' applications	25%	60%		60%	60%	
	b) 'Minor' applications	34.29%	80%		83%	85%	
	c) 'Other' applications	54.79%	80%		83%	85%	
<b><u>PPT LI 07</u></b>	To ensure a five year rolling supply of housing land available for 2,000 homes over 5 years. Measure as a supply of ready to develop housing sites (%).	128.8%	400		400	400	
<b><u>PPT LI 08</u></b> (Ex NI 170)	To regenerate 5 hectares of urban sites per annum for the next five years.	N/A	5Ha		5Ha	5HA	

## Departmental Performance Indicators

Ref	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 12/13 Actual	Halton Targets		
					13/14	14/15	15/16

### Service Delivery cont'd

PPT LI 09	No. of people killed or seriously injured (KSI) in road traffic collisions. (5 Year Av.)	45 (to 2011)	47.2 (to 2012)		TBA	TBA	TBA
PPT LI 10	No. of children (<16) killed or seriously injured (KSI) in road traffic collisions. (5 year Av.)	8.0 (to 2011)	7.6 (to 2012)		TBA	TBA	TBA
PPT LI 11	No. of people slightly injured in road traffic collisions.	382 (2011)	410 (2012)		TBA	TBA	TBA
PPT LI 12	Average number of days taken to repair street lighting fault: Non-DNO (Street lights controlled by the authority). (Previously BVPI 215a).	6	5		5	5	5
PPT LI 13	Average number of days taken to repair street lighting fault: DNO (Street lights controlled by the energy provider). (Previously BVPI 215b).	29	30		30	30	30
PPT LI 14	Damage to roads and pavements (% dangerous damage repaired within 24 hours).	94.4%	98%		98%	98%	98%
PPT LI 15 (Ex NI 47)	Percentage change in number of people killed or seriously injured during the calendar year compared to the previous year. Figures are based on a 3 year rolling average, up to the current year.	13.5% (2011)	-11.5% (2012)		-10.3% (2013)	-8.7% (2014)	-2.5% (2015)
PPT LI 16 (Ex NI 48)	The percentage change in number of children killed or seriously injured during the calendar year compared to the previous year. Figures are based on a 3 year rolling average, up to the current year.	18.2% (2011)	-27.8% (2012)		-8.7% (2013)	-8.0% (2014)	0.0% (2015)

**NB – Final descriptors in relation to Road Traffic Accidents / KSI are currently being considered.**



## Departmental Performance Indicators

Ref	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 12/13 Actual	Halton Targets		
					13/14	14/15	15/16

### Service Delivery cont'd

PPT LI 17 (Ex NI 168)	% of network where structural maintenance should be considered:						
	a) 'Principal' roads	1%	2%		2%	2%	2%
	b) 'Non-Principal' roads	3%	4%		4%	4%	4%
	c) 'Unclassified' roads	21%	9%		15%	12%	9%
PPT LI 18 (Ex NI 178)	Bus service punctuality, Part 1: The proportion of non-frequent scheduled services on time (%):						
	a) Percentage of busses starting route on time	96.56%	97.7%		97.80	97.90	98.00
	b) Percentage of busses on time at intermediate timing points	87.30%	86%		87.40	87.50	87.60

### Fair Access

PPT LI 19	The percentage (%) of footpaths and Rights of Way which are easy to use.	N/A	88%		89%	90%	
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**National Policy Drivers**

Localism Act 2011	The Localism Act was passed in November 2011 to support the Coalition Government's Big Society agenda and contains a package of reforms that includes the introduction of Community Assets, the Community Right to Challenge, the General Power of Competence and a series of planning reforms.
Community Assets	The Localism Act introduces a Community Right to Bid (Assets of Community Value) so that voluntary and community organisations and parish council can nominate an asset to be included in a "list of assets of community value". The local authority is required to maintain this list. Community groups are entitled to time to develop a bid and raise funds should the asset become available.
Community Right to Challenge	The Right to Challenge gives community groups, parish councils and local employees the right to challenge to take over a local authority run service. The local authority must consider and respond to the challenge.
General Power of Competence	The general power of confidence is a new power given to local authorities in England that allows them to do "anything that individuals generally may do". It is designed to give local authorities and public sector bodies more freedom to innovate and work together to drive down costs.
Open Public Services 2012	In March 2012 the Government published <i>Open Public Services 2012, a progress document following on from The Open Public Services White Paper</i> . The publication sets out current progress against the five key principles of choice, decentralisation, diversity, fairness and accountability. The report concluded that much work had been done towards opening up public services, but there remains much more to do. This is being delivered through the Open Data Strategy.
Community Budgets	Community Budgets were launched in the 2010 Comprehensive Spending Review. Pi lot areas will be given direct control over local spending in their area free of centrally imposed conditions. As part of the Local Government resource review, the government released the Community Budget prospectus in October 2011. This introduced Neighbourhood-level Community Budgets and whole place Community Budgets. 10 areas were selected to pilot neighbourhood community budgets and the pilots are expected to have budgets and plans in place for 2013/2014. Whole place community budgets are being pilot in four areas.

Local Government Finance Act 2012	This act was passed in November 2012 and creates an economic incentive for councils to generate greater levels of income, support local businesses and promote growth in the local area. It also creates a new system of council tax support which gives councils an incentive to reduce fraud, promote local enterprise and help people back to work.
Health and Social Care Act 2012	The Health and Social Care Act was passed in March 2012. . The Act has had a significant impact on local government, including the transfer of the public health service to local authority control, the abolition of Primary Care Trusts and the creating of Clinical Commissioning Groups.
Clinical Commissioning Groups	Clinical Commissioning Groups, led by GPs and healthcare professionals, were introduced by the Health and Social Care Act. The Act makes CCGs directly responsible for commissioning services they consider appropriate to meet reasonable local needs, An autonomous NHS Commissioning Board will help develop and support CCGs and hold them to account for improving outcomes for patients and getting the best value for money from the public's investment.
Equity and Excellence: Liberating the NHS	The Government's long-term vision for the future of the NHS. The vision builds on the core values and principles of the NHS - a comprehensive service, available to all, free at the point of use, based on need, not ability to pay.
A Better Quality of Life	UK strategy for sustainable development.
Sustainable Community Strategy	The Local Government Act 2000 placed a statutory duty on Local Authorities to produce a community strategy for its area. This should aim to enhance the quality of life of local communities through actions to improve the economic, social and environmental wellbeing of the area and its inhabitants. The Halton Strategic Partnership published its Sustainable Community Strategy in March 2011.
Care Quality Commission (CQC)	The Care Quality Commission is tasked with regulating and improving will regulate and improve the quality of health and social care and look after the interests of people detained under the Mental Health Act.
Healthy Lives, Healthy People 2010	This White Paper stipulates a strengthened focus on public health. It places new public health responsibilities and resources in local government. A ring-fenced grant will be made available to Local Authorities. It commits to tackling health inequalities and establishes an integrated new service in Public Health England (PHE). An update on the paper was published in July 2011 which included a summary of progress against key issues.

Transforming Social Care	Is the first formal guidance outlining actions that local authorities are required to undertake in order to implement the 'personalisation agenda'. The guidance states that 'in the future, all individuals eligible for publicly funded adult social care will have a personal budget, a clear, upfront allocation of funding to enable them to make informed choices about how best to meet their needs, including their broader health and wellbeing'.
Quality Framework for Adult Social Care 2011	The DH has produced two reports – Transparency in outcomes: a framework for quality in adult social care – a response to the consultation and next steps, and the 2011/12 outcomes framework which came into force April 2011.
Neighbourhood Renewal: the National Strategy Action Plan	The Government's vision for narrowing the gap between deprived neighbourhoods and the rest of the country, so that within 10 to 20 years no-one should be seriously disadvantaged by where they live.
Welfare Reform Act 2012	<p>The Welfare Reform Act was passed in March 2012. The Act aims to create incentives to get more people in to work, to protect the most vulnerable in our society, and to deliver fairness to those claiming benefit and to the taxpayer. The main elements of the Act are:</p> <p>The introduction of Universal Credit to provide a single streamlined payment;</p> <ul style="list-style-type: none"> <li>• A stronger approach to reducing fraud and error with tougher penalties for the most serious offences;</li> <li>• A new claimant commitment showing what is expected of claimants while giving protection to those with the greatest needs;</li> <li>• Reforms to Disability Living Allowance, through the introduction of the Personal Independence Payment;</li> <li>• A new approach to housing benefit;</li> <li>• Reforming Employment and Support Allowance.</li> </ul>
Adult Social Care – Self Assessment	Self-assessment continues to be a key source of evidence of achievements in improving outcomes for people who use adult social care services. It allows adult social care services to assess and make judgments about their own performance, using local evidence, including the views of people using services and support, and it provides a basis for regulators to assess improvements in outcomes alongside other evidence.

National Planning Policy Framework	The National Planning Policy Framework was published by the Department and Communities and Local Government in March 2012. it sets out the three key dimensions to sustainable development – economic, social and environmental – and the role that the planning system plays in each of these dimensions.
Best Value Statutory Guidance	Statutory guidance on the Best Value Duty was published in September 2011. and sets out some reasonable expectations of the way authorities should work with voluntary and community groups and small businesses when facing difficult funding decisions.  This guidance, taken together with measures such as Community Right to Challenge in the Localism Act, reduce the barriers that often prevent voluntary organisations competing for local authority contracts
Child Poverty Act 2010	Part 2 of the Child Poverty Act 2010 places duties on local authorities (LAs) and named partners to 'cooperate with a view to reducing and mitigating the effects of child poverty in their areas'. They are also required to prepare and publish local child poverty needs assessments and to develop joint child poverty strategies.
Equality Act and Public Sector Equality Duty	The act replaced previous anti-discrimination laws with a single act to make the law simpler and to remove inconsistencies. This makes the law easier for people to understand and comply with. The act also strengthened protection in some situations. The act covers nine protected characteristics, which cannot be used as a reason to treat people unfairly. Every person has one or more of the protected characteristics, so the act protects everyone against unfair treatment. The characteristics are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.  The public sector Equality Duty, at section 149 of the Equality Act, requires public bodies to consider all individuals when carrying out their day to day work – in shaping policy, in delivering services and in relation to their own employees. It requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people when carrying out their activities.

Open Data White Paper

The Government published the Open Data White Paper in June 2012. The purpose is to transform and enhance the way in which the public can access government data, building trust with citizens through increased transparency and using data in a smarter way. This will allow residents to hold local authorities to account as they will be able to freely access data on local government spending.

Mutuals and employee ownership

Employee owned mutuals are becoming increasingly significant in the public sector. A public service mutual is an organisation which has left the public sector (also known as 'spinning out') but continues to deliver public services. Mutuals are organisations in which employee control plays a significant role in their operation. There is an increasing focus on supporting mutual and employee ownership of public services.

Social Value Act

This new law, which received Royal Assent on 8th March 2012 and is due to be implemented in January 2013, calls for all public service commissioning to factor in social value.

For the first time, all public bodies in England and Wales, including local authorities, will be required to consider how the services they commission and procure might improve the economic, social and environmental well-being of the area. We hope it will transform the way public bodies choose to buy services.

"Social value" is a way of thinking about how scarce resources are allocated and used. It involves looking beyond the price of each individual contract and looking at what the collective benefit to a community is when a public body chooses to award a contract.

Nuttall Review

The Nuttall review of employee ownership was published in July 2012. The review shows how employee ownership drives economic benefits for companies that adopt it. The review deals with employee ownership in the private sector but highlights a number of parallels with the public sector where the Government is harnessing the strength of the employee ownership model to drive improvements in public service delivery. It also recognises that the Government has embarked on a ground-breaking agenda to "spin out" services from the public sector into public sector Mutuals. The report supports the concept of employee ownership and calls on the government to ensure implementation and support of the model.

Police and Crime Commissioners

Police and Crime commissioners were elected for the first time in November 2012. The role of the police and crime commissioner is to consult with the public, hold the police force and Chief Constable to account, ensure that the police force is effective and efficient, and work closely with relevant partners, including local authorities, to ensure effective consultation and the commissioning of joint community safety activity.

EU Procurement Law

Current proposals to substantially amend current European procurement rules could be adopted at EU level from early 2013 and will need to be implemented in the UK 18 months. The proposed changes:

- Removing the distinction between part A and part B services;
- Greater use of the negotiated procedure which could be used in most circumstances where the contract is something other than “off the shelf”;
- Contracting authorities will be allowed to use performance on previous contracts as a ground for excluding someone from the tender process;
- Within two years of implementation all communication in EU procurement processes must be electronic;
- Thresholds to be fully reviewed every 3 years;
- Any substantial modification (a change that alters the economic balance of the contract in favour of the supplier by 10% or more of the initial contract) will mean having to re-tender.



# Children & Enterprise Directorate

## DIRECTORATE PLAN

**April 2013 to March 2016**



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## 1.0 Foreword from Strategic Director

The Children & Enterprise Directorate (CED) Service Plan for 2013 to 2016 comes at a time of continuing change for both the Council and Halton's Children's Trust.

The Directorate is at the heart of the Trust; having a dual responsibility to both the Council and the contribution it makes to the strategic priorities of the Children's Trust. The scope of the Directorate was broadened in 2011 with the addition of the Economy, Enterprise and Property Department. This has meant that the Directorate has an even greater role to play in the element of the Trust's work that focuses on young people aged 16 plus. Similarly, the changes have increased the presence of the Directorate within the Employment, Learning & Skills Specialist Strategic Partnership.

All partners remain committed to Halton Children's Trust and are working together to meet the aims and objectives of the Children & Young People's Plan 2011-14. This commitment to working in partnership is crucial as we look to work through tough economic times, with reducing resources, while maintaining the same high quality level of service for our children and young people and their families in Halton. We have been successful in achieving this so far – in 2011 this was externally recognised through the Ofsted/CQC Safeguarding and Looked After Children Inspection. Halton was rated as Outstanding or Good in each of the 22 elements of this Inspection. This is welcome recognition of the work being done in Halton for our children, young people and families but we must continually look to improve to achieve the highest levels of performance in the years ahead, particularly as the bar has been raised again in the new Ofsted Inspection Framework for unannounced inspections. Details on the new framework are contained within the Plan.

We are now attracting large-scale investment from a range of sectors and many employment opportunities for Halton residents have resulted or will develop over the years ahead from these but more work needs to be done increase the number of employment opportunities in Halton and to break the cycle of worklessness in some parts of the Borough.

Despite facing many challenges, I believe that the Directorate is well placed to meet each challenge and continue to work to improve outcomes for our children and young people, as well as their families and businesses in Halton. This is captured within the new Directorate vision that has been developed and explained in detail in Section 4.2. We will be ensuring that all in the Directorate fully understand this vision and the objectives that we are working together towards achieving during the lifespan of this document.



Gerald Meehan

Strategic Director  
Children & Enterprise Directorate



## 2.0 Introduction

The Children and Enterprise Directorate (CED) plays a key role within the Council structures and in ensuring the Council achieves its objectives. Whilst CED works to the key priorities that appear within Halton's Children & Young People's Plan of Halton Children's Trust and economic development programme, it is a business unit within its own right, requiring leadership and direction provided by this Plan.

Business planning encourages the development of a blueprint for the ongoing performance management of the Directorate and, without it; the preparation needed to manage performance is missing. Without ongoing performance management, the strategies and plans developed through business planning will not be implemented and will fail to impact upon the activities of the Directorate, or on outcomes for service users.

This document is a key business planning document and should be used alongside performance information when developing service and team plans. It aims to:-

- identify the key objectives for the Directorate over the next 12 months;
- improve the quality of the services provided; and
- deliver better outcomes for service users.

The plan is underpinned by the principles and strategic objectives Halton Borough Council has adopted in its Corporate Plan 2011 - 2016. It aims to be a key reference document for elected members, staff in the Directorate and our partner agencies. It provides the rationale and framework for the major areas of the Directorate's activity. It does this by taking account of the national, inter-agency and Council planning and budget priorities and inter-weaves these with what we know - or what our service users and carers tell us - about how services should be developed in order to meet needs and expectations more effectively. The plan needs to be understood in the context of a wide range of other documents. The main strategic documents are:-

- Sustainable Community Strategy for Halton: 2011 – 2026;
- Halton Local Development Framework;
- The Borough Council's Corporate Plan 2011 - 2016;
- Halton Children & Young People's Plan 2011 – 14
- Halton Regeneration Strategy 2013 - 28

These commit the Borough Council and its partners to achieving explicit and realistic priorities over the coming year. This Business Plan highlights the Children and Enterprise Directorate's elements of those commitments within the context of the Government's overall agenda for Local Government. The achievement of these continues to depend on partnerships with many other agencies, and members are committed to testing these achievements.

The plan does not attempt to describe all the day-to-day activities that make up most of the Directorate's work, but only to set out the overall framework within which that work takes place. It needs to be remembered, however, that it is the everyday assessment of needs and arrangement of services to meet those needs that is the fundamental task of the Directorate. Undertaking this effectively requires the continuing dedication and enthusiasm of staff, together with the Directorate's commitment to recruit, retain and train the staff able to meet the challenges of the future.

## 3.0 Key Messages

### 3.1 OVERALL DIRECTORATE STRATEGIC DIRECTION

The structure for the Directorate is set out in detail in Section 6 but in summary is split into four departments as follows:

- Children & Family Services
- Children's Organisation & Provision
- Learning & Achievement Services
- Economy, Enterprise and Property

In addition the Children's Safeguarding Unit reports directly to the Strategic Director.

The key messages in terms of outcomes achieved within each objective during the last 12 months are outlined below. Although these have been split by Department, this is to ensure clear accountability is in place for each objective. In order to achieve our objectives as a Directorate, all Departments need to work collectively towards meeting each objective and so responsibility is shared. By working towards each objective, we will be working towards our Directorate vision, which is described in more detail in Section 4.2 but is outlined below:

*We believe that to drive economic prosperity we need to increase opportunities for all, including our most vulnerable young people, providing appropriate support if needed from Early Help through to Safeguarding, with integrated commissioning of services to deliver improved outcomes through the effective use of available resources.*

Lead Department	Objective	Outcome 2012-13
Children & Family Services	Improve outcomes for Children in Care and Care Leavers	<ul style="list-style-type: none"> <li>• The attainment gap for Children in Care is closing with more children making the appropriate levels of progress at both Key Stage 2 and GCSE levels.</li> <li>• The number of Care Leavers who are not in education, employment or training has decreased and the focus remains on continuing to reduce the number of young people leaving care who are not in employment, education or training.</li> <li>• During the course of the year six apprenticeship opportunities have been developed for care leavers to access.</li> <li>• Support continues for Members in their role as corporate parents.</li> </ul>
	Improve outcomes for children and families through embedding integrated processes to deliver Early Help & Support	<ul style="list-style-type: none"> <li>• The framework, structure and service for Team Around the Family are now delivering across Halton. Early indications are that showing a positive effect and the model was positively received in the Unannounced inspection of Contact, Referral and Assessment</li> <li>• The model has also ensured full integration for Disabled Children with 391 children in receipt of short breaks commissioned by the Local Authority</li> <li>• To ensure that the workforce have the appropriate competencies to work with families with multiple problems a multi-agency programme of training has been developed in line with the seven strands of the Children's Trust Integrated Workforce Strategy.</li> <li>• The integration of social workers within the Integrated Working</li> </ul>

	<p>Support Team</p> <ul style="list-style-type: none"> <li>• The new Halton Level of Needs Framework has been developed through integrated working from all agencies within Halton Children's Trust and Halton Safeguarding Children Board to ensure the new Framework is fit for purpose for all agencies to ensure the right support for children, young people and families in Halton.</li> <li>• A robust response to safeguarding issues is evident in Early Help through 4 dedicated Social Workers within Integrated Working Support Teams.</li> </ul>
<p>Ensure that the changes required by the Munro Review of Child Protection to practice improves outcomes for children and families</p>	<ul style="list-style-type: none"> <li>• Strong processes remain a powerful method of protecting children and Halton have been working to develop a model in line the Assessment of Children and Need expected to be implemented in April 2013. Quality assessment and planning are at the centre of this model to ensure that outcomes for children and families</li> <li>• Evidence in S47 enquiries – good relationship with Police, strong processes remain a powerful way to protect children,</li> <li>• Within regular Ofsted inspections within 2012-13 the Contact Referral and Assessment Social Work teams and Early Help model, Children Centres, Fostering, Children Homes have all been rated as good and outstanding.</li> <li>• Through the Halton Safeguarding Children Board a comprehensive programme of multi-agency safeguarding training is delivered through the Safeguarding Children Induction Booklet, inclusion of a Safeguarding slot on Halton Borough Councils Corporate Induction and joint alerter training with the Safeguarding Adult Board. This ensures that safeguarding children is everyone's business.</li> </ul>
<p>Recruit and retain Children's Social Care Managers to deliver the necessary level of scrutiny and management oversight to ensure effective care planning</p>	<ul style="list-style-type: none"> <li>• Aspiring Managers Programme implemented - this programme will provide an appropriate pathway for internal candidates to progress from the frontline operational roles. Managers recruited but not in Children's Social Care. Second round of Programme is in progress and at least one social worker from Children's Social Care will be on each programme.</li> <li>• Recruiting and retaining frontline social workers remains a priority, retention is good and vacancies are as a result of promotions and growth, this ensure we are able to meet needs of children, young people and families in Halton.</li> <li>• The multi-agency Children's Trust Induction programme has been piloted and rolled out which supports further workforce development to ensure that Halton's Children and Young People are appropriately supported across the Continuum of Need.</li> <li>• Implementation of Social Work Reform Programme. Halton has developed a social charter which clearly outlines the expectations of social workers and what they can expect from Halton as an employer. This ensures that we engage our social workers are clear about responsibilities, ensures retention is good and we can therefore respond appropriately to safeguarding concerns.</li> </ul>
<p><b>Children's Organisation &amp; Provision</b></p> <p>Ensure Early Years Provision for children is sufficient, sustainable and of appropriate quality</p>	<ul style="list-style-type: none"> <li>• Halton has extended and delivered flexibly the free early years entitlement to 2, 3 and 4 year olds and continues to identify new provision in which to deliver the vulnerable two year old entitlement</li> <li>• The Childcare Sufficiency Audit has been completed and the resulting action plan sets out areas for development to ensure that provision continues to meet the needs of Halton's children and families</li> <li>• There have been continued improvements in Childminder provision</li> </ul>

	<p>across Halton through targeted training and support resulting in an increase in the proportion being graded good or better.</p> <ul style="list-style-type: none"> <li>• A capital investment of over £80k has been allocated to 3 Children's Centres and 2 Nurseries to improve the learning environments and enhance the provision.</li> </ul>
<p>Ensure school and post-16 provision is sufficient, sustainable and of appropriate quality</p>	<ul style="list-style-type: none"> <li>• Despite the reduction of capital resource school major capital works have been undertaken at All Saints Upton School and Children's Centre and at Our Lady Mother of the Saviour</li> <li>• There has been an increase in the proportion of families receiving their first preferences for schools to 95%.</li> <li>• A capital investment of over £410k has been allocated to 24 Primary, 1 Secondary and 3 Special schools to improve the learning environments and enhance the provision.</li> <li>• Repairs and maintenance programme of over £1.7m has been undertaken to ensure that the quality of the Halton school provision is maintained.</li> <li>• Major Capital investment at St Bede' Catholic Infant School, Windmill Hill, Lunts Heath, Weston, and Weston Point primary schools have been completed and have resulted in the provision of an additional 29 additional places for each year group.</li> <li>• An enhanced Governor Support and Development programme has been introduced through a shared service agreement with neighbouring local authorities led by Cheshire East, helping to improve leadership, management and governance in schools</li> <li>• There continues to be high levels of Service Level Agreement buy back for Technical Support, Caretaker Support, Caretaker Cleaner Support, Governor Support (Administration &amp; Clerking) and Governor Support &amp; Development</li> <li>• There continues to be sufficient provision at all levels, from Play, Early Years, primary, secondary and post-16 education, although the Raising Participation Age will present challenges regarding the number of young people who enter jobs without training in the borough.</li> <li>• The number of young people not engaged in education and training (NEET) has decreased from 11.6% to 9.5%.</li> <li>• The number of Halton residents accessing higher level apprenticeships has increased</li> <li>• The percentage of Young People with Learning Difficulties and/or disabilities participating in education and training post 16 has increased by 10%</li> </ul>
<p>Improve outcomes for children and young people through effective joint commissioning, with emphasis on our most vulnerable children and young people</p>	<ul style="list-style-type: none"> <li>• There are a common set of commissioning priorities for Children and Young People across Halton, led by the Children's Trust</li> <li>• The integrated approach to commissioning has been further developed with the Clinical Commissioning Group and Public Health through dedicated specialist commissioning staff</li> <li>• Information, Advice and Guidance statutory duties have changed and the LA has provided clarity on the new responsibilities to all partners In-year reductions in the Early Intervention Grant have been identified and implemented.</li> <li>• A detailed review has been undertaken on all commissioned services.</li> <li>• Through the Inspiring Families Project local partners are now working more closely together to provide co-ordinated effective</li> </ul>

		support to the relevant families.
	Improve outcomes for children and young people through integrated and targeted youth support	<ul style="list-style-type: none"> <li>Delivered world-class facilities from CRMZ with five agencies permanently based at CRMZ.</li> <li>Commissioned an extensive Summer Blitz programme across Halton and recorded a decrease in the number of anti-social behaviours incidents across Halton</li> <li>Procedures for Children in the Care of other Local Authorities (CICOLA) have been reviewed</li> <li>Reduced the number of teenage conceptions and increased the number of young people registered on the C-Card condom scheme</li> <li>Increased the number of young people focused holistic health drop-ins provided in Community settings and Secondary Schools</li> <li>Increased the number of young people accessing targeted youth session in hotspot areas through the VRMZ outreach bus and street based teams</li> </ul>
<b>Learning &amp; Achievement</b>	Increase the percentage of schools and Early Years settings where Ofsted judge overall effectiveness to be good or better	<ul style="list-style-type: none"> <li>The new inspection framework has been introduced from September 2012. Halton's percentage of schools judged as good or better by Ofsted continues to be higher than the national average.</li> <li>All support is aligned through categorising schools who require support to improve.</li> <li>The school improvement model is seen as good practice by the Department for Education</li> <li>Early Years Foundation settings are also categorised to target the support and training to improve settings.</li> </ul>
	Increase the GCSE attainment for 5 or more A*-C including English and Maths	<ul style="list-style-type: none"> <li>Attainment of 5 or more A*-C including English and Maths improved on previous years and was the Halton's best ever result.</li> <li>Performance at earlier Key Stages and Early Years Foundation Stage Profile also showed improvement.</li> </ul>
	Narrow the gap in attainment between vulnerable groups and their peers through early identification of need	<ul style="list-style-type: none"> <li>The attainment gap for Children in Care is closing with more children making the appropriate levels of progress at both Key Stage 2 and GCSE levels</li> <li>The gap between Free School Meals pupils and their peers has narrowed for both Key Stage 2 and GCSE levels</li> <li>The review of the Borough's Autism provision has been completed and consultation underway on the proposed re-designation of provision at Ashley School.</li> </ul>
<b>Economy, Enterprise and Property</b>	Strategically manage and maintain the Council's assets in order to provide a sustainable flow of income and capital receipts as well as ensure that they are safe and fit for purpose	<ul style="list-style-type: none"> <li>A 12.2% reduction in carbon emissions has been achieved over the year across all Council properties. Emissions at corporate sites are now down by 22% since the baseline year of 2006/7.</li> <li>The refurbishment of Rutland House completed in August has provided improved office and welfare facilities for all staff relocated from Grosvenor House.</li> <li>The new Library and Direct Link in Runcorn has been opened since April offering improved facilities for the public.</li> <li>The completion of the new welfare block at Lowerhouse Lane has provided improved facilities for staff based at the depot.</li> <li>Launch of The Hive leisure and retail park comprising hotel, restaurants, bowling and ice rink.</li> </ul>

	<ul style="list-style-type: none"> <li>• Widnes Waterfront (Moss Bank Park) entered into development agreement to bring forward further phases of leisure and retail to complement The Hive development.</li> <li>• Runcorn Town Centre team established to oversee recent award of High Street Innovation Fund. Heads of terms have been agreed with development partner to work on long-term regeneration strategy. Development agreed signed to bring forward former crossville site for leisure and retail.</li> <li>• 3MG – development of site infrastructure, including access route to Bridge.</li> <li>• Castlefields – successful completion of Village Square and Health Centre.</li> <li>• Final remediation of St Michael’s Golf course completed</li> </ul>
<p>Deliver a comprehensive development and investment service</p>	<ul style="list-style-type: none"> <li>• Halton’s key strategic priorities have been supported through key bids which the department supported</li> <li>• The securing of the Regional Growth bid of £9.77 million for the Sci-Tech Enterprise Zone</li> <li>• £16 million of external funding has been secured for Halton</li> </ul>
<p>Deliver a comprehensive employment, learning and skills service</p>	<ul style="list-style-type: none"> <li>• The opening of the Moor Lane office for Halton People into Jobs was successfully completed by July 2012, thus providing a HPIJ service in both Runcorn and Widnes</li> <li>• The Halton ‘Big 100’ Apprenticeship programme successfully supported the creation of over 100 new apprentices during 2012, with business incentive grants of £1500 being awarded to 49 employers who met specific criteria</li> <li>• 98 local unemployed people were successfully trained via a bespoke pre-employment retail course delivered by the Division and subsequently recruited to work at the new Tesco Extra store in Widnes</li> <li>• A very positive Ofsted Survey Inspection focusing on the impact of employability courses on job outcomes took place in 2012 with many outstanding judgements made in the final feedback report.</li> <li>• 97 new Business Start Ups were created with help from the Division’s Enterprising Halton service</li> <li>• Awarded a contract of £85k for the National Careers Service to deliver Information, Advice &amp; Guidance to adults</li> <li>• In academic year 2011/12 93% of learners on an accredited course achieved their qualification</li> <li>• HPIJ supported 197 customers into employment between 1<sup>st</sup> April 2012 and 30<sup>th</sup> September 2012.</li> </ul>



### 3.2 MAJOR ACTIVITIES

Over the past twelve months, the Directorate has contributed to a wide range of major activities that directly impact on the Directorate itself. The main examples are outlined below. More details on each can be found within [Appendix B](#).

<p><b>Children &amp; Family Services</b></p> <ul style="list-style-type: none"> <li>• Implementation of the findings of the Munro Review of Child Protection</li> <li>• Development of new Halton Children's Trust Levels of Need Framework</li> <li>• Developing further Early Help &amp; Support resource across Halton Children's Trust</li> <li>• Embedding integrated commissioning</li> <li>• Ensuring close integration with developing Health &amp; Well Being Board</li> </ul>	<p><b>Learning &amp; Achievement Services</b></p> <ul style="list-style-type: none"> <li>• Development of New Anti-Bullying Strategy, Action Plan and Policy</li> <li>• Development of further Transition activities for children &amp; young people 0-25</li> <li>• Implementing Special Educational Needs &amp; Disability Green Paper in Halton</li> <li>• Implications of new categorisation of schools</li> <li>• Achievement &amp; Attainment at all Key Stages</li> <li>• Narrowing the Gap, Peer Challenge and Virtual School for Vulnerable Pupils</li> <li>• Understanding and ensuring all schools meet requirements of new Ofsted School Inspection Framework</li> <li>• Implementing appropriate support that has ensured the proportion of schools or settings judged good or better is above the national average for all phases inspected</li> </ul>
<p><b>Children's Organisation &amp; Provision</b></p> <ul style="list-style-type: none"> <li>• Partnership working to reduce NEET and increase participation in Further Education and Training post 16 (Government September Guarantee)</li> <li>• Impact of new contracts and the quality assurance of alternative provision improving outcomes for young people accessing KS4 Gateway (PRU) . Post-16, Level 2 and Level 3 Achievement and Attainment by age 19 represents the largest annual local authority increase nationally.</li> <li>• Safeguarding Audits have been undertaken at all 68 pre-school, Out of School Clubs and Full Day Care settings</li> <li>• Safeguarding Training has been, and continues to be, provided to early years settings</li> <li>• The Sustainable School Transport Policy and the School Admissions Policy have been reviewed and revised to reflect legislative changes</li> <li>• A Capital Investment &amp; Maintenance Programme that has resulted in over half of the school estate benefiting from improved facilities.</li> <li>• Provision of a new central dedicated server for the specific location of all school information, resulting in improved</li> </ul>	<p><b>Economy, Enterprise &amp; Property</b></p> <ul style="list-style-type: none"> <li>• Integration of the council's physical activity programme with the council's new responsibility for Public Health</li> <li>• Implementation of Halton Sports Strategy</li> <li>• Development of a Libraries Strategy</li> <li>• Improved digital services and efficiencies through IT</li> <li>• Regional Growth Fund - £9.77million of investment secured for SciTech Daresbury</li> <li>• Development of Asset Disposal Plan programme</li> <li>• Mersey Gateway acquisitions/disposals/demolitions; the Halton Employment Partnership is part of the Evaluation Team evaluating the Employment &amp; Skills Delivery Plans to be submitted by the 3 Mersey Gateway consortia. Final plans to be submitted Spring 2013.</li> <li>• Industrial and commercial properties</li> <li>• Energy Management – meeting reduced emissions targets</li> <li>• Localism – Property Implications</li> <li>• (Investment in) Economic Regeneration</li> <li>• Museums</li> <li>• 'Bigger, Better Business' – Bid for European Funding</li> <li>• Portas Review and High Street Innovation</li> </ul>

accessibility for schools and increased delivery efficiency.

- Strategic partnership working within and external to the directorate through has led to more apprenticeship opportunities
- Refreshed the Teenage Pregnancy Strategy and developed a more integrated and targeted youth provision
- Supported more community groups to provide youth provision where gaps in provision have been identified
- Review of commissioning arrangements at CWAC has been undertaken and a training programme has been delivered

Fund

- Consultation on future direction of Business Improvement Districts (BIDs)
- Sector development around key growth sectors – Science, Construction & Logistics e.g. development of [www.sciencehalton.com](http://www.sciencehalton.com)
- Developing apprenticeship opportunities – part of the LCR City Deal for the devolution of the National Apprenticeship Service Apprenticeship Grant to Employers.
- Secured contracts with Department for Work & Pensions for the Work Programme and the Greater Merseyside Connexions Service for the National Careers Service.

## 4.0 Factors affecting the Directorate

### 4.1 CHALLENGES

Below is a summary of the challenges that the Directorate as a whole will face and consider within its work during 2013-14.

#### Regeneration

- Keeping to timescale on major initiatives – e.g. Mersey Gateway, Widnes Waterfront, town centres, 3MG
- Low land values affects investment on key strategic sites
- Funding regimes out of sequence, leading to delays in completion of projects
- Remediation of sites
- National transfer of assets
- Lack of regional aid harms offer to potential investors
- Mersey Gateway – in short-term project could cause delay to adjacent sites
- Localism Act – potential to delay regeneration projects

#### Local Employment Partnership

- Autumn statement proposed devolving greater proportion of economic regeneration spending to City Region
- Future potential for LEPs will be given powers to oversee the allocation of European funding and skills development.
- Using Halton Strategic Regeneration Framework to contribute to the development of an overall investment fund for the City Region

#### Regional

- Involvement in linking of the region's strategic regeneration economic priorities with the EU Commission's aim to align European funding for the period 2014-20.

#### Employment

- Sourcing of sufficient jobs, including apprenticeships
- Pockets of worklessness
- Growing the number of business start-ups
- Growing competition in labour market
- Work Programme – pressures of national targets
- Reductions in Public Sector presents problems to Halton as an area with high public sector

#### Adult Learning

- Changes to Skills Funding Agency funding streams
- Revise training provision to meet payments by results requirements
- Central funding does not reflect local needs
- Oversupply in wrong areas of provision

#### Skills

- Reducing proportions with no qualifications
- Equipping people with the right skills needed by employers

#### Early Intervention Grant

- Reduction in funding
- Funding the vulnerable 2 year olds

#### Information, Advice & Guidance for young people

- Reduced and revised provision

**Schools & Academies**

- Development of school sixth forms, academies and free schools
- Staff funded through school buy back – e.g. SIMS, technical support
- SIMS Support – introduction of new centralised service
- Gateway standards & performance
- Structural changes to KS 3 and 4 PRU & Attainment gap – e.g. FSM
- School funding formula,
- Revise special school provision within the Borough for higher functioning pupils with ASC and social communication difficulties
- Provision of SEN expert to support parents of children with SEN around exclusions appeals
- Green Paper reforms and associated timescales

**Capital**

- Future levels of capital strategy funds
- Combined funding for all representatives
- Shortfalls in investment and capital
- Post-16 funding

**Early Years**

- Integrated strategy and provision
- Changes to Early Intervention Grant
- Sufficiency

**Implementing national programmes**

- DWP - Families with multiple problems
- Inspiring Families

**Safeguarding**

- Ensuring all fully aware & understand
- Meeting needs at the appropriate level

**Early Help**

- Right help at the right time

**Provision**

- 2, 3 and 4 year olds
- SEN – based on new funding formula
- After school for older age range

**Workforce Development**

- Recruitment and retention
- Core competencies
- Social Work Reform agenda
- Single Work Programme
- Meeting People Plan objectives
- Workforce profile
- Capacity

**Sustainability**

- Contracting resource base
- Services to young people, including CRMZ, HRMZ, VRMZ

**Health**

- Improving Child Health
- Integration with Clinical Commissioning Groups, Public Health and liaison with Community Providers

**Commissioning**

- To improve Health outcomes for Children
- Commissioning efficiencies with CWAC
- Review of Sexual health services
- Delivery of commissioning priorities
- Integration of children's CCG and public health commissioners

**Specialist Assessments**

- Managing capacity
- Seamless continuum

**Participation**

- Raising the Participation Age

## 4.2 DIRECTORATE PRIORITIES 2013

The Directorate has continued to successfully improve the services provided for our children and young people. This has been evidenced by externally validated inspections of services, and in a range of performance indicators. To maintain this and continually improve, a set of overarching priorities to be driven by the Directorate's Senior Management Team (SMT) have been agreed to provide direction for this Plan. These take into consideration the national agenda, internal and external factors that are and will affect the Directorate and also the main activities and achievements of the Directorate. These are set within the resource constraints that the Directorate is currently faced with.

Four priorities have been agreed to cover cross-cutting themes that link together the work of the Directorate and the Children's Trust. These are:

- *Integrated Commissioning*
- *Child's journey through the continuum of need*
- *Improving opportunities for our most vulnerable young people*
- *Driving economic prosperity*

These have been combined into an overall vision for the Directorate within the resource constraints:

*We believe that to drive economic prosperity we need to increase opportunities for all, including our most vulnerable young people, providing appropriate support if needed from Early Help through to Safeguarding, with integrated commissioning of services to deliver improved outcomes through the effective use of available resources.*



























To achieve our objectives, four lead officers have been designated, one for each priority, and there will be a strong emphasis on cross-collaboration from across all Departments within the Directorate.

Each work stream will utilise the existing meeting groups within the Directorate and wider partnerships, such as the Children's Trust and Employment, Learning and Skills Partnership.

The focus on these priorities and how we align our services with those of partners in the Children's Trust will be particularly important within the current difficult economic climate that we are facing.

The matrix below depicts the structure of the priorities for the Directorate from 2013/14, with a colour coding system used to show examples of where Business Critical Issues will cut across the four priorities and this cross-collaboration will be utilised in work going forward. These Business Critical Issues closely relate to the service objectives set out in the appendices of this document.

These are the key priorities that we will focus upon as a Directorate in 2013/14 in order to ensure improved outcomes for children, young people and families in Halton and have been agreed within the context and continuum set out in the Halton Levels of Need Framework found within section 3.2 and Appendix B of this Plan.

Overarching Theme	Effectively Managing Resources to Deliver Services <ul style="list-style-type: none"> <li>• Workforce</li> <li>• Asset Management – finance, physical capacity, low carbon economy</li> <li>• Child &amp; Family Poverty</li> </ul>			
Directorate Priorities	Integrated Commissioning 	Child's journey through the continuum of need 	Improving opportunities for our most vulnerable young people 	Driving economic prosperity 
Directorate Business Critical Issues	 Agree common understanding of commissioning across Directorate, Council and with partners	 Use the Munro Review of Child Protection to improve outcomes for children and families	 Narrow the attainment gap between vulnerable groups and their peers by early identification of need	Maintain HBC assets in order to provide a sustainable flow of income and capital
	 Support the long-term sustainability & development of key service providers	 Continue to embed common understanding of Early Help.	 Launch Halton Integrated Early Help Strategy	 Implications of Welfare Reform and the Single Programme
	Ensure Early Years, school and post-16 provision is sufficient, sustainable and high quality	 Implement and embed Halton's Early Help Strategy and local offer.	 Support School Improvement	 Develop apprenticeship opportunities and support apprentices
	 Ensure sufficient integrated and targeted support for young people in the borough	Safeguarding – review capacity and caseloads for social workers.	 Measuring progression of pupils and schools	 Delivering a comprehensive employment, learning and skills service
	Develop role as broker or commissioner of services as well as provider	 Improve outcomes for Children in Care and Care Leavers	Raising attendance, participation and achievement	 Mersey Gateway investment
	 Work with other partners to ensure we improve outcomes for all, focusing on our most vulnerable.	 Recruit and retain Children's Social Care managers to ensure management oversight and ensure effective care planning	 Tackling health inequalities	 Developing European Social Fund bid
	 Improving Child Health Outcomes		 Tackling Child & Family Poverty	 Delivering a comprehensive development and investment service Interface with the Private Sector and employer facing services
	Priority Lead	Ann McIntyre	Tracey Coffey	Steve Nyakatawa

### 4.3 EXTERNAL FACTORS

In order to meet the Business Critical Issues and priorities for the Directorate, external factors need to be considered that are outside of the Directorate's control but inform and help to set the context for much of the Directorate's work. Detail on each of these can be found in [Appendix C](#) of this document.

<b>POLITICAL</b>	<b>ECONOMIC CLIMATE</b>
Marmot Review of Health Inequalities	Deprivation
Family Justice Review	National Careers Service
Inspiring Families (Troubled Families Initiative)	Apprenticeships
The DWP Work Programme	'Building Engagement, Building Futures'
School Funding Reform, including High Needs	Universal Job Match
Taylor Review of Alternative Provision	Talent Match
School Capital and Funding	Holt Review
European Social Fund and families with multiple problems	Youth Contract
<b>SOCIAL FACTORS</b>	<b>TECHNOLOGICAL DEVELOPMENTS</b>
Child & Family Poverty	Digital Accessibility
Demographic Changes	Universal Jobmatch
	Job seekers allowance online
<b>LEGISLATIVE FACTORS</b>	<b>ENVIRONMENTAL FACTORS</b>
Public Services (Social Value) Act 2012	Mersey Gateway
Health & Social Care Act 2012	Low Carbon Economy
Special Educational Need and Disability Green Paper	Minimising waste production, increasing recycling and reducing waste to landfill
Education Act 2011	Tackling Environmental Crime and promoting positive behaviours
Academies Act 2010	Maintaining Safe and attractive Parks and Open Spaces
Legal Aid, Sentencing & Punishing of Offenders Act 2012	Road Safety and Street Lighting
Revisions to Adoption & Fostering Legislation	Liverpool City Region Transport agenda/ Local Transport Plan Block Funding
Welfare Reforms <ul style="list-style-type: none"> <li>• Single Programme</li> <li>• Universal Credit</li> </ul>	Flood Risk Management
New framework for Early Years Foundation Stage (EYFS)	
New Ofsted Framework for Early Years Providers	
Ofsted Framework for the Inspection of local authority arrangements for the protection of children	
Ofsted Arrangements for the Inspection of Looked After Children and Care Leaver Services	
School Admissions Code	

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

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

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

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

The Directorate Equality & Diversity Group has been expanded to become a multi agency group for the Children's Trust. The group has updated and broadened the Equality Scheme already in place for CED to take into account the additional duties and implications of the Equality Act 2010 and to allow the Scheme to be a useful multi agency document

### 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 Council in managing its carbon emissions and developing actions for realising carbon and financial savings and embedding carbon management into the authority's day to day business.

The Plan was reviewed and updated during 2011/12, with a revised energy emissions reduction target and it is now set at a reduction of between 5% and 10% over 2010/11 figures over a 5 year period. The main measure included in the revised Plan is the Green House Gas emissions indicator, which differs from the previous carbon emissions indicator. The GHG emissions figure for 2011/12 was 23,917



tonnes CO<sub>2</sub> which was a 7.3% reduction on the 2010/11 figure. This total figure breaks down as follows:-

Corporate buildings	- 7505 tonnes CO <sub>2</sub> (estimated)
Schools	- 8393 tonnes CO <sub>2</sub> (estimated)
Street lighting	- 6211 tonnes CO <sub>2</sub> (estimated)
Vehicle fleet	- 1359 tonnes CO <sub>2</sub> (estimated)
Business Miles	- 449 tonnes CO <sub>2</sub> (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.

There is particular focus on the CRC energy efficiency scheme and the implications for the Council, i.e. £175k cost in April 2012 rising to £190k the following year.

Positive work being undertaken in Halton includes:

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

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.

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

The Council is committed to improving a good quality of life for the people of Halton and one of the ways this can be achieved is through allotment gardening. Being part of the allotment gardening community brings an opportunity to meet and share experiences with people from all walks of life. There are also health and social benefits which can give plot-holders a sense of well-being. Our aim is to continue to build on the good practices and positive improvements, but the biggest obstacle is the shortage of growing space.

### **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 that will mitigate against such risks having an adverse impact upon the delivery of departmental / organisational activities. All high risks and the implementation of their associated mitigation measures will be monitored and reported through the Council's quarterly performance monitoring arrangements.

#### **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:-

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

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

Given the transfer of Public Health to Local Authorities from 1<sup>st</sup> April 2013, Halton Borough Council are part of the 5 Borough's partnership with Health and other partners and are currently applying to connect to health systems. In order to connect the Council is required to complete an Information Governance Toolkit assessment up to level 2 (there are 3 levels in total). The Information Governance Toolkit is a performance tool produced by the Department of Health (DH). It draws together the legal rules and central guidance set out above and presents them in one place as a set of information governance requirements

The purpose of the assessment is to enable organisations to measure their compliance against the law and central guidance and to see whether information is handled correctly and protected from unauthorised access, loss, damage and destruction.

Where partial or non-compliance is revealed, organisations must take appropriate measures, (e.g. assign responsibility, put in place policies, procedures, processes and guidance for staff), with the aim of making cultural changes and raising information governance standards through year on year improvements.

The ultimate aim is to demonstrate that the organisation can be trusted to maintain the confidentiality and security of personal information. This in-turn increases public confidence that 'the NHS' and its partners can be trusted with personal data.

## 6.0 Organisational & Directorate Structure

The Council is committed to consistently managing the delivery of its services in the most cost efficient way that maximises the effectiveness of its available resources.

As a result of this continuing drive for efficiency as of April 2011 the Council has reduced the number of Directorates from four to three with an overall reduction in the number of departments to eleven.

The Council recognises the value of corporate working and that effective communication channels, both internally between Directorates and externally with partners, are a pre-requisite to success. It therefore has in place complementary arrangements at different organisational levels to ensure that the organisation works as an integrated and unified entity.

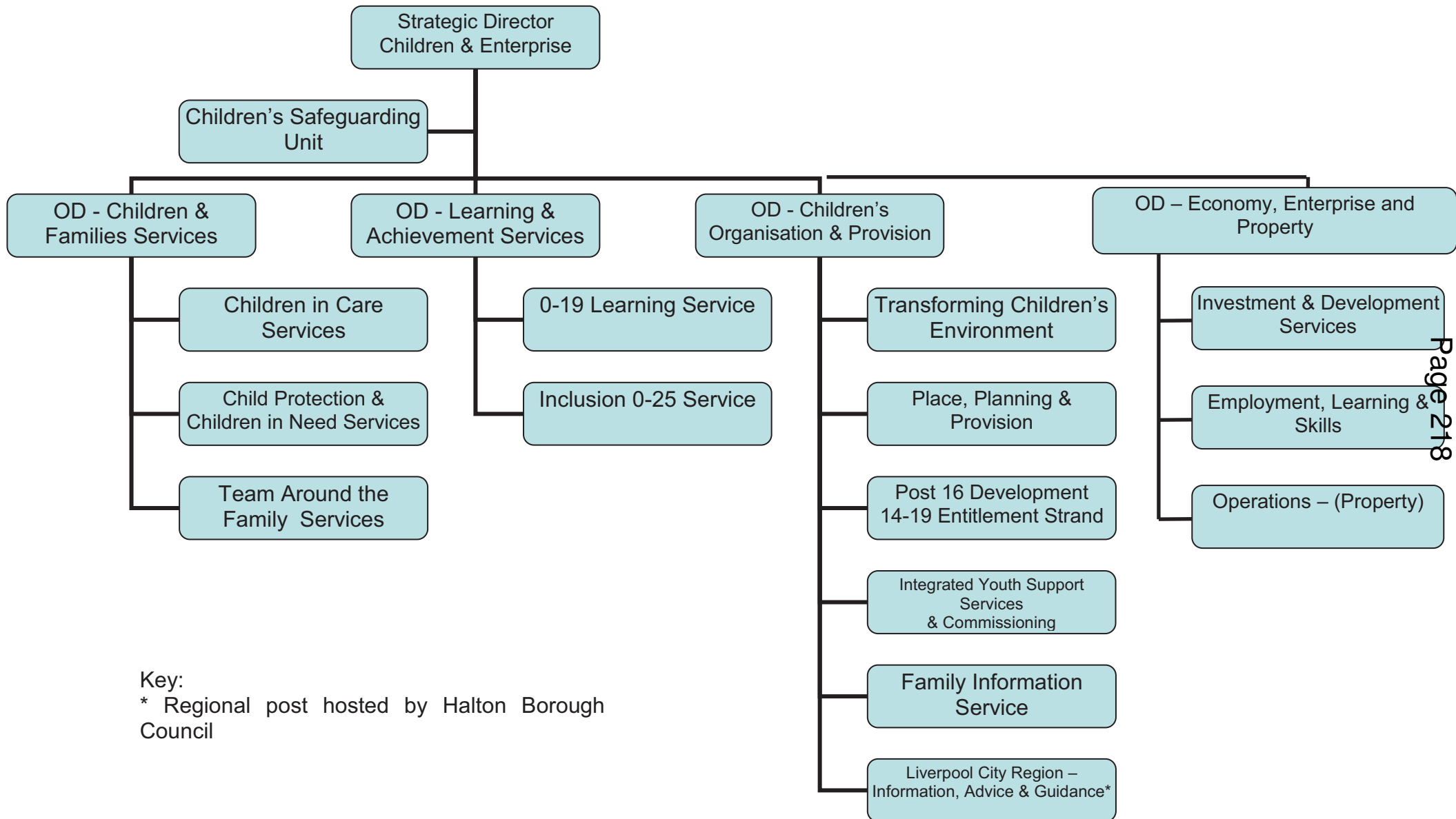
In support of this approach results-based matrix management practices, through for example project implementation groups, are used to bring together expertise and knowledge from across the organisation in order to optimise the response to community needs and aspirations.

Lead Officers are identified to drive and direct corporate initiatives to bring together elements of the Councils activities which, for the purposes of day to day management, may sit within all or any of the different Directorates.

Each of the Directorate Plans is aligned to and supports the delivery of one or more of the Councils six organisational and five partnership strategic priorities as detailed within the Corporate Plan and Sustainable Community Strategy respectively.

The chart overleaf provides an overview of those functions that fall within the new Children & Enterprise Directorate.

The Directorate structure is subject to change in preparation for the new financial year from April 2012. The latest draft structure is as follows:



Key:  
 \* Regional post hosted by Halton Borough Council

## **6.1 CHILDREN AND FAMILIES SERVICES**

This Department provides services to children and families from Universal to Complex Needs, as set out in Halton's Level of Need Framework. The services aim to support and protect children, ensuring that they are safe and have the opportunity to reach their potential. We aim, together with partners, to narrow the gap in outcomes for these most vulnerable children. For the majority of children this will be with their families, and we will provide services and support to families to achieve this. When this is not possible we provide services to ensure that children live somewhere that is safe, caring and appropriate to their needs.

The Department's main responsibilities are summarised in the work of the 3 divisions detailed below.

### **Team around the Family – Early Help**

- Children's Centres - provision of the full core offer and extended services
- Integrated Working Support Teams
- Co-ordinated early targeted intervention based on holistic family assessment
- Parenting Programmes
- Family support across the levels of need continuum
- Provision a range of accessible short breaks for disabled children
- Integrated services for Young Carers
- Intensive family support, including Inspiring Families programme.

### **Children in Need & Child Protection**

- Assessing promptly the needs of children and families in need
- Planning and delivering integrated services for vulnerable children and families across the levels of need
- Crisis and emergency intervention in families
- Child Protection services,
- Targeted interventions with the most vulnerable children in need and their families
- Provision of short breaks for disabled children

### **Children in Care & Care Leavers**

- Care Leavers services
- Recruitment, assessment and support for adoptive parents and foster carers
- Provision of Residential Care for Children
- Support to Children in Care to improve outcomes
- Inter-agency Working
- Assessing the needs of older Children in Need and vulnerable young people.

## **6.2 LEARNING AND ACHIEVEMENT SERVICES**

The Department works in partnership with schools and settings to raise standards of attainment and achievement. This work is undertaken by a team of specialists who focus on for example the curriculum, attendance, inclusion and behaviour within the different phases of education. School Improvement Partners (SIPs) are also a key part of this Department. We work together with the other departments to achieve the best possible outcomes for all young people and to narrow the gap in outcomes for the most vulnerable young people.

The Department's main responsibilities are summarised in the detail below:

## **0-19 Learning**

- EYFS and Key Stages 1 – 4 and School Sixth Form standards of achievement and attainment
- Key Stage 3 Pupil Referral Unit
- Monitoring of all schools and settings - categorisation
- Support and intervention for satisfactory / inadequate schools and settings
- Statutory assessment and moderation – EYFS, KS1 & K2
- NQT registration, monitoring and induction programme
- SACRE
- Support for Head Teacher recruitment
- Head Teacher induction, leadership and succession planning
- Virtual HT for CiC and Vulnerable Pupils
- Education Safeguarding in schools
- Portage service
- Support for development of Music, school games and disability sports in schools

## **0-25 Inclusion**

- Statutory assessments for pupils with Special Educational Needs (SEN)
- Statutory duties covering all areas of SEN for young people to the age of 0-19
- Provision of Additional resources and support for higher needs band of pupils including Action Plus Enhanced Provision
- Presentation of the LA case at SENDIST Appeals
- Statutory provision of Parent Partnership support to parents of children & young people with Special Education Needs
- Behaviour and attendance and Exclusions with the statutory duty to provide SEN Expert support for pupils at Exclusion Appeals
- Transition 0-19
- SEN service delivery for schools covering areas such as cognition and learning, visually impaired and hearing impaired Autism Speech Language and Communication
- Monitoring of provision and outcomes of provision for children and young people in the higher needs band of provision. This is including Special School provision, resource bases in borough, including those with academy status.
- Monitoring of provision and outcomes for pupils placed out of borough in all provision.

## **6.3 CHILDREN'S ORGANISATION AND PROVISION**

The Department will be responsible for the management, co-ordination and delivery of all capital programmes aimed at transforming Children's Environment including the Buildings Schools for the Future and Primary Capital. It leads and facilitates the strategic arrangements for joint commissioning of services to children, young people and their parents and carers within the Directorate, Statutory Partners, the Independent Sector, Voluntary and Community organisations. It ensures there is sufficient good quality early years provision, sufficient school places, provides a range of advice and guidance on Governor issues, and ensures schools meet their statutory requirements with regard to Learning Outside the Classroom. Critical incident support is also provided to schools and educational establishments. In

addition it co-ordinates the effective delivery of youth support, community justice and sexual health service and manage the Liverpool City Region Information, Advice & Guidance contract.

The main responsibilities of each team are detailed below:

## **Transforming Children's Environment**

- Building Schools for the Future
- Local Education Partnership (LEP)
- Capital – development of educational property and maintenance of educational estate
- Children's Centres Capital
- Childcare
- Sufficiency & Suitability Childcare
- Condition
- Accessibility
- Broader Projects

## **Place Planning and Provision**

- Early Years Sufficiency.
- Child and pupil place planning (schools and other settings).
- School Transport.
- Services to schools and settings (SLAs).
- Information, support and guidance for schools and Children's Services settings.
- Learning Outside The Classroom
- Technical Support
- Critical Incident Support.
- Governor Support.

## **Post 16 development and 14-19 entitlement strand**

- Pupil Referral Unit
- Key Stage 4 Engagement Service
- Education Business Partnership
- Duty to secure sufficient suitable education and training opportunities to meet the reasonable needs of all young people in Halton.
- Delivery against the six key priorities identified within the 14-19 Strategic Commissioning Statement 2013-2014
- 14-19 Apprenticeship Strategy
- 14-19 NEET Strategy
- Ensure there is sufficient and suitable provision for, and Improve participation and achievement of vulnerable groups
- Access to Independent, Advice and Guidance
- Plan to meet the requirements of the raising of the participation age

## **Integrated Youth Support Services and Commissioning**

- Inspiring Families
- Integrated planning and commissioning
- Joint Commissioning
- Effective delivery of Integrated Youth Support
- Deployment of youth support services
- Deployment of sexual health services including Teenage Pregnancy
- Substance Misuse.



- Alcohol Services.
- Anti Social Behaviour.
- Community Safety.
- Information, Advice and Guidance Services.
- Promoting Positive Activities.

#### **Liverpool City Region**

- Ensure the effective management of the Liverpool City Region Information, Advice & Guidance contract.

#### **Family Information Service**

#### **6.4 CHILDREN'S SAFEGUARDING UNIT**

The Safeguarding Unit consists of lead officers for Safeguarding in Halton including Children's Services, Halton Clinical Commissioning Group, Education, and Police. This co located and virtual team strengthens multi agency working, making efficient use of knowledge and expertise across the Directorate and Halton Children's Trust.

Members of the Safeguarding Unit are responsible for identifying the themes and issues, which impact on the delivery of front line practice. Through scrutiny, challenge and support, the Unit will continuously enhance standards and good practice through quality assurance and professional development.

The Unit informs and is informed by national and local guidance as well as research, to positively enhance the delivery of front line services to vulnerable children and young people in Halton.

#### **Core Business of the Unit**

- Developing sector-led improvement through formalised partnership arrangements with Cheshire West & Chester
- Providing an Independent chairing service within the Child Protection and Children in Care systems and for those children in need.
- Independent review of Foster carers
- Responsibility for the management of allegations against adults who work with children, including the statutory role of Local Authority Designated Officer (LADO)
- Via the Halton Safeguarding Children Board manager, providing all the business support requirements for HSCB.
- Lead responsibility for the rigorous auditing of practice within Children & Families and Early Help multi-agency services.
- Lead role in multi-agency practice reviews.
- Supporting safeguarding practice in educational settings.
- To support engagement of the community in safeguarding.
- Multi agency support, challenge and scrutiny.
- Lead role in awareness raising, training and service delivery on Child Sexual Exploitation

#### **6.5 ECONOMY, ENTERPRISE AND PROPERTY**

A key aim of the Department is to use the borough's regeneration projects and programmes to create an environment that is attractive to business, which leads to the creation of jobs and, in turn, will help to improve the quality of life of people living and working in Halton. This is set out in the Council's Regeneration Strategy 2013-

28 that recognises that improving the Borough's economy is the key to making Halton a better place to live and/or work. This Strategy focuses on six drivers of economic prosperity which are:

- Enhancing quality of life
- Improving business performance
- Supporting growth and investment
- Growing the Low Carbon Economy
- Raising skills and reducing unemployment
- Place-shaping and connectivity

The three key drivers that relate to this Department focus on business performance, supporting growth and investment and raising skills and reducing unemployment.

The Department comprises the following divisions: -

### **Investment and Development Services**

The work of the Division includes bringing forward and implementing the borough's major physical development sites (including town centres, housing regeneration, watersides and brownfield land reclamation); managing the Council's property and strategic assets (property services), including Widnes Market Hall, coordinating and acting upon the borough's inward investment and business enquiries, encouraging and supporting businesses to expand; for example, providing advice and guidance on grant support, development and planning issues, transportation; improving the image of the borough's industrial areas; and helping businesses to become more competitive. The division also provides advice on funding opportunities as well as supporting the Council's representatives in European, Regional and sub-regional forums and committees.

### **Employment Learning and Skills**

This Division focuses on developing and delivering initiatives which create secure and safeguard jobs in the Borough. It hosts the Halton People Into Jobs (HPiJ) initiative, who manage the Work Programme contracts on behalf of Halton, as well as the National Careers Service contract. The Halton Employment Partnership Team now focuses on employer engagement and now manages the job brokering service. The Division also supports a wide range of self-employment and business start-up initiatives. The Work Programme is a scheme based on 'payment by results' where the Division is rewarded financially for getting people who are receiving benefits into work.

This Division also delivers a wide range of adult and family learning courses across the borough. It also leads the borough's Halton Employment Partnership which acts as a one stop shop for employer local job seeker recruitment needs, as well as sector led employment initiatives such as Construction Halton and Science Halton. Key areas of activity in the Division are: - Adults and Community Learning – providing opportunities for adults to access a wide range of learning experiences within their local area; Skills For Life – improving literacy and numeracy skills amongst adults; Family Learning – which gives all family members an opportunity to learn with their children or learn about how they can further support their children.

### **Operations – (Property)**

The Division exists to provide corporate support to all areas of the Council in relation to the management, maintenance and development of the Council's property portfolio and regeneration schemes.

The Division is responsible for a number of areas of work, the primary function however is to ensure that the Authority's accommodation is fit for purpose, and meets the needs and expectations of members, officers and the public alike.

The Facilities Management section manages the maintenance, security, caretaking and cleaning to all corporate sites and provides a repairs and maintenance and cleaning buy back service to schools. In addition they play a significant role in carbon management and helping to reduce carbon emissions, they provide a building surveying service, and carry out a significant amount of construction related procurement.

The Capital Works section project manages all capital works from inception to completion on corporate building together with numerous projects on Education premises.

Recently along with colleagues in Asset Management, the Division has supported the Mersey Gateway team in respect of the necessary site assembly and demolitions needed to deliver the Mersey Gateway project.

## 7.0 Resources

The Directorate faces a number of challenges in ensuring that it has the resources available to support the delivery of its service objectives during a period of reducing financial resources.

### 7.1 BUDGET SUMMARY AND SERVICE COSTS

To be added once confirmed

### 7.2 HUMAN RESOURCE REQUIREMENTS

The Directorate employs approximately 700 staff, and together with school staff, are considered to be the Directorate's most valuable asset. The Directorate (and the Council as a whole) is committed to training and developing its staff and has a system of Employee Development Reviews twice a year to produce Personal Action Plans for each employee setting out future learning and development plans, and setting individual work based performance targets. These are complemented by more regular supervision which review progress with personal development and are one of the key processes by which performance and service outcomes are monitored.

Supervision is not just about getting the job done; it is also about investing time and energy in developing and motivating staff for the benefit of the individual and the organisation as a whole and ultimately the local community. Good supervision will result in well-trained and motivated staff who are clear about their role within the organisation and the tasks they need to achieve.

A major requirement for the Directorate will be the continuing implementation of the new Integrated Children's Workforce Strategy for Halton's Children's Trust. The key aim of the strategy is a workforce that is reformed, integrated and making the best contribution possible to Halton's Children & Young People's Plan.

### 7.3 ACCOMMODATION AND PROPERTY REQUIREMENTS

The accommodation requirements of the Directorate have been impacted upon by the efficiency programme. The continued development and embedding of Team Around the Family services will further influence the Directorate's needs as the ambition is to establish community based accommodation providing front line access for all services through effectively utilising Children's Centres, GP practices and the secondary provision developed through the Building Schools for the Future programme.

### 7.4 ICT REQUIREMENTS

The Directorate has an ICT Development Plan mapping out its ICT requirements and areas for development. There are number of major ICT projects that will be central to the development of the Directorate and act as enablers for service delivery.

**Carefirst 6/Electronic Social Care Record (ESCR)/Integrated Children's System (ICS)**

Implementation of Carefirst 6 collaboratively with ICT Services and the Adults and Community Directorate is critical in providing an effective ICT solution for Children's Social Care. There are statutory requirements relating to ICS and ESCR as well as the benefits the system will provide in terms of operational efficiency. The process will require new ICT infrastructure, scanning and new working arrangements. Implementation of Carefirst 6 continues and will be completed over the next 12 months. The delivery of IT enhances support and frontline practice.

#### **Synergy CYP Database**

This database allows web based access to core pupil information and will be developed to replace existing modules allowing wider and more flexible access opportunities. Wider access to Duty Desk, School Health and PCT Teams will help to better inform practitioners. .

#### **Synergy Connect - Children Centre Management of Information System**

Synergy Connect is a flexible, web based database allowing development of its components depending on the service provider's engagement or to tie in with local or national requirements. Together with the CYP Database, once in place it will enable the exchange of information on the regular basis. The system has been used to record data from health personnel to enable integrated reporting of performance

#### **Schools Information Management System/Virtual Learning Environment Support Service**

The Directorate provides a support service to schools for the Virtual Learning Platform and the Schools Information Management System (SIMS). A new centralised server is now in place and the project is being developed to centralise the SIMS software / data within the Local Authority data centre. Schools will link into the database through the appropriate security settings.

#### **Halton and Perspective Lite - Distribution of Performance Data Reports to Halton Schools - Primary and Special Schools**

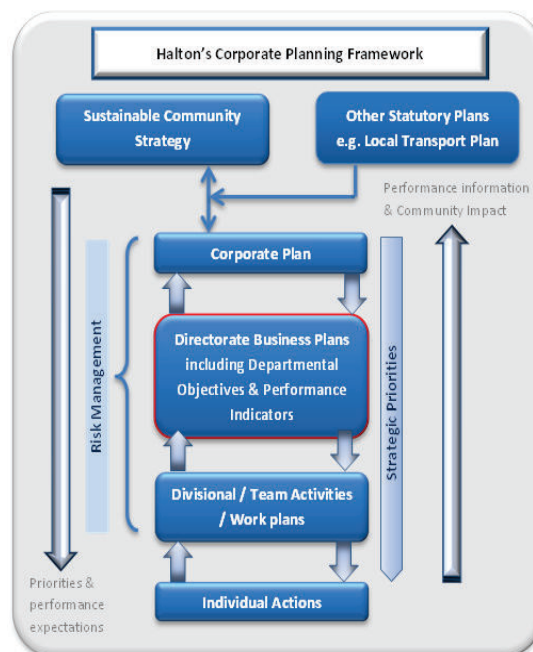
The Council has moved to a new web based system to improve the management process of circulating and reviewing school performance data reports. This system is called Perspective Lite and is developed by Angel Solutions in partnership with the NCER cic - National Consortium for Examination Results. Previously Council used the Intranet to communicate school performance data reports to schools. The Intranet can only be accessed by Headteachers from their school PC whereas Perspective Lite can be accessed from any PC - using the appropriate Headteacher login details.

## 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 Council's intranet site.**

In demonstrating its commitment to exploiting the potential of Information and Communications Technology to improve the accessibility of its services and related information an extensive range of documentation, including this plan and its associated quarterly monitoring reports, are available via the Council's website at <http://www3.halton.gov.uk/content/councilanddemocracy/council/plansandstrategies>

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

## Appendix A: Departmental Service Objectives & Performance Indicators

### 1. ECONOMY, ENTERPRISE & PROPERTY

<b>Corporate Priority:</b>	Effectiveness and Efficiency					
<b>Area of Focus:</b>	23 – Operational Land and Property					
<b>Service Objective:</b>	<b>EEP1: Strategically manage and maintain the Council’s assets in order to provide a sustainable flow of income and capital receipts as well as ensure that they are safe and fit for purpose</b>					
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Review accommodation in light of budget decisions by July 2013</li> </ul>					
	<ul style="list-style-type: none"> <li>Identify further property to be considered for sales and implement asset disposals by March 2014</li> </ul>					
	<ul style="list-style-type: none"> <li>Continue to market the Lakeside and Canalside development sites</li> </ul>					
	<ul style="list-style-type: none"> <li>Continue the development of Mossbank Park</li> </ul>					
	<ul style="list-style-type: none"> <li>Commence development of SciTech Phase 1 by June 2013</li> </ul>					
	<ul style="list-style-type: none"> <li>Develop criteria for community assets and monitor</li> </ul>					
Key Milestones (14-15)	<ul style="list-style-type: none"> <li>Review accommodation in light of budget decisions by July 2014</li> </ul>					
	<ul style="list-style-type: none"> <li>Identify further property to be considered for sales and implement asset disposals by March 2015</li> </ul>					
	<ul style="list-style-type: none"> <li>Support the development of Business Rates Policy</li> </ul>					
Key Milestones (15-16)	<ul style="list-style-type: none"> <li></li> </ul>					
Risk Assessment:	Initial	High	Responsible Officer	Operational Director, Employment, Enterprise & Property	Linked Indicators	NI185/ NI194 replacement
	Residual	Medium				

<b>Corporate Priority:</b>	Halton's Urban Renewal						
<b>Area of Focus:</b>	7 – Increased Local Employment						
<b>Service Objective:</b>	<b>EEP2: Deliver a comprehensive development and investment service</b>						
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Facilitate the Mersey Gateway acquisition and business relocation programme by March 2014</li> </ul>						
	<ul style="list-style-type: none"> <li>Deliver the BID Year 1 action plan by March 2014</li> </ul>						
	<ul style="list-style-type: none"> <li>Commence the implementation of Runcorn Town Centre Action Plan phase 2 by March 2014</li> </ul>						
	<ul style="list-style-type: none"> <li>Finalise the 'Bridge Tourism' Action Plan by September 2013</li> </ul>						
	<ul style="list-style-type: none"> <li>Prepare European Action Plan (ESF and ERDF) for Halton by September 2013</li> </ul>						
Key Milestones (14-15)	<ul style="list-style-type: none"> <li>Maintain a comprehensive database of all commercial land and property by March 2015</li> </ul>						
	<ul style="list-style-type: none"> <li>Deliver the BID Year 2 action plan by March 2015</li> </ul>						
	<ul style="list-style-type: none"> <li>Actions from Mersey Gateway Regeneration Strategy to be identified</li> </ul>						
Key Milestones (15-16)							
Risk Assessment:	Initial	High	Responsible Officer	Divisional Investment Development	Manager &	Linked Indicators	DIS LI05, DIS LI06, SCS ELS01, SCS ELS02, SCS ELS09
	Residual	Medium					



<b>Corporate Priority:</b>	Employment, Learning & Skills					
<b>Area of Focus:</b>	6 – Skilled Local Workforce					
<b>Service Objective:</b>	<b>EEP3: Deliver a comprehensive employment, learning and skills service</b>					
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Deliver Work Programme via sub contract arrangements to Prime Contractors A4E and Ingeus Deloitte in line with the contract</li> </ul>					
	<ul style="list-style-type: none"> <li>Add Skills Strategy for SciTech, milestone on Apprenticeships, City Strategy implementation, Mersey Gateway – work with preferred bidder on supporting employment &amp; skills plan, monitoring the support of local people into jobs</li> </ul>					
Key Milestones (14-15)	<ul style="list-style-type: none"> <li>Deliver Work Programme via sub contract arrangements to Prime Contractors A4E and Ingeus Deloitte in line with the contract</li> </ul>					
Key Milestones (15-16)	<ul style="list-style-type: none"> <li></li> </ul>					
Risk Assessment:	Initial	High	Responsible Officer	Divisional Manager, Adult Learning & Skills Development	Linked Indicators	ELS LI05, ELS LI01, ELS LI02, ELS LI03, ELS LI04, ELS LI15, ELS LI16, ELS LI17, SCS ELS03, SCS ELS04, SCS ELS05, SCS ELS07, SCS ELS08
	Residual	Medium				

## Key indicators

Ref	Description	Actual 2011/12	Target 2012/13	Actual 2012/13	Targets		
					13/14	14/15	15/16
DIS LI01	Occupancy of HBC industrial units	72%	85%		85%	85%	90%
DIS LI02	Occupancy of Widnes Market Hall	85%	90%		90%	95%	95%
	<b>Empty Halton BC Properties ( new indicator)</b>						
DIS LI05	Number of investment enquiries per annum	180	180		180	200	250
DIS LI06	Inward investment enquiry conversion rate percentage	12.2%	10%		10%	10%	10%
DIS LI07	Contribution to jobs created as a result of the services being provided (departmental)	287	350		350	400	500
ELS LI05	The number of new apprenticeship starts in the borough (16-18)		470		470	490	500
ELS LI01	Number of enrolments on Employment and Learning Courses (for the academic year)	4632	2850		2850	2850	2850
ELS LI02	Number of adults accessing HBC services achieving a Skills for Life qualification in numeracy/literacy	476	250		250	150	150
ELS LI03	Number of starts on DWP Work Programme	373	454 (A4E) 1118 (Ingeus)		454 (A4E) 1118 (Ingeus)	454 (A4E) 1118 (Ingeus)	454 (A4E) 1118 (Ingeus)
ELS LI04	Number of new starts into permitted/paid work for local people with disabilities (over 12 month period)	1	20		20	25	30
ELS LI15	Number of new business start-ups in the borough	96	45		45	55	65
ELS LI16	Deliver the appropriate Skills for Life courses across the three terms	New measure			170	170	170
ELS LI17	Ensure that all monthly reviews of performance of the Work Programme contract are undertaken	New measure			100%	100%	100%

Ref	Description	Actual 2011/12	Target 2012/13	Actual 2012/13	Targets		
					13/14	14/15	15/16
NI185 /NI194 replace ment	New Greenhouse gas (GHG) emissions indicator	25,817 tonnes CO <sub>2</sub> e	25,175 tonnes CO <sub>2</sub> e		24,797 tonnes CO <sub>2</sub> e	24,425 tonnes CO <sub>2</sub> e	24,425 tonnes CO <sub>2</sub> e
PYS LI01	The percentage of Authority buildings open to the public in which all public areas are suitable for and accessible to Disabled people		86%		86%	86%	86%
SCS ELS01	Increase the number of active enterprises within the Borough	2660 (2011)	2675		2715	2750	2800
SCS ELS02	Increase the proportion of business diversity in the following sectors: Knowledge Economy, Superport, Low carbon/green, Visitor economy	25.94% (2011)	24%		26%	27%	28.5%
SCS ELS03	Increase the number of people classed as self-employed	5.7% (Sept – Oct 2011)	6.5%		6.5%	7.0%	7.25%
SCS ELS04	Reduce the proportion of people with no qualifications	12.8% (Jan – Dec 2010)	12%		11.25%	11%	11%
SCS ELS05 Revised NI165	Increase the percentage of people achieving NVQ Level 4 and above	21.3% (Jan – Dec 2010)	23.5%		24.25%	24.5%	24.75%
SCS ELS07 NI152	Reduce the percentage of people registered unemployed and seeking employment (JSA Claimants)	5.8% (March 2012)	5.2%		5.2% Under review with JC Plus	4.8%	4.4%
SCS ELS08	Reduce the percentage of the working age population claiming out of work benefits	18.9% (August 2011)	18%		17% Under review with JC Plus	16.5%	16%

Ref	Description	Actual 2011/12	Target 2012/13	Actual 2012/13	Targets		
					13/14	14/15	15/16
SCS ELS09 NI166	Increase the gross weekly earnings by residents	£432.30 (Dec 2011)	To close the gap with NW average		To close the gap to the CIPFA Nearest Statistical Neighbours		

## 2. CHILDREN AND FAMILIES SERVICES

<b>Corporate Priority:</b>	Children and Young People					
<b>Area of Focus:</b>	14 – Effective Family Services					
<b>Service Objective:</b>	<b>CFS1: Recruit and retain Children’s Social Care Managers to deliver the necessary level of scrutiny and management oversight to ensure effective care planning</b>					
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Evaluate the impact of the management trainee programme for aspiring managers, with the aim of increasing candidates by September 2012</li> </ul>					
Risk Assessment:	Initial	High	Responsible Officer	Operational Director, Children & Families	Linked Indicators	N/A
	Residual	High				

<b>Corporate Priority:</b>	Children and Young People					
<b>Area of Focus:</b>	16 – Safeguarding Children					
<b>Service Objective:</b>	<b>CFS2: Improve outcomes for children and families through embedding integrated processes to deliver Early Help and Support</b>					
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Further develop opportunities to integrate and co-locate teams by partner agencies by March 2014</li> </ul>					
	<ul style="list-style-type: none"> <li>Embed integrated services further within Department, Directorate and Halton Children’s Trust by March 2014</li> </ul>					
	<ul style="list-style-type: none"> <li>Statement on new Levels of Need Framework and family assessment programme to be implemented after the launch April 2012</li> </ul>					
Risk Assessment:	Initial	High	Responsible Officer	Divisional Manager, Team Around the Family	Linked Indicators	CFS LI03 SCS CYP08
	Residual	Medium				

<b>Corporate Priority:</b>	Children and Young People					
<b>Area of Focus:</b>	16 – Safeguarding Children					
<b>Service Objective:</b>	<b>CFS3: Ensure that the changes required by the Munro Review of Child Protection to practice improves outcomes for children and families</b>					
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Implement the new social work assessment and planning model in line with the deadline required (date to be advised once published)</li> <li>Effectively implement the new Framework for the Assessment of Children in Need and the changes to Working Together to Safeguard Children (date to be advised once published)</li> </ul>					
	Initial	Low	Responsible Officer	Divisional Manager, Children in Need and Child Protection	Linked Indicators	CFS LI02, CFS LI01, NI064, NI065, NI067
Residual	Low					

<b>Corporate Priority:</b>	Children and Young People					
<b>Area of Focus:</b>	14 – Effective Family Services					
<b>Service Objective:</b>	<b>CFS4: Improve outcomes for Children in Care and Care Leavers</b>					
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Continue to implement the appropriate action plan from the multi-agency Children in Care strategy (2011-14) by March 2014</li> </ul>					
	Initial	High	Responsible Officer	Divisional Manager, Children in Care	Linked Indicators	LPI01CYP, LPI02CYP, SCS CYP16, NI058, NI061, NI062, NI063, NI066, NI147, NI148
Residual	Medium					

## Key indicators

Ref	Description	Actual 2011/12	Target 2012/13	Actual 2012/13	Targets		
					2013/14	2014/15	2015/16
CFS LI01	Number of Children in Need plans independently reviewed	320	140		140	140	140
CFS LI02	Social Work Assessment – measure to be defined once guidance published	This measure will be defined once the Assessment Framework has been published					
CFS LI03	Number of multi-agency interventions (e.g. CAF) which are in place and operating	233	250		250	250	250
SCS CYP08	Percentage of referrals to social care where there is evidence of multi-agency planning in the previous 12 months	N/A	N/A	N/A	Measure currently being re-developed and targets set once baseline established		
LPI01 CYP	Percentage gap between Children in Care attainment at KS2 and their peers	37% 2011 results	N/A	42.9% Provisional 2012 results	<p><i>Due to small cohorts and statistical variation, targets are not stated. . Instead, an analysis of the small cohort is conducted on an individual basis for these children to underpin resulting performance.</i></p>		
LPI02 CYP	Percentage gap between Children in Care attainment at 5+ GCSE's grades A*-C including English and Maths and their peers	39% 2011 results	N/A	7.2% Provisional 2012 results			
SCS CYP16	Percentage of Children in Care achieving expected outcomes at KS2 and KS4	83% KS2 2011 results	N/A	100% English 100% Maths 60% English 80% Maths			
NI 058	Emotional and behavioural health of Children in Care: average SDQ score	12.8	14		14	14	14
NI 061	Timeliness of placements for Children in Care for adoption following an agency decision that the child should be placed for adoption	70%	N/A		<p><i>Due to small cohorts and statistical variation, targets are not stated. Instead, an analysis of the small cohort is conducted on an individual basis for these children to underpin resulting performance.</i></p>		
NI 062	Stability of placements of Children in Care: number of moves	9.7%	7.6%		7.5%	7.4%	7.4%

Ref	Description	Actual 2011/12	Target 2012/13	Actual 2012/13	Targets		
					2013/14	2014/15	2015/16
NI 063	Stability of placements of Children in Care: length of placement	78%	80%		80%	80%	80%
NI 064	Child Protection Plans lasting 2 years or more	0%	0%		0%	0%	0%
NI 065	Children subject to a child protection plan for a second or subsequent time	10%	10%		10%	10%	10%
NI 066	Children in Care cases are reviewed within timescale	100%	100%		100%	100%	100%
NI 067	Child Protection cases are reviewed within timescale	100%	100%		100%	100%	100%
NI 147	Care Leavers in suitable accommodation at 19	95.5%	90%		90%	90%	90%
NI 148	Care Leavers in Employment, Education or Training at 19	81.8%	75%		75%	75%	75%

### 3. LEARNING AND ACHIEVEMENT SERVICES

<b>Corporate Priority:</b>	Children and Young People					
<b>Area of Focus:</b>	13 - Educational Attainment					
<b>Service Objective:</b>	<b>LAS1: To increase the percentage of schools and Early Years settings where Ofsted judge overall effectiveness to be good or better</b>					
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Review the performance of all schools and Early Years settings with a specific focus on those currently graded as satisfactory / requiring improvement by October 2013</li> </ul>					
	<ul style="list-style-type: none"> <li>Undertake categorisation process for all schools and identify actions, including levels of support and intervention, required to improve inspection outcomes by October 2013</li> </ul>					
	<ul style="list-style-type: none"> <li>Evaluate the outcomes of school inspections through the School Development Panel, and summarised within the Ofsted summary reports, to ensure that learning resulting from the inspection process is effectively shared with schools on an ongoing basis</li> </ul>					
Key Milestones (14-15)	<ul style="list-style-type: none"> <li>Review the performance of all schools and Early Years settings with a specific focus on those currently graded as satisfactory / requiring improvement by October 2014</li> </ul>					
	<ul style="list-style-type: none"> <li>Undertake categorisation process for all schools and identify actions, including levels of support and intervention, required to improve inspection outcomes by October 2014</li> </ul>					
	<ul style="list-style-type: none"> <li>Evaluate the outcomes of school inspections through the School Development Panel, and summarised within the Ofsted summary reports, to ensure that learning resulting from the inspection process is effectively shared with schools</li> </ul>					
Key Milestones (15-16)	<ul style="list-style-type: none"> <li></li> </ul>					
Risk Assessment:	Initial	High	Responsible Officer	Divisional Manager, 0-19	Linked Indicators	SCS CYP09 CPCYP01, CPCYP02, LPI 06 LAS, LPI 07 LAS
	Residual	Medium				



<b>Corporate Priority:</b>	Children and Young People					
<b>Area of Focus:</b>	13 - Educational Attainment					
<b>Service Objective:</b>	<b>LAS2: Attainment at all phases, including EYFS, to meet or exceed national thresholds</b>					
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Conduct the annual analysis of school performance data for all primary, secondary and special schools during September to December 2013</li> <li>Ensure appropriate deployment of School Improvement support for identified schools and settings, including school to school support as appropriate</li> </ul>					
	<ul style="list-style-type: none"> <li>Conduct the annual analysis of school performance data for all primary, secondary and special schools during September to December 2014</li> <li>Ensure appropriate deployment of School Improvement support for identified schools and settings, including school to school support as appropriate</li> </ul>					
Key Milestones (14-15)	<ul style="list-style-type: none"> <li>Conduct the annual analysis of school performance data for all primary, secondary and special schools during September to December 2014</li> <li>Ensure appropriate deployment of School Improvement support for identified schools and settings, including school to school support as appropriate</li> </ul>					
Key Milestones (15-16)	<ul style="list-style-type: none"> <li></li> </ul>					
Risk Assessment:	Initial	High	Responsible Officer	Divisional Manager, 0-19	Linked Indicators	SCS CYP01, SCS CYP02, SCS CYP03, NI093, NI094, CPCYP08, CPCYP09
	Residual	Medium				

<b>Corporate Priority:</b>	Children and Young People						
<b>Area of Focus:</b>	13 - Educational Attainment						
<b>Service Objective:</b>	<b>LAS3: Narrow the gap in attainment and achievement between vulnerable groups and their peers through early identification of need</b>						
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Analyse, evaluate and report end of Key Stage attainment outcomes for Children in Care by December 2013</li> </ul>						
	<ul style="list-style-type: none"> <li>Through data analysis RAG rate with schools end of Key Stage attainment gaps between Free School Meals pupils (FSM) and non-FSM pupils and identify areas of need and support required by December 2013</li> </ul>						
	<ul style="list-style-type: none"> <li>Analyse, evaluate and report on attainment and achievement outcomes for pupils identified as part of the Virtual School for Vulnerable Groups by December 2013</li> </ul>						
	<ul style="list-style-type: none"> <li>Ensure the support for the growing population of vulnerable two year olds is appropriate within Early Years Foundation Stage settings by March 2014</li> </ul>						
	<ul style="list-style-type: none"> <li>Analyse the levels of absence, including persistent absence, across all phases on a termly basis</li> </ul>						
Key Milestones (14-15)	<ul style="list-style-type: none"> <li>Analyse, evaluate and report end of Key Stage attainment outcomes for Children in Care by December 2014</li> </ul>						
	<ul style="list-style-type: none"> <li>Through data analysis RAG rate with schools end of Key Stage attainment gaps between FSM and non-FSM pupils and identify areas of need and support required by December 2014</li> </ul>						
	<ul style="list-style-type: none"> <li>Analyse, evaluate and report on attainment and achievement outcomes for pupils identified as part of the Virtual School for Vulnerable Groups by December 2014</li> </ul>						
	<ul style="list-style-type: none"> <li>Ensure the support for the growing population of vulnerable two year olds is appropriate within Early Years Foundation Stage settings by March 2015</li> </ul>						
	<ul style="list-style-type: none"> <li>Analyse the levels of absence, including persistent absence, across all phases on a termly basis</li> </ul>						
Key Milestones (15-16)							
Risk Assessment:	Initial	High	Responsible Officer	Divisional Inclusion	Manager,	Linked Indicators	SCS CYP10, SCS CYP11, NI104, NI105, SCS CYP16, LPI01CYP, LPI02CYP, SCS CYP12, SCS CYP14, NI103A, NI103B, NI087, NI114
	Residual	High					

## Key indicators

Ref	Description	Actual 11/12	Target 12/13	Actual 12/13	Targets		
					13/14	14/15	15/16
SCS CYP03 (NI075)	Proportion achieving 5+ GCSE A*-C including English and Maths	56%	54%	59% Provisional	56%	56.5%	57%
SCS CYP09	Percentage of educational settings with overall effectiveness Good or Outstanding	81.5%	84.0%		84.5%	85%	86%
LAS LI101	Percentage of primary schools inspected in the period graded good or better	100%	100%		100%	100%	100%
LAS LI102	Percentage of secondary schools inspected in the period graded good or better	None inspected	100%		100%	100%	100%
CPCYP 01	Percentage of primary schools in Halton with latest inspection graded good or better	76%	85%		85%	85%	85%
CPCYP 02	Percentage of secondary schools in Halton with latest inspection graded good or better	60%	83%		83%	85%	85%
LPI06 LAS	Percentage of primary schools below the floor standard (60% achieving L4+ English and Maths at KS2)	18%	3%		3%	0%	0%
LPI07 LAS	Percentage of secondary schools below the floor standard (40% achieving 5+ GCSE's A*-C including English and Maths)	0%	0%		0%	0%	0%
SCS CYP10 (NI102 (a))	Achievement gap at Key Stage 2 English and Maths FSM and peers	20.6%	12.0%	12.9% Provisional	12%	11.5%	11.5%
SCS CYP11 (NI102 (b))	Achievement gap at Key Stage 4 FSM and peers	28.3%	24.0%	26.8% Provisional	24%	23%	22%

Ref	Description	Actual 11/12	Target 12/13	Actual 12/13	Targets		
					13/14	14/15	15/16
NI104	SEN/Non-SEN achievement gap at KS2 English and Maths	53.3% 2010 results	33%		33%	33%	33%
NI105	SEN/Non-SEN achievement gap at GCSE 5+ A*-C including English and Maths	46.2% 2010 results	27%		27%	27%	27%
LPI LI01 CYP	Percentage gap between Children in Care attainment at Key Stage 2 and their peers	37% 2011 results	N/A	42.9% Provisional 2012 results	<p><i>Due to small cohorts and statistical variation targets are not stated. Performance direction is to reduce the gap, however analysis of the small cohort is to be conducted on an individual basis for these children to underpin resulting performance.</i></p>		
LPI LI02 CYP	Percentage gap between Children in Care attainment for 5+ GCSE's grades A*-C including English and Maths and their peers	39% 2011 results	N/A	7.2% Provisional 2012 results			
SCS CYP16	Percentage of Children in Care achieving expected outcomes at KS2 and KS4	83% KS2 2011 results	N/A	100% English 100% Maths 60% English 80% Maths			
SCS CYP01 (NI072)	Early Years Foundation Stage Attainment	48.3% 2011 results	56%	54.1% Provisional 2012 results			
NI092	Early Years Foundation Stage Gap in achievement	29.9% 2011 results	26.5%	29.7% 2012 results	<p><i>Framework will be changing and therefore future targets will be set once framework released.</i></p>		
SCS CYP12	Over identification of Special Educational Needs at School Action and School Action Plus	19.7%	20.2%		20.2%	19.0%	18.0%
SCS CYP14	The percentage of children with Statements of Special Educational Needs or receiving enhanced provision achieving levels or sub-levels of progress	New indicator	N/A		<p><i>New measure awaiting baseline figure to set target</i></p>		
SCS CYP02 (NI073)	Proportion achieving level 4 Key Stage 2 English and Maths	77%	81%	83% Provisional	81%	81.5%	82%
CPCYP 08	Increase the percentage of pupils making at least expected progress in English from KS2 to KS4	69%	68.5%	70% Provisional	70.0%	70.0%	70.0%

Ref	Description	Actual 11/12	Target 12/13	Actual 12/13	Targets		
					13/14	14/15	15/16
CPCYP 09	Increase the percentage of pupils making at least expected progress in Maths from KS2 to KS4	62%	64.0%	68% Provisional	64.0%	64.0%	64.0%
NI093	Progress by 2 levels at KS2 English	86%	88%	86% Provisional	88%	88%	88%
NI094	Progress by 2 levels at KS2 Maths	86%	89%	86% Provisional	89%	89%	89%
NI103 (a)	Statements of SEN issued within 6 weeks (including/excluding exceptions)	80%	100%		100%	100%	100%
NI103 (b)	All Statements issued within 26 Weeks including Exceptions	100%	100%		100%	100%	100%
NI087	Secondary School persistent absence rate	4.7%	7%		6%	5%	5%
NI114	Rate of permanent exclusions from school	0.02%	0.35%		0.35%	0.35%	0.35%

#### 4. CHILDREN'S ORGANISATION & PROVISION

<b>Corporate Priority:</b>	Children and Young People					
<b>Area of Focus:</b>	14 – Effective Family Services					
<b>Service Objective:</b>	<b>COPS1: Ensure Early Years provision for children is sufficient, sustainable and of appropriate quality</b>					
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Complete the Childcare Sufficiency Assessment (CSA) which provides a comprehensive review of Early Years provision in Halton by April 2013, and implement the action plan to ensure sufficient provision in all areas and age groups</li> </ul>					
	<ul style="list-style-type: none"> <li>Review and improve the quality of childcare provision, in particular childminders through targeted training and support by August 2014</li> </ul>					
	<ul style="list-style-type: none"> <li>Ensure that priorities in capital spend are in line with the Government guidance and agreed by all representative bodies</li> </ul>					
	<ul style="list-style-type: none"> <li><b>Milestone around two year entitlement to be agreed</b></li> </ul>					
Key Milestones (14-15)	<ul style="list-style-type: none"> <li>Complete the Childcare Sufficiency Assessment (CSA) which provides a comprehensive review of Early Years provision in Halton by April 2014, and implement the action plan to ensure sufficient provision in all areas and age groups</li> </ul>					
	<ul style="list-style-type: none"> <li>Review and improve the quality of childcare provision, in particular childminders through targeted training and support by August 2014</li> </ul>					
	<ul style="list-style-type: none"> <li>Ensure that priorities in capital spend are in line with the Government guidance and agreed by all representative bodies</li> </ul>					
Key Milestones (15-16)	<ul style="list-style-type: none"> <li></li> </ul>					
Risk Assessment:	Initial	High	Responsible Officer	Place Planning & Provision Lead Officer & Transforming Children's Environment	Linked Indicators	COP LI04
	Residual	Medium				

<b>Corporate Priority:</b>	Children and Young People						
<b>Area of Focus:</b>	15 – 11-19 Commissioning						
<b>Service Objective:</b>	<b>COPS2: Ensure school and post-16 provision is sufficient, sustainable and of appropriate quality</b>						
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Evaluate and monitor the sustainability on current school provision following the transfer of maintained schools to academies and the introduction of Free Schools, working in partnership with all schools to ensure diversity for parents by March 2014.</li> </ul>						
	<ul style="list-style-type: none"> <li>Ensure that priorities in capital spend are in line with the Government guidance and agreed by all representative bodies</li> </ul>						
	<ul style="list-style-type: none"> <li>Evaluate and monitor the impact on current post-16 provision sufficiency and sustainability through the development of Academies and Free Schools by March 2014</li> </ul>						
	<ul style="list-style-type: none"> <li>Review and restructure the alternative provision in line with school funding reform and Charlie Taylor report by September 2013</li> </ul>						
Key Milestones (14-15)	<ul style="list-style-type: none"> <li>Evaluate and monitor the sustainability on current school provision following the transfer of maintained schools to academies and the introduction of Free Schools, working in partnership with all schools to ensure diversity for parents by March 2015.</li> </ul>						
	<ul style="list-style-type: none"> <li>Ensure that priorities in capital spend are in line with the Government guidance and agreed by all representative bodies</li> </ul>						
	<ul style="list-style-type: none"> <li>Evaluate and monitor the impact on current post-16 provision sufficiency and sustainability through the development of Academies and Free Schools by March 2015</li> </ul>						
Key Milestones (15-16)	<ul style="list-style-type: none"> <li></li> </ul>						
Risk Assessment:	Initial	High	Responsible Officer	Divisional Managers, 14-19 & Transforming Children's Environment	Linked Indicators	SCS NI079, CYP13, NI082	CYP05, SCS NI081,
	Residual	High					

<b>Corporate Priority:</b>	Children and Young People					
<b>Area of Focus:</b>	14 – Effective Family Services					
<b>Service Objective:</b>	<b>COPS3: Improve outcomes for children and young people through effective joint commissioning, with emphasis on our most vulnerable children and young people</b>					
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Strengthen the understanding and links with colleagues in Health and Adult Services to ensure effective commissioning by March 2014</li> <li>Review all commissioned services contract in line with the Community Impact and Review Assessments undertaken by March 2014</li> </ul>					
Key Milestones (14-15)	<ul style="list-style-type: none"> <li>Strengthen the understanding and links with colleagues in Health and Adult Services to ensure effective commissioning by March 2015</li> </ul>					
Key Milestones (15-16)						
Risk Assessment:	Initial	High	Responsible Officer	Divisional Manager, 14-19	Linked Indicators	COP LI05, SCS CYP15, SCS CYP07, SCS SH04
	Residual	Medium				

<b>Corporate Priority:</b>	Children and Young People					
<b>Area of Focus:</b>	14 – Effective Family Services					
<b>Service Objective:</b>	<b>COPS4: Specific outcome in relation to Inspiring Families</b>					
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Milestones to be agreed</li> </ul>					
	•					
	•					
Key Milestones (14-15)	•					
Key Milestones (15-16)	•					
Risk Assessment:	Initial	Medium	Responsible Officer	Divisional Manager, IYSS & Commissioning	Linked Indicators	<b>TO BE AGREED</b>
	Residual	Low				



## Key indicators

Ref	Description	Actual 11/12	Target 12/13	Actual 12/13	Targets		
					2013/14	2014/15	2015/16
COP LI01	Percentage of Childminders graded as good or better of those inspected	New indicator	65%		65%	65%	65%
COP LI02	Percentage of non-domestic childcare graded as good or better of those inspected	New indicator	85%		85%	85%	85%
COP LI03	Percentage of Sixth Form Schools graded as good or better of those inspected in the period	New indicator	100%		100%	100%	100%
COP LI04	Take up of Early Years Entitlement for vulnerable 2 year olds	70		70	350	700	70
SCS CYP05	Percentage of 16-18 year olds not in education, employment or training	10.3%	9.5%		9.5%	8.5%	8%
NI 079	Achievement of Level 2 qualification at 19	82.8% 2011 results	75%		75%	77%	79%
SCS CYP04 (NI080)	Achievement of Level 3 qualification at 19	51.2% 2011 results	54%		55%	56%	57%
SCS CYP 13	Percentage of young people progressing to Higher Education	27% 2010/11	24%		24%	25%	25%
NI 081	Inequality gap in achievement at Level 3 by the age of 19	23% 2011 results	11%		11%	11%	10%
NI 082	Inequality gap in achievement at Level 2 by the age of 19	16% 2011 results	20%		20%	19%	18%
COP LI05	Under 18 conception rate, reduction in conceptions from 2009 baseline (140 conceptions)	4.4% increase	Reduction of 3%		Reduction of 3%	Reduction of 3%	Reduction of 3%
SCS CYP15 (NI112 adjusted )	Under 18 conception rate, percentage change from 2009 baseline (58.9 rolling quarterly average)	63.3 Rolling quarterly average	56.3 Rolling quarterly average		56.3 Rolling quarterly average	54.7 Rolling quarterly average	53.0 Rolling quarterly average

Ref	Description	Actual 11/12	Target 12/13	Actual 12/13	Targets		
					2013/14	2014/15	2015/16
SCS CYP07	Rate of CYP admitted to hospital for substance misuse from 2010/11 (22.7 rate per 10,000 baseline) (5% reduction each year)	23.4	27.3		26.2	24.6	23.1
SCS SH 04	Reduce the number of Young People who repeatedly run away in Halton				Update from Safer Halton SCS target setting document		
	Measure for Inspiring Families to be agreed						

## Appendix B: Detail of Major Activities (see 3.2)

### Implementation of findings of Munro Review of Child Protection

This independent review to improve child protection in 2010-11, led by Prof. Eileen Munro, looked at the problems in the child protection system, with an analysis of how they had arisen and the characteristics of an effective system, with an outline of the reforms needed to create a system that keeps a focus on the child's journey from needing help to receiving it.

The findings of the Review are informing the new Ofsted Inspection Frameworks that Halton will be inspected again (see Appendix C for detail on these Frameworks).

The focus on the child's journey is informing all work of Halton Children's Trust and Halton Safeguarding Children Board and is a key part of the priorities and areas of focus of both. In undertaking an annual review of the Halton Children & Young People's Plan in 2012 an attempt was made to make services for children and young people at each age range set against the existing Levels of Need Framework.

### Development of a new Halton Levels of Need Framework

The Halton Levels of Need Framework maps a continuum for professionals in Halton to meet the needs of all children and young people, from those with no additional needs through to our most vulnerable with the most significant needs.

From 2013, a new Framework has been developed through a multi-agency working group and following extensive consultation that is fit for purpose for all agencies across Halton Children's Trust and Halton Safeguarding Children Board. The previous Framework had been in place since 2007.

The new Framework from April 2013 is as follows:

<b>UNIVERSAL SERVICES</b>	
<i>What?</i> - Initial assessments undertaken by any agency involved within Universal Services.	
<i>Why?</i> – Ensure right support and entitlement for all children and young people.	
<b>Level</b>	<b>Definition</b>
<b>1 – Universal Plus</b>	<i>What?</i> – To provide first level of early additional support. <i>Why?</i> – Ensure appropriate support such as brief intervention or longer term single agency input at the earliest stage, subject to ongoing review.
<b>2 – Multi-agency Planning</b>	<i>What?</i> – Enhanced multi-agency support and planning. <i>Why?</i> – address identified, more complex needs.
<b>3 – Multi-agency plan to protect from harm</b>	<i>What?</i> – Statutory multi-agency planning and support. <i>Why?</i> – Child has serious, high level needs and/or child has suffered from harm or is at risk of harm and there is no option but to intervene.

The new Framework is a two-level reduction to a three-level model with Universal Services sitting outside the framework itself to reflect that Universal Services are a given entitlement for all. Once additional needs present themselves the child and their family would then enter the framework. Although distinct from the Framework

itself, Universal Services are closely linked and present throughout and so appear around the framework on the diagram depicting the new framework.

### **Developing further Early Help & Support resource across Halton Children's Trust**

Team around the Family was established in 2010 as the new Halton Children's Trust approach to early help and support, the local term for the national early intervention and prevention agenda. This became a key strategic priority of the Trust from 2011. By intervening early, the aim is to prevent issues escalating to the point where they require higher level interventions. This contributes to keeping children safe and helps families to develop the resources needed to ensure that the outcomes for their children are positive.

The Integrated Working Support Teams for Runcorn and Widnes are a major element of Team around the Family. These are the 'front door' to early help services and the teams provide support to professionals working with families where additional needs have been identified.

Over the last twelve months, the Directorate has played a key role in supporting a number of achievements in the development of Early Help & Support, which is driven by the Early Help & Support strategic sub group of the Children's Trust. These achievements have included:

- Developing common principles of Early Help and Support that have been adopted by all Halton Children's Trust agencies
- Early Help/CAF procedures reviewed and updated.
- Early Help event held and attended by over 120 multi-agency frontline practitioners
- Co-location of multi-agency staff at Warrington Road Children's Centre working within Early Help & Support model.
- A new package of Early Help training provision for all Halton Children's Trust agencies has been launched.
- Early Help Panel launched to add additional capacity and link to other multi-agency panels in Halton.

Further work is ongoing to further embed early help & support and to add more resources. Examples of work streams being progressed include:

- Further integration of multi-agency staff in Children's Centre locations.
- Integrate CAF Plus into wider CAF processes
- Develop and launch an integrated Early Help Strategy
- Develop a multi-agency approach to family assessments
- Further integration with the priorities of the Halton Health & Well Being Board, in particular the focus on child development.

### **Embedding Integrated Commissioning**

With diminishing resources, a greater focus has developed on commissioning to ensure best use is made of the available resources. This focus is reflected in the Halton Children's Trust priorities within the Children & Young People's Plan. The Commissioning Partnership sub group of Halton Children's Trust has broadened the integrated commissioning arrangements to include all relevant partners from across the Children's Trust. The Children & Enterprise Directorate plays a major role in these arrangements, which bring together all aspects of commissioning and decommissioning for children and young people in Halton, and monitors the impact of

commissioning and decommissioning decisions. Areas of focus for commissioning include:

- Maternity
- Urgent Care
- Child & Family Poverty
- 14-19 Strategy
- Special Educational Needs
- Inspiring Families

A particular priority is taking forward the Children's Trust's Joint Commissioning Framework. This includes five commissioning priorities that closely relate to the Children's Trust's overall priorities. For these five commissioning priorities, resources within the Children's Trust are being brought together to tackle these issues. These are:

- Behaviour
- Breastfeeding
- Alcohol
- Team around the Family
- Transition of Care Leavers, Children in Care and Children with Complex Needs

#### **Review of commissioning arrangements at Cheshire West and Chester and development of training programme.**

Halton's Children's Commissioning team were invited to undertake a review of the commissioning arrangements in place in Cheshire West and Chester and suggest any areas for development. Following a detailed review a report was produced summarising the key findings. Cheshire West and Cheshire subsequently commissioned Halton to provide a range of training and development sessions for their staff. Agreement has now been reached to jointly commission a number of pieces of work together in order to achieve efficiencies for both boroughs.

#### **Ensuring close integration with developing Health & Well Being Board**

In preparation for the full launch of the Halton Health & Well Being Board from 2013 a Shadow Board has been operating since late 2011. The Directorate has played a full part in the development of the Board and is fully linked in with the priorities of the Board, in particular around Child Development. These priorities are detailed in the new Joint Health & Well Being Strategy that has strong links to the existing Children & Young People's Plan and Children's Trust strategic framework.

A major element of the integration agenda has been the return of responsibility for public health to the local authority. This, together with the co-location of the Halton Clinical Commissioning Group within Runcorn Town Hall will support the development of full integration within the appropriate agendas during the year ahead.

**Improved Child Development** - A Child Development Board is being established. A strategy and action plan for Child Development at 2.5 years and 5 years is being developed. This is based on the Department of Health - *Health Visitor Call to Action and Family Nurse Partnership Plans*. It covers meeting a core set of universal requirements including breastfeeding, healthy weight, immunisation and speech and language. We will work with Children's Centres, private nurseries and key service providers to ensure a joined up approach and the best possible outcomes.

### **Development of New Anti-Bullying Strategy, Action Plan and Policy**

The multi-agency Anti-Bullying Operational Group has now developed a full Strategy and an Action Plan. The Action Plan will need to be implemented by members of the group, which now includes a parent representative. Following the development of a Strategy and Action Plan, a new model policy has been drafted within the Group and approved within Halton Children's Trust for schools, which includes the latest legislation and good practice. This policy will be tweaked to ensure all agencies can utilise it. In line with this, three-level accreditation on anti-bullying has been developed for schools to work towards meeting.

The Operational Group also now links to work being undertaken in relation to Hate Crime. This year's focus for the Annual Conference held during Anti-Bullying week in November was around the effects of bullying on achievement in school.

### **Development of further Transition activities for children & young people 0-25**

The Transition team, within the Division of Inclusive Learning, continues to expand the provision of transition projects to children & young people across settings, schools and College in Halton. Building on the successful "Halton Photo voices", work has now started in partnership with the internationally renowned "Photo Voice International", to devise and run a project around knife crime and drug/gang culture. This project will further develop aspects of participatory photography, art and drama, culminating in a major conference in Liverpool in May 2013.

Other developing projects also include an Early Years Transition Project with reception/nursery children, focussing on how children with additional needs can begin to access person-centred planning from the very start of their school careers.

### **Implementing Special Educational Needs & Disability Green Paper in Halton**

Major activities around SEND include the review of SEN provision nationally through the SEND Green Paper. This encompasses changing to the funding formula, assessment of need, parental choice and equality of opportunity across boroughs. In Halton, the implications of the Green Paper are being taken forward in the following ways:

- *School Choice*

If proposals to re-designate Ashley School are approved this would ensure greater special school choice within the Halton Borough and a continuum of provision for higher functioning children and young people with Social Communication difficulties and Autism 11-19.

- *Family Support*

Integrated working through the Early Help Strategy, linking the work of Educational Child Psychology, Behaviour and Attendance Team, including community support workers.

- *Early Identification*

Developing the pathway model of early identification of need, for the most complex children. Educational Child Psychologists operating from the Child Development Centre and supporting into early years settings, including private and voluntary settings.

- *Early diagnostic pathway ASC/D*
- *School aged diagnostic pathway ASC/D*

### **Implications of new Categorisation of schools**

Given that Ofsted are again raising the bar as a result of the revised Ofsted framework (see Appendix C) there is a possibility that some schools will 'drop' a category. Should this be the case for schools currently judged to be good or better this will have implications for the School Improvement Service.

As we work with schools to refresh our school improvement strategy we will be looking at where the additional school improvement capacity will come from including consideration of:

- more school to school support
- the role of the Learning Teaching and Leadership Alliance (Teaching School)
- the work of Aspire (traded School Improvement Service)

### **Attainment and Achievement at all Key Stages**

Services across Learning and Achievement have continued to provide support, and as appropriate intervention, for schools and settings that have been identified through the categorisation process. Improving rates of attainment and progress in underachieving schools and settings remains a priority.

There have been some very positive outcomes but there remain issues around attainment at the end of reception, despite the support that has been provided for settings and schools, particularly around language development and moderation and assessment practice.

Despite the increases in attainment in both Personal Social and Emotional Development (PSED) and Communication, Language and Literacy (CLLD) outlined below, this continues to be an area of significant challenge.

In 2012, 77% of the cohort achieved 6+ points in PSED. This is 4% increase on last year's performance.

- In 2012, 58% of the cohort achieved 6+ points in CLL. This is 6% increase on last year's performance.

Given levels of attainment on entry it is vital that children continue to access a high quality offer in settings and schools. Support will continue to be provided to settings and schools, through training and advice including around Child Development, and developing children's literacy skills, through the implementation of a range of programmes to ensure 'school readiness'. This includes joint working with colleagues in the Speech and Language Therapy Service (SALT).

Attainment at the end of Key Stage 2 continued to rise in 2012 with Halton's attainment in combined English and maths at level 4+ rising from 77% in 2011 to 83% in 2012 - a 6% increase and 3% higher than national.

There was also an increase in the higher level 5s.

- 3% increase in level 5s in English and maths combined
- 8% increase in level 5s in English
- 2% increase in maths

The national attainment floor standard is 60% combined English and maths level 4+. There has been a significant reduction in the number of Halton schools attaining below this attainment floor. In 2011 there were 9 schools attaining below 60%, in 2012 this has fallen to 3 schools.

Halton has continued to achieve significant improvements in attainment at Level 2 (5 A\*-C GCSE grades or equivalent). In 2012, Halton's GCSE results were once again the best ever recorded for the Borough. Overall, 87% achieved 5 A\*-C's, with 59% achieving 5 A\*-C's including English and Maths.

There has been a significant increase in Halton's "English Baccalaureate" (EB) attainment in 2012, rising from 4.7% in 2011 to 12.9% in 2012 – an increase of 8.2%.

In 2012 there was a further rise in the DfE attainment floor standard from 35% 5 A\* - C including English and maths in 2011 to 40% in 2012. The expectation is that all schools should have at least 50 per cent of pupils getting five good GCSEs including English and Maths by 2015. Despite the 5% increase in the attainment floor standard, all schools in Halton have again exceeded this threshold.

At Level 3, 51.2% of Halton learners in 2011 achieved a qualification by age 19, a 9% increase compared to 2010, which is the highest level of increase recorded nationally. When the 2012 data is released, it is expected that there will be a further increase in the rate of Level 3 achievement.

#### **Narrowing the Gap, Peer Challenge and Virtual School for Vulnerable Pupils**

Narrowing the Gap for all groups of vulnerable pupils in Halton was identified as a key priority for the Learning and Achievement service and the end of key stage data demonstrates progress in this area.

**Children in Care KS2** - Unfortunately against last year's performance there has been a dip and the gap has widened in all indicators for those children who have been in care for more than 12 months. There were 2 boys within this year's cohort who were not predicted to achieve L4 and this has impacted on the English, Maths and combined results. However, when you look at 2 levels of progress and in line with expectations data the performance is much better – this means that all children in care did well according to their own abilities and expected levels of progress.

**Children in Care KS4** - The 2012 results this year are much better than last year and the gap between Halton CIC and their peers has closed in all indicators. It was particularly pleasing to see that in 5A\*- C including English and Maths, the English Baccalaureate and 3 levels of progress in Maths, Halton CIC have out-performed the Halton population.

However, as always there is a health warning that this is a volatile cohort and the numbers are small so the trend does go up and down a lot. Nonetheless, there are positive signs that the direct educational support we are providing to our children in care is enabling them to achieve at the least in line with their own potential and in some cases better than that and their peers

**FSM Gap KS2** - In 2012 the gap between the attainment of FSM and non-FSM at level 4+ English and maths combined was 13%. This is a significant reduction compared to 2011 when the gap in this indicator was 21%.



**FSM Gap KS4** - The performance of pupils eligible for FSM at 5+ A\* - C including English and maths has increased by 5.1% from 34.2% in 2011 to 39.3% in 2012. As a result the gap between free school meals pupils (39.3%) and non-free school meals pupils (66.1%) has narrowed by 2.5% from a gap of 29.3% to 26.8%.

There is clearly much more work to be done. Our objective remains to eliminate the gap completely by raising the performance of the FSM cohort to that of their non FSM peers. However we are pleased with the progress we have made this year.

Halton was involved in a sector led, peer challenge improvement programme earlier in the year, where the focus was upon the gap in attainment between FSM and non-FSM pupils at the end of key stage 2. Much was learned from our schools that have been successful in narrowing, and in some cases eliminating, the gap in attainment. We intend to work with a number of identified schools over the next 12 months as part of a Narrowing the Gap project. The Strategy for School Improvement is to be re-written with the support of head teacher colleagues and narrowing the gap will be integral to the revised Strategy.

In addition to this we have also established a Virtual School that extends the current approach adopted for Children in Care. This will focus on multiple flags of vulnerability with FSM as the initial indicator flag. The Virtual School approach will encompass both discussions of provision and support around individual vulnerable young people and strategic challenge and support across the LA and schools.

There has been an increased focus upon the way that schools are using their Pupil Premium and we will continue to work with our link schools to support the monitoring and evaluation of the impact of this funding upon outcomes for vulnerable groups. We have recently informed all schools that Ofsted is now undertaking surveys of a sample of schools, focusing upon the impact of the Pupil premium upon standards, including how the attainment gap is narrowing. It is for schools to determine how this additional funding is spent but the expectation is that it will have a positive impact upon raising rates of progress for example teachers' development of strategies to support meta-cognition, effective feedback, peer assisted learning, early intervention (seen as having most impact) and through the purchase of one to one or small group targeted support. Schools continue to be encouraged to track and monitor the attainment and progress of all groups as part of their school self-evaluation process.

SEN provision continues to be monitored and evaluated in response to the NAS review of autism, the Green Paper and local needs and preference.

The application of additional Support through Enhanced funding at School Action Plus continues to have a beneficial Impact upon outcomes for Children & Young people and is demonstrated through improvements in Narrowing the Gap outcomes. This is reflected in the reduction in the number of requests for statutory assessment. This provides a mechanism for applying additional support earlier and without the use of demanding bureaucratic systems enabling the process to be more targeted and streamlined.

#### **Understanding and ensuring all schools meet requirements of new Ofsted School Inspection Framework**

Support has been provided to schools, including Governors, to enhance their understanding of the changes to and implications of the new Ofsted inspection framework for schools that was implemented in September 2012. Once again the bar has been raised. To be judged as outstanding overall, schools need to have teaching

judged as outstanding. A school's standard of education will only be defined as acceptable if it is good or better. Schools that are not at least 'good' will be judged in one of 3 categories:

- **Requires improvement** - School has demonstrated the capacity to improve and has *not* been designated in the category of a school causing concern (SCC). School will be monitored and re-inspected within 2 years.
- **Serious weaknesses** - School has demonstrated the capacity to improve but has been designated as a SCC (replaces current notice to improve). School will be re-inspected within 18 months.
- **Special Measures** - School is not demonstrating the capacity to improve and is designated as a SCC. As now there will be regular monitoring visits prior to re-inspection.

LA colleagues continue to provide support for those schools where overall effectiveness is not yet judged to be good or better.

### **NEET (Not in Employment, Education or Training) and September Guarantee**

The Government in November 2011 announced a new £150m programme to provide support to some of our most vulnerable 16-17 year olds NEET from 2012. This will provide vital support to help them to get back into education, an apprenticeship or a job with training.

The way in which NEET figures are calculated nationally has been changed. Calculations now cover all 16-19 year olds and are residency based. This new method is positive for Halton. Previously, Halton figures have appeared higher as we were unable to count young people from Halton receiving their education outside of the borough. It can however, give misleading figures during summer holidays.

In June 2012, the NEET figure for Halton was 9.6%, a reduction from the figure 12 months previously. There is concern over the number of 'Not Knowns', which has hovered at around 10% and provide the bulk of the NEET population. Work is underway with Connexions to look at ways to tackle these relatively high figures.

To ensure continued progression from Year 11 into positive destinations and continue to support improvements in NEET figures, a significant amount of time has been invested in the September Guarantee. This includes monthly performance monitoring meetings. Currently the Guarantee is offered to 92% of Year 11 pupils and the focus is on the additional 8%

### **Key Stage 4 Gateway Thematic Inspection**

In November 2012, Key Stage 4 provision in Halton was subject to a successful thematic Ofsted inspection. The inspection highlighted the following areas as doing well:

- Monitoring provision
- Monitoring attendance and taking action to address low attendance
- Using IT system to monitor progress pupils making
- Monitoring by the LA
- Focusing on pupils making progress and studying a qualification within an appropriate timescale
- Key workers – not 'touchy feely' support, challenging pupils
- Providing an induction to the service as part of the multi-layered targeting of pupil support
- Development of personal and social skills to help pupils cope with situations

- Mixture of providers so able to meet different needs
- Good experience for pupils to attend more than one provider and have different experiences during the week
- Managers' meetings as a way of sharing good practice and strategies for dealing with individual pupils
- Supporting pupils to apply for post 16 courses and securing activities for engagement during the summer break
- Pupils spoke highly of their experience, have reengaged with learning and have future plans to continue post 16

Two areas for improvement were identified – ensuring same standards for all providers and ensuring further opportunities for reintegration back into mainstream school for those for which it would be appropriate. These areas will be the focus for improvements in the year ahead.

### **Integration of the council's physical activity programme with the council's new responsibility for Public Health**

In April 2013 the council takes responsibility for Public Health. This is a major responsibility that can be enhanced by a more integrated approach. The council has an extensive programme of physical activity initiatives designed to improve health and develop healthy life styles. The current physical activity initiatives in Public Health will need to be integrated with this programme.

### **Implementation of the Halton Sports Strategy**

The Halton Sports Strategy is set to run between 2012–2015. This sets out in detail the priorities up to 2016 and seeks to enhance work in the following areas: -

- Increasing participation and widening access to sport
- The further development and strengthening of sports clubs
- Coach education and volunteer development
- Sporting excellence
- Finance and funding for sport
- The enhancement of sports facilities and provision

### **Regional Growth Fund – £9.77million of investment secured for SciTech Daresbury**

In December 2011 the Deputy Prime Minister set out further details on the boost to the RGF that had been announced in the Chancellor of the Exchequer's Autumn Statement. He confirmed that there would be at least two further rounds of bidding, worth up to £1 billion. The fund has now reached £2.4 billion in total, with a target of providing support for around half a million jobs.

Locally, investment has been secured for SciTech Daresbury, to the tune of £9.77million towards funding its expansion plans around:

- Providing new high quality office and laboratory space.
- Improving transport links
- Upgrading the power supply to the site.
- Undertaking high quality environmental and landscaping works.

This grant will help the Sci-Tech Daresbury Enterprise Zone, already home to over 100 high-tech companies employing around 500 people, to proceed with its expansion plans.

### **Development of Asset Disposal Plan programme**

The Council has set aside resources to prepare a three to five year disposals programme. In order to achieve this, the Council is undertaking a root and branch review of all its land and property holdings. Assets are being categorised according to whether an asset will always need to remain in Council ownership; whether an asset is recommended for retention; whether an asset can be considered for disposal. This work will continue to be a priority in 2013/14 and beyond.

#### **Localism – Property Implications**

The Assets of Community Value Regulations came into force on 21 September 2012. They were made under the Localism Act 2011. This legislation is designed to assist local community groups to preserve buildings or lands which they consider to be important to their community's social well-being. It aims to give those in the local community early warning of any intention to sell such assets and to enable them to delay sales by six months to provide time for them to put together a bid to buy the asset. The proposals do not require the landowner to dispose of the asset to a community group nor force any sale, but are intended to enable the transfer into community ownership of property assets felt to have local social value. The Council will have to make provision to administer the list of assets of community value. This is likely to be resource intensive, not least in working with partners to draw up a list of assets of community value and subsequently updating and maintaining the list.

#### **Mersey Gateway Acquisitions/Disposals**

An announcement on the award of the contract will be made in spring 2013, with construction starting before the end of that year and ending 3 years later. However, work will need to be undertaken in 2013/14 to ensure that any land and property no longer required post-construction of the bridge is returned to the Council in a condition which does not present any risks or liabilities to the Council. Consequently, priority will be given to drawing up criteria for return of assets which adequately protect the Council land and property.

#### **Energy Management – meeting reduced emissions targets**

The Council is committed to taking a lead and setting an example in tackling climate change and a Carbon Management Strategy has been developed. From a property perspective, the Council has set a target to reduce its emissions by 20% from 2008 – 09 levels over 4 years by 2013/14. Corporate buildings and schools are responsible for 68% of these emissions. There is particular focus on the CRC energy efficiency scheme and the implications for the Council. We will continue to work on:

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

#### **Industrial and Commercial Properties**

From an income perspective, the recession has impacted on the Council as it has on the wider property markets - vacancies are up, rents impacted, land value down. A key priority for 2013/14 will be, therefore, to undertake an assessment of whether our Halton industrial and commercial properties are consistent with the needs of existing and future businesses in Halton. A Commercial Property Supply and demand study will be undertaken in house which will feed into the asset disposal plan.

### **(Investment in) Economic Regeneration**

The Council is currently developing a long-term regeneration delivery framework (2013-2028) which will help the organisation and its partners to make decisions on the borough's economic priorities and is also being used as a basis for agreeing the type and level of intervention needed by the Council and its partners to grow and sustain our economy. Within the framework described, there are a number of key projects which will require the Council's input. However, the following areas are highlighted as key priorities.

- Runcorn and Widnes Town Centres.
- Mersey Gateway
- Enterprise Zone status at Daresbury
- Widnes Waterfront
- The delivery of the HBC Field site as part of the Multi-Modal Gateway.

### **Museums**

Norton Priory Museum Trust has plans to redevelop the museum and site through a £3.6m Heritage Lottery grant. To date they have achieved stage one approval in the bidding process and have until July 2013 to submit the final application for a project with a total value of approximately £5M. The bid at stage two will be made jointly with the Council. If successful the council will also carry out the construction phase of the project.

The Catalyst Science and Discovery Centre has widened its range of activities and services. It continues to offer an excellent educational service and works closely with school and industry to promote science and technology. In the year ahead the Catalyst is looking to improve its financial security and become the main visitor centre and viewing platform for the Mersey Gateway once construction starts.

### **'Bigger, Better Business' – Bid for European Funding**

In January 2011, the Department for Business Innovation and Skills launched the "Bigger, Better Business – Helping small firms start, grow and prosper" prospectus. The prospectus sets out proposals on how Government ensures that business start-ups, and existing small and medium sized businesses can access the information and business advice they need. The 'Get Britain Working' initiative includes support for people who have been out of work for shorter periods and includes support for self-employment, volunteering, work placements and apprenticeships.

The six Liverpool city region districts have successfully applied for European Funding to support existing businesses in the area. Halton has been awarded a grant of £350,000, which will be managed by the Economy, Enterprise and Property Department. Coupled with other initiatives being forward with partners in Cheshire, and existing in-house schemes, we will see a better service to businesses being provided in 2013/14.

### **Portas Review and High Street Innovation Fund**

The Mary Portas Review made 28 specific recommendations about what could be done to breathe life back into British high streets included measures to help high streets 'reclaim their role at the heart of their communities'. It issued a challenge to local partners to refocus their town centres and high streets so they offer something new and different that neither out-of-town shopping centres nor the internet can, going further than just shopping, with creative use of public spaces and a vibrant evening economy.

Halton made an unsuccessful bid for funding through the Portas Pilot but the work that went into putting together the bid has provided a base for the development of the town centre partnership along with the £100,000 High Street Innovation Fund grant from Government. The purpose of the grant is to help Council's address the issues of last summer's riots and/ the high levels of empty shops in their area. Councils are urged to use their full range of tools and powers in collaboration with landlords to bring empty shops back into use. The grant is to be paid directly to local authorities, with little prescription about where or how it should be spent.

#### **Consultation on future direction of Business Improvement Districts (BIDs)**

We have two in Halton - Astmoor and Halebank. Formal consultation, which is a prelude to a ballot for a further five years of the BID programme, was concluded on 7th September 2012. The BIDs Team, together with consultants Groundwork Cheshire, are continuing the process of contacting every business to seek their views about the future direction of the BID programme. The vote will take place later this year to take effect from April 2013.

#### **Sector Development – Science, Construction, Logistics**

The Construction Halton acknowledges that the forecast scale of development and other construction related activity in the borough offers significant potential for moving people from benefits into work. The Mersey Gateway Project, Building Schools for the Future programme and 3MG highway infrastructure works have been identified as offering significant training, employment and supply chain opportunities.

Research undertaken by **Amion Consulting** shows that some 3300 STAM jobs in Halton will be created over the next 20 years, although there will be a real decline in chemical related businesses. In addition, it shows that of the net demand for skills recruits, 55% will need level 4 skills or above, 70% will require a level 3 or above and 15% will require level 2 or below.

The Ports, Logistics and Maritime sector has over 1,700 firms and employs approximately 28,000 people. Through initiatives such as the Superport and Atlantic Gateway, Halton's strategic position and proximity to a wide range of water, as well as other infrastructure assets needs to be further exploited. We would, therefore, regard maintaining our presence through, for example, the Superport Panel as a way of protecting and further developing Halton's interests.

#### **Developing Apprenticeship Opportunities**

Last year, Halton Borough Council and its partners within Halton Employment Partnership ran a successful campaign which secured 100 new apprenticeship opportunities across the borough by the end of this year. "The Big 100" involved working with local businesses to consider any new job vacancies being advertised as an apprenticeship job opportunity for local people. More than 300 young people and adults across Halton signed up to the National Apprenticeship Service to help secure future employment and training.

In the next financial year Halton People into Jobs will be continuing its Apprentice Business Grant of up to £3000 to support employers in recruiting a new or additional apprentice. To qualify for the grant, employers must pay at least the national minimum wage depending on the age of the candidate and recruit someone who is currently unemployed.

The Council itself has undertaken apprenticeship pilot in the Waste and Environmental Improvement Division which proposes that opportunities be presented to 18-24 year olds with pay rates at national minimum wage or slightly above. These

apprenticeships would enrol onto an Intermediate Apprenticeship Framework, which typically would take 2 years to complete.

Similarly The Learning & Development team and the Employment, Learning and Skills division have worked together and identified the need to offer Halton Borough Council staff the opportunity to increase their skills levels through nationally recognised qualifications by accessing the National Apprenticeship Scheme.

On the back of the work progressed by the Learning and Development Team, the Waste Management Pilot and the recent Workforce Profile, we would want to implement a Talent Strategy, of which a key element of this will be an Apprenticeship Scheme. The over-arching driver of this will be the Corporate People Plan, 2012-2015.

## Appendix C: Detail of External Factors (see 4.2)

### POLITICAL FACTORS

#### **Marmot Review of Health Inequalities**

The Review argues that traditionally government policies to reduce health inequalities have focused resources only on some segments of society. To improve health for all of us action is needed to build on the past ten years work to continue to improve everyone's health and reduce differences that are both unfair and unjust.

From a Directorate perspective, the Review recommends:

- Giving every child the best start in life - increasing the proportion of overall expenditure allocated to the early years and ensure expenditure on early years development is focused progressively across the social gradient
- Enabling all children, young people and adults to maximize their capabilities and have control over their lives - reducing social inequalities in pupils' educational outcomes;
- Creating fair employment and good work for all
- Ensuring a healthy standard of living for all minimum income for healthy living
- Creating and developing sustainable places and communities

#### **Family Justice Review**

The family justice system is a network of organisations and individuals from many different professions all working co-operatively and collaboratively so that the system achieves its aims. A Family Justice Review Panel was appointed in 2010 to review the effectiveness of the whole of the family justice system, looking at all aspects, from court decisions on taking children into care, to disputes over contact with children when parents' divorce. The Panel aimed to improve the system so that it is quicker, simpler, more cost-effective and fairer, whilst continuing to protect children and vulnerable adults from risk of harm.

The panel's final report was published in November 2011. This took into account the views expressed during the consultation on the interim report and the call for evidence. A useful young person's guide to the review has also been published.

The key recommendations are a new six month time limit in care cases; enabling people to make their own arrangements for their children when they separate, using the courts only when necessary; and a range of proposals to ensure that agencies and professionals work together to make the system simpler and far more effective, improving the experience and outcomes for children and families. One element of particular interest for the Directorate is the review of the Guardian/IRO role.

#### **European Social Fund and families with multiple problems**

The Department of Work & Pensions is commissioning employment focused provision for families with multiple problems, supported through its European Social Fund co-financing arrangements. The intention is that local authorities will be the primary route to identify families who would benefit from the provision.

The DWP has invited tenders from the private sector to work with the families to deliver a wraparound service, supporting families over a 12 month period. The targets are that 22% will go into work and 78% will be on their way into work.



Halton is working within a partnership of 10 local authorities in the North West CPA (Contract Package Area) that will work with the private provider Reed and their “The Families Programme” to deliver the service from 2012.

### **School Capital and Funding**

For the 2012-13 academic year, over £2 billion of capital funding was allocated nationally to schools and local authorities. This included:

- £800 million of basic need funding to local authorities to provide school places where needed in their area, in all categories of publically-funded schools;
- £686 million of maintenance capital to local authorities to support the needs of the schools that they maintain and for the Sure Start children’s centres in their area;
- £276 million of maintenance capital for Academies;
- £174 million of locally-coordinated VA programme capital to support the maintenance capital needs of voluntary-aided schools;
- £200 million of devolved formula capital for schools; and
- a total of £107 million for 16-19 maintenance, devolved formula capital and basic need funding.

### **School Funding Reform, including High Needs**

The Government believes that funding arrangements for pupils and students with high needs require urgent reform. There are two principal reasons for this:

- To ensure funding arrangements fit with and support Government policy; and
- To address the short comings of current funding arrangements

The Government wishes to promote a simple new system that will:

- Define “ High Needs”- requiring provision costing more than £10k (not linked to statutory assessment);
- Bring into line the level up to which mainstream providers will contribute to pupils and students with high needs (local offer);
- Introduce an equivalent level of base funding for specialist settings( address potential perverse incentives and provide some stability);
- Bring together all national high needs funding-provide local authorities with a High Needs Block ( covering 0-25); and
- Bring educational commissioning and funding together-pupil or student-led funding, direct funding relationships.

Local Authorities will need to:

- Construct a new mainstream formula and decide upon the maximum level of funding to be provided by mainstream schools and academies from their notional SEN budget. There is a strong recommendation of the first £6k additional educational support per high needs pupil-likely to be a mixture of prior attainment, deprivation and AWPU
- Define the local offer of provision working with Schools, Academies and Post-16 providers- including what mainstream settings will make available from their notional SEN budget
- Local Authorities can consider and if necessary, define local circumstances in which Schools and Academies would receive additional funding - where the formula does not adequately reflect the number of needs of pupils with SEN.

### **Taylor Report on Alternative Provision**

Charlie Taylor, the Government's expert adviser on behaviour, reported his review on Alternative Provision in March 2012. The Review was initiated in 2011 following an Ofsted survey that found serious concerns with alternative provision. The review focused on pupil referral units and schools and found concerns within its review of provision, but also areas of good practice. The Review found that the focus of pupil referral units and alternative provision, just as it is in schools, should be about getting high quality education for all pupils and the best value for public money. All decisions around provision should take this as the starting point.

The Report was accepted by the Government and a consultation exercise undertaken to seek views on proposals to implement some of the recommendations found within the Report. These views have been taken forward and new statutory guidance comes into effect from 1 January 2013.

### **Inspiring Families (Troubled Families Initiative)**

In 2011 the Government announced that almost £450 million has been made available in a cross-government drive to turn around the lives of 120,000 troubled families. The money is being made available to local authorities to fund a national network of Troubled Family 'Trouble-Shooters' and family intervention projects. The trouble-shooters will oversee the programme of action in their area.

It is estimated that troubled families cost the taxpayer an estimated £9 billion per year, equivalent to £75,000 per family. The initiative is intended to cut the costs of this to the state.

In Halton, the initiative is to be known as Inspiring Families. It will be part of a collective approach using services already in place. This means augmenting the 'Team Around The Family' approach in Widnes and Runcorn. It should enable us to scale up and broaden this work; particularly multiagency working 'Team Around the Family' services provide early help for families. All agencies, central and local, will need to work closely together to get over some of the hurdles in delivering more co-ordinated and effective services, for example, in information sharing.

Halton has been set a target of 375 families to support, chosen by filtering local and national indicators, by 2015 and success will depend on all public services in Halton and Government departments working closely together. Fees are based on a payment by results process, with Halton eligible for payment around successful outcomes for 313 of the 375 families

Local partners, such as health and the police are contributing to a multi-agency approach. Multi-agency groups have been established in Halton and branding in place around the 'Inspiring Families' banner.

### **The DWP Work Programme**

The Work Programme provides tailored support for claimants who need more help to undertake active and effective jobseeking. Participants receive support to overcome barriers that prevent them from finding and staying in work. It is delivered by Department of Work & Pensions contracted service providers who have been given complete autonomy to decide how best to support participants while meeting their minimum service delivery standards. The Work Programme is part funded by the European Social Fund.

The Programme is a key part of the Government's commitment to fighting poverty; supporting the most vulnerable and helping people break the cycle of benefit

dependency. This has been the basis for the significant reforms to the welfare-to-work programmes.

The Work Programme aims to create a structure that treats people as individuals and allows providers greater freedom to tailor the right support to the individual needs of each claimant. The Work Programme also looks for value for money for the taxpayer by basing payments largely on results, and paying service providers from the benefits saved from getting people into work. The Programme is a partnership between Government and providers from across the public, private and third sectors.

## **ECONOMIC CLIMATE**

### **Deprivation**

The Index of Multiple Deprivation (IMD) for 2010 is the most comprehensive sources of deprivation indicators and shows that overall, Halton is ranked 27th nationally (a ranking of 1 indicates that an area is the most deprived), which is third highest on Merseyside, behind Knowsley and Liverpool, and 9th highest in the North West. Deprivation has stayed relatively level in the borough from since 2007. The Index shows that 25% of Halton's population live in the most deprived areas (i.e. the top 10% of Lower Super Output Areas) nationally. Much has been done but clearly there is still much to do to narrow the gap between the least and most deprived parts of the Borough while at the same time improving prosperity for all.

### **National Careers Service**

The National Careers Service (in England) was launched on 5th April 2012, with the aim of providing telephone and online advice to 370,000 young people and face-to-face advice to 700,000 adults. Halton People into Jobs has been commissioned to deliver elements of the services locally.

From September 2012, high schools, academies and colleges are required to directly commission their own information advice and guidance provision for pupils and students, but not necessarily to provide advice on a face-to-face basis.

### **Apprenticeships**

Statutory standards for apprenticeships were introduced in Autumn 2011. Following this, the National Apprenticeship Service (NAS) were asked to develop an action plan to ensure every apprenticeship meets these standards on behalf of apprentices and employers;

- From August 2012, all apprenticeships for 16-18 year olds will be for a minimum of 12 months
- A review by NAS and the Skills Funding Agency of all short duration programmes has resulted in improvements to many apprenticeships and the withdrawal of inadequate sub-contracted provision
- New safeguards are being put in place to strengthen monitoring, reporting and subcontracting arrangements, including making public a list of all sub contracted provision over £100,000
- New contracts will ensure that training providers not only act according to regulations, but also within the spirit of the apprenticeship programme
- A new 'enquiry panel' has been established, reporting directly to the Minister, to manage poor quality providers as soon as they are reported.

Additionally:

- Further action over the coming months will deliver new measures to ensure all adult apprenticeships are of sufficient length to deliver the training employers need
- NAS will undertake a review into apprenticeship frameworks that have been deemed a cause for concern
- New guidance on the implementation of quality standards will be published
- The Government will take forward measures to ensure all apprentices are given the opportunity to get Level 2 English and Maths.

Following consultation and feedback received on proposals to amend the AGE criteria for 16 to 24 year-olds which provides up to 40,000 grants of £1500 to encourage and support employers taking on a young apprentice aged 16 to 24, the following changes were approved by Government for implementation from the start of the 2012/3 academic year.

- Training providers will now pay employers the full amount of £1,500 at 13 week stage after the apprentice starts, rather than previously in two £750 payments.
- Employers will be able to claim grants for up to 10 apprentices (previously 3), and the scheme will be opened to employers who have not hired an apprentice in the last 12 months (previously 3 years).
- The Grant will be available to businesses with up to 1,000 employees.

The NAS re-launched AGE to employers and businesses to coincide with the publication of the Holt Review on 30<sup>th</sup> August 2012.

#### **Holt Review; Support for small businesses to take on apprentices**

Businessman and social entrepreneur Jason Holt was commissioned by the Government to review ways to make apprenticeships simpler and more accessible for small and medium businesses ('SME's'). His research highlighted widespread lack of awareness about the benefits of taking apprentices on, and how to recruit and train them amongst SME's. The three key recommendations were to:

- Improve communications with business to raise awareness of the benefits of apprenticeships.
- Empower SME's to participate and develop their own training provision so they can get the right type of training for their apprentices.
- Simplify the ownership and responsibility for apprenticeships by removing unnecessary administrative and bureaucratic barriers.

#### **Talent Match**

In June 2012 Big Lottery Fund (BIG) launched 'Talent Match', an ambitious £100 million investment aimed at tackling youth unemployment. This programme targets the 21 Local Enterprise Partnerships ('LEPs') where those aged 18-24 are finding it hardest to secure jobs or training opportunities because of the economic downturn. The Liverpool City Region LEP is included on the list.

Talent Match aims to put charities at the heart of local partnerships established between local councils, charities, employers, and colleges to develop proposals on how to make best use of the funding to help match the talents of local young people with skills and opportunities of the future.

Grants ranging from £1 million to £10 million in each of the targeted areas, to create a portfolio of activities lasting up to five years is proposed.

### **Universal Jobmatch**

This Department of Work and Pensions web-based job posting and matching service, is due to be launched in late autumn 2012. The aim of Universal Jobmatch is to be one of the UK's largest jobsites and to help make job searching easier for users by automatically matching a jobseeker's CV and skills to the jobs that suit their needs.

To take advantage of the new service jobseekers have to register with the online service and provide an email address. Therefore, efforts are underway to increase access to the internet for jobseekers and also that they have an appropriate email address registered.

Whilst the provision of such a website is not innovative in itself, the fact that it will have access to JobCentrePlus' job vacancy database should make it a powerful tool. Local partners are working hard to help Halton's jobseekers get access to the internet via public portals, and to gain confidence in navigating and using it as a job search tool.

### **'Building Engagement, Building Futures'**

This is the Government's strategy to increase participation of 16-24 year olds in education, training and work through five priorities for action:

- Raising attainment in school and beyond so young people have the skills they need to compete in a global economy.
- Help for local partners to provide effective and coordinated services that support all young people, including the most vulnerable, with a target of full participation by 16-17 year olds by 2015.
- Encouragement and incentives to employers to recruit more young people by offering more high quality apprenticeships and work experience places.
- Ensuring that work pays and giving young people the personalised support they need to find it, through Universal Credit, the Work Programme and our Get Britain Working measures.
- Implementing the Youth Contract to help young people get into 'learning or earning'.

### **Youth Contract**

This was announced as part of the Chancellors Spending Review in Autumn 2011 in response to concerns about how to help the most disengaged 16 and 17 year olds by getting them back to school or college, onto an apprenticeship or into a job with training. Several elements commenced in April 2012, including:

- Provision of 410,000 new work places for 18 to 24 year olds between 2012 and 2015.
- Wage incentives worth up to £2,275 per person, available for employers who offer an 18 to 24 year-old from the Government's Work Programme, a job lasting at least 26 weeks.
- Extra voluntary work experience places to ensure an offer of a place for every 18 to 24 year-old who wants one, before they enter the Work Programme.
- 40,000 Apprenticeship grants for employers of 16 to 24 year olds. Aimed at helping small (under 50) & medium (50 to 250) sized employers offer young people employment by providing wage grants to assist employers in recruiting their first apprentice. Has a value of £1,500 in addition to the training costs of the Apprenticeship framework which are met in full for young people aged 16 to 18 and 50% for those aged 19-24.

- Support for disengaged 16-17 year olds in England. £126 million over three years to support NEET 16-17's in England. organisations to lead this programme on a regional/sub-regional basis in process of recruitment. Payment by results on how success in progression into sustainable positive outcome.

## **SOCIAL FACTORS**

### **Child & Family Poverty**

The Child Poverty Act received Royal Assent and became an Act of Parliament in 2010. The Act imposes specific duties including:

- Local partners to co-operate to mitigate the effects of child poverty
- Local authorities to make arrangements to prepare a local child poverty needs assessment
- To demonstrate how Local Authorities and partners are working together to tackle child poverty. In Halton, this is achieved through the local joint child and family poverty strategy
- Child poverty to be considered within the Sustainable Community Strategy.

The new national Child Poverty Strategy was launched in April 2011. In Halton the needs assessment has been undertaken as part of an overall needs assessment for Greater Merseyside, with each local authority producing its own strategy. The Strategy in Halton is known as the 'Child & Family Poverty Strategy 2011-2013' to reflect the broad nature of the issue locally, where 7170 children and young people are currently living in poverty, more than a quarter of our children and young people.

In the development and roll out of the Strategy in Halton, consideration is being given to how we as a Directorate commission services and the implications of new initiatives such as the pupil premium. A new Strategy will be developed in 2013 to ensure work is fully focused on meeting the current agenda and latest developments.

### **Demographic Changes**

The population estimate of Halton from the 2011 Census is 125,700 with an estimated 53,300 households. This compares with the 2001 Census population estimate of 118,210. Of the 2011 population estimate, approximately 24,900 (20%) are children and young people and 82,300 people are of working age (65% of the population).

The Office for National Statistics have produced baseline population projections based on recent demographic trends. These show that for Halton:

- In the short term (2011 - 2014) Halton's population is projected to grow by 1% to 126,800
- In the medium term (2011 - 2017) Halton's population is projected to grow by 2% to 128,000
- In the long term (2011 - 2021) Halton's population is projected to grow by 3% to 129,300. This is lower than the North West region which is projected to grow by 4% and nationally, which is projected to grow by 9%
- Younger people (0 - 15 year olds) - population projected to grow by 10% (2011 - 2021)
- Working age (16 - 64 year olds) - population projected to decline by 5% (2011 - 2021)

Following national and regional trends, Halton's population continues to age with older people making up an increasing proportion of the population. The growth in the numbers of older people will increase the demands for both formal and informal support. Small decreases in the working age population mean there are fewer people to provide and pay for this additional support.

The Office for National Statistics estimates that each person counted in the census is worth up to £5,000 to a local authority over ten years. This means that an undercount of just 100 people could mean Halton misses out on around £500,000 worth of funding over the next decade.

The population increase is important, as the amount of money Halton has to spend on services over the next ten years is directly influenced by how many people are counted in the borough. Current financial settlements will be based on the 2010 population estimates. Therefore, there may be grounds to revisit financial settlements.

## **TECHNOLOGICAL DEVELOPMENTS**

### **Digital Accessibility**

New communications technologies not only help businesses trade and develop; they also create opportunities for businesses to develop new applications and services. These new applications and services increase demand for faster and better communications facilities, which in turn leads to more innovation in applications and services in a development spiral. Connecting people to ICT skills can connect them to new or better jobs, to new forms of communication and social interaction, to community infrastructures and government services, to information to help with homework, to consumer power and convenience. It can save people time and money, open new doors and new worlds. Digital inequality matters because those without the right combination of access, skill, motivation or knowledge to make digital decisions are missing out in all areas of life.

In Halton, a Corporate Digital Economy and Inclusion Strategy is delivering on these challenges. Within this Directorate, it is imperative that ICT form part of core curriculum in schools. Digital life skills offer a route to employment, with employers seeking employees who are computer literate and able to take advantage of technology. For the mobile 24/7 society service engagement is often through a web interface and the advent of smart phones and iPods and other mobile devices will continue to drive advances in community engagement and service delivery.

### **Universal Jobmatch**

Universal Jobmatch is the Department for Work Pension's new, free online job posting and matching service. This new online service will improve our recruitment service for both companies and jobseekers by speeding up the recruitment process, making it quicker and easier for companies to find suitable jobseekers. Universal Jobmatch replaces the current vacancy management services, Employer Direct and Employer Direct Online for companies, and it replaces the Jobcentre Plus jobs and skills search facility for jobseekers.

This new streamlined service will be accessed through [GOV.UK](http://GOV.UK) for companies and anyone looking for work.

- A 'How to use Universal Jobmatch' guide gives jobseekers simple step by step instructions on how to set up an account:

- [How to use Universal Jobmatch](#) (36KB) 

### **Jobseekers Allowance Online**

Under the Department for Work and Pensions (DWP) "Digital by Default" agenda we are now encouraging claimants to make new claims for Jobseekers Allowance online (JSA OL). Insight suggests that a large and growing number of claimants would prefer to access DWP services online.

From 9th November 2012 Merseyside Jobcentre Plus District is taking part in a Trailblazer Pilot to encourage all claims to JSA to be made digitally. If claimants from Merseyside post codes call the JSA claim helpline they will be diverted to a dedicated Contact Centre, who will explain that they will need to make their JSA claim online and explain how, when and where they can make their claim. Local Jobcentre Plus offices will advise claimants to apply online for JSA.

If the claimant requires support to access online channels they can be booked into their local Jobcentre Plus office to use an Internet Access Device.

## **LEGISLATIVE FACTORS**

### **Ofsted Framework for the Inspection of local authority arrangements for the protection of children**

The new Ofsted framework for the inspection of local authority arrangements for the protection of children was implemented from May 2012. This new framework will focus on the child's journey from need to receiving help and look at the early identification and help for children, young people and their families/carers.

At every stage of the child's journey, the inspection will evaluate the effectiveness of:

- The impact of the help given
- The focus on the interests of the child
- Inter-agency working
- Meaningful, consistent and direct contact with the child and their family
- The experiences of particularly vulnerable children (private fostering, those not in education, those in families with domestic violence, substance misuse, mental illness etc.);
- how well all partners take account of children's wishes and feelings and the extent to which this informs their care; and
- Whether services are accessible to everyone and that there is equality of opportunity and outcomes.

This framework will be replaced by a new multi-agency framework from summer 2013. Although it is expected that Halton will not be inspected before the implementation of the new multi-agency framework, planning work is already underway through a core team, as well as strategic and operational groups to try to ensure that Halton again has a successful inspection.

### **New framework for Early Years Foundation Stage (EYFS)**

A new framework for the EYFS - *Setting the standards for learning, development and care for children from birth to five* - was published in March 2012. This framework is mandatory for all early years' providers (from 1 September 2012), maintained schools, non-maintained schools, independent schools, and all providers on the Early Years Register. A series of briefings have been held throughout this term to reach all Early Years sectors and update re: new curriculum requirements. The curriculum will



focus on 3 prime areas (Communication and Language; Physical Development and Personal, Social and Emotional Development) and 4 Specific Areas (Literacy; Mathematics; Understanding of the World and Expressive Arts and Design). There is a new statutory requirement to report on progress and level of development in the 3 prime areas at age 24-36 months. Assessment at age 5 (final year of reception) will report on levels of development across all 7 areas of learning. The scale points 1-9 will no longer exist and will be replaced with statements “expected” “emerging” or “exceeding”. Future reporting on Foundation Stage Profile (FSP) data will be in terms of percentage of children reaching expected attainment or higher.

### **Ofsted Arrangements for the Inspection of Looked After Children (LAC) and Care Leaver Services**

New arrangements will be jointly implemented from April 2013 between Ofsted and the Care Quality Commission focusing on the effectiveness of local authorities as corporate parents; the provision of health services for children who are looked after; the quality of professional practice, including the protection of children who are looked after; the impact of the care on children and young people; and the effectiveness of shared professional responsibility for their outcomes.

Consultation was undertaken up to September 2012 and it is expected that the inspections will be delivered over a four year cycle. The outcome of a child protection inspection (see section 3.2) may influence the scheduling of children looked after inspection, and vice versa.

Inspections will be conducted jointly by Ofsted and the CQC, which will evaluate how effective health services for looked after children are in meeting their healthcare and emotional needs. It is proposed that the inspections will be unannounced, with a two-week period on site (which will provide sufficient time to meet and talk with looked after children and care leavers). This and other aspects of the proposed framework will be tested through pilot inspections before a final decision is made.

There will be five inspection judgements:

- overall effectiveness
- outcomes for children and young people looked after and care leavers
- quality of practice
- achieving permanence – including a sub-judgement on adoption performance
- leadership and governance.

This new framework is in line with the latest regulations and guidance for care planning and LAC that have aimed to streamline processes, bring more clarity and ensure increased and more consistent support throughout the childhood journey for LAC and Care Leavers.

### **New Ofsted Framework for Early Years Providers.**

A new Ofsted framework became statutory on 1 September 2012. Inspectors will judge overall effectiveness in terms of :

- how well the early years provision meets the needs of the range of children who attend
- the contribution of the early years provision to the wellbeing of children
- the leadership and management of the early years provision

Inspection judgements will be graded against 1 of 4 grades:

- grade 1 - outstanding

- grade 2 - good
- grade 3 - satisfactory
- grade 4 – inadequate

All providers will be inspected at least once by July 2016, although any provider judged as less than good will be re-inspected within 1 year. Any concerns reported to Ofsted will be risk assessed as to whether the item is routine (e.g. change of contact details); minor or need to re-inspect. Any minor matter will be noted and referred back to the provider, although once 2 minor matters have been recorded, this will trigger a full re-inspection. Re-inspections will take place within 30 working days or if identified as a priority within 5 working days. Inspections will continue to be no notice inspections, apart from childminders who will receive a couple of days' notice.

Any child minder must have Local Authority (LA) approved training prior to applying for a registration visit. If they are not deemed to be ready at this visit, then they will be refused registration and this would be classed as a lifetime disqualification. If this were to occur, the child minder could resign and withdraw their application, rather than be barred.

The new Ofsted framework has been published in response to the changes of the new EYFS and will have a much stronger emphasis on learning and development and whole care packages providing emotional security. Progress of different groups will be reported and partnership working with parents and multi-agency professionals will be a focus for inspection, linking into Early Help policies. There will be a stronger focus on direct observation of children and professional dialogue with all practitioners regarding a child's level of development; progress and how this compares to age related expected development. Ofsted will also be keen to observe the progress of babies and toddlers including tracking groups of children.

### **Academies Act 2010**

The Academies Act 2010 enables more schools in England to become academies. Since the Act was passed, the number of Academies nationally and locally has grown each year. Academies are funded at a comparable level to maintained schools but would also get their share of central funding that local authorities used to spend on their behalf. Schools that become academies are allowed to keep any surplus balances that they hold. The Act is not allowing for the expansion of selection but grammar schools and other schools which select or partially select pupils are able to continue to do so. Key areas of the Act include:

- enabling all maintained schools to apply to become academies, with schools rated 'outstanding' by Ofsted being pre-approved
- allowing maintained primary and special schools to apply to become academies in their own right
- giving the Secretary of State the power to issue an academy order requiring the local authority to cease to maintain the school
- removing the requirement to consult the local authority before opening an academy
- requiring the consent of any existing foundation (mainly churches) before a school applies to become an academy (and prohibits the religious character changing during the conversion to academy)
- deeming academy trusts to be exempt charities.

### **Education Act 2011**

The Education Act 2011 paves the way for implementing the Government's education reform programme that aims to create an education system that delivers ever higher standards for all children. Key changes for local authorities within the Act include:

- a new entitlement for disadvantaged two-year-olds to 15 hours' free early years education;
- replacing independent appeals panels for exclusions with independent review panels;
- removing the duty on local authorities to appoint a School Improvement Partner for every school;
- giving precedence to academy proposals, where a local authority identifies the need for a new school, and expands the academies programme to allow 16-19 and alternative provision academies;
- extending the Secretary of State's powers to intervene in underperforming schools;
- providing for the closure of the Local Government Ombudsman's school complaints service, and removes the duty to consider complaints about the curriculum from LAs. General complaints about schools will now be made to the Secretary of State;
- allowing for pilots of direct payments for SEN education services;
- making changes to LA powers over sixth form colleges; and
- providing for the abolition of five arm's length bodies (the TDA, the GTCE, the QCDA, the YPLA and the SSSNB).

The Act no longer makes changes to the section 10 Children Act duty to co-operate with the local authority to promote children's wellbeing.

### **School Admissions Code**

The Government has approved new Codes for School Admissions and for School Admission Appeals to be introduced for the admissions round for school entry in September 2013. The Codes are far shorter than the current Codes, and together contain only about half the number of requirements. The main changes that will need to be considered by the Directorate are the removal of the requirement for the Local Authority to co-ordinate In-Year Admissions (whilst maintaining their safeguarding role in ensuring that children continue to be admitted to a new school within a reasonable time), and the potential for popular schools to admit over their Published Admission Limit, which may impact upon neighbouring schools.

### **Revisions to Adoption and Fostering Legislation**

In April 2012, the Government published [An Action Plan for Adoption: Tackling Delay](#) which explains planned changes to speed up the adoption system in England.

Adoption is one of the Government's top priorities and ministers want to create a more effective and user-friendly adoption system which is fit for purpose. They aim to ensure that adoption is available for children where this is in their best interests, and for it to happen without undue delay. The action plan sets out a range of proposals to speed up the process for children; to overhaul the service for prospective adopters; and to strengthen local accountability for the timeliness of adoption services.

In December 2011, ministers set up a working group of key partners from across the adoption sector to help redesign and speed up the process from initial enquiry through to assessment, with a view to moving swiftly to a position where there is a pool of approved adoptive parents who are able to meet the needs of the children awaiting adoption. The working group developed a set of reform proposals which built on existing best practice, and a revised assessment form which the British Association for Adoption and Fostering (BAAF) is currently piloting.

In July 2012, the Prime Minister also announced [Proposals for the earlier placement of children with their potential adopters](#)

In the Adoption Action Plan, a range of measures were set out to reduce delay so that more children for whom adoption is the best option can be placed swiftly with adoptive families.

The measures include the wider use of concurrent planning, which should be considered by all local authorities for their youngest children in the care system. The Government would like to see wider application of concurrent planning principles through 'fostering for adoption', and propose to introduce a new legal duty on local authorities to consider placing a child with carers who are likely to become their permanent carers, where it is clear that a child is unlikely to return home.

The Government also plan to clarify the lawful use of concurrent planning and fostering for adoption, and to require local authorities to consider both, where appropriate.

It is proposed that the following measures be implemented to improve adoption and fostering:

- A new, shorter two-stage approval process for prospective adopters;
- A fast-track procedure for approved foster carers and previous adopters;
- Regulations to make it easier for prospective adopters to be approved as temporary foster carers – the 'fostering for adoption' proposal;
- Sharing of case records between fostering services and adoption agencies; and
- Restricting the size of adoption and fostering panels.

These changes are aimed at increasing the use of the Adoption Register by adoption agencies, and will change regulations to make it easier for prospective adopters to be approved as temporary foster carers – the 'fostering for adoption' proposal.

On fostering there is a package of changes to the foster carer assessment and approval process to make the process clearer, more proportionate and responsive to the needs of children coming into the care system; and to ensure foster carers are able to take everyday decisions about the children in their care (delegated authority).

For both adoption and fostering the DfE are consulting on proposals for the sharing of case records between fostering services and adoption agencies and are seeking views on whether the size of adoption and fostering panels should be restricted.

### **Public Services (Social Value) Act 2012**

The Act aims to strengthen the social enterprise business sector and make the concept of 'social value' more relevant and important in the placement and provision of public services. Key areas include:

- placing a duty on the Secretary of State to publish a 'national social enterprise strategy' to encourage engagement in social enterprise
- amending Section 4 of the Local Government Act 2000 so that local authorities are required to include in their sustainable community strategy proposals for promoting engagement with social enterprise in their area. They

must also include a statement of the measures suggested to enable social enterprise to participate in implementing these proposals

- requiring local authorities, when entering into public procurement contracts, to give greater consideration to economic, social or environmental wellbeing during the pre-procurement stage.

### **Health and Social Care Act 2012**

The Health and Social Care Act 2012 gives effect to the policies that were set out in the White Paper Equity and Excellence: Liberating the NHS which was published in July 2010. It allows for a new public health service and the transfer of local health improvement services to local authorities.

The main aims of the Act are to change how NHS care is commissioned through the greater involvement of clinicians and a new NHS Commissioning Board; to improve accountability and patient voice; to give NHS providers new freedoms to improve quality of care; and to establish a provider regulator to promote economic, efficient and effective provision. In addition, the Act will underpin the creation of Public Health England, and take forward measures to reform health public bodies.

### **Welfare Reforms and the Single Programme**

The Single Programme was introduced in 2011 with the underlying principle of 'making work pay', but proposed further reforms will place demand on our services as more people on benefits are encouraged to find work and, therefore, seek training and development to support them.

The Work Programme provides an advice and employability service to long term unemployed people. Those eligible for the Work Programme are mandated to the provision offered through HPIJ for a period of 52 weeks. The traditional HPIJ service was available to any adult living in the borough and, in the main, individuals voluntarily referred them to the provision.

The Work Programme has required a very different type of model. Firstly, JCP mandatorily refers long term unemployed residents to the Work Programme. Secondly, income is generated per customer, so the more customers the Employment Officers see, the more income that can be generated. It is a performance oriented model that is driven by volume (quantity). The relationship that Employment Officers were able to build up with their customers in the past is not possible with a commercially driven contract such as the Work Programme, and we have had to redesign our structures to reflect this. The emphasis is on advising customers and supporting them into employment as quickly as possible. The potential income to be earned from getting customers into employment is significant and the longer the individual remains in employment, the more income that can be generated. The contract has demanded a complete change of culture to the existing HPIJ operation – no longer focusing on a holistic service for individuals who had volunteered to be supported into employment but focusing on getting people in the door, seen, and out of the door into employment in the shortest possible time.

### **Welfare Reforms – Universal Credit**

As part of preparations for the rollout of Universal Credit in 2013, pilots of the programme commenced in autumn 2012, focusing on delivering the face to face support some people may need to make claims for Universal Credit, including online support, help with budgeting and job searches, reducing fraud and error, and reducing homelessness.

Work has also started locally by partners to identify and contact benefit claimants whose current entitlement will be reduced in line with the 'cap' that is due to come into effect from next April; £500 per week (£26,000 per annum) for households with children or £350 per week for single claimants without children. It is currently estimated that between 120 and 150 claimants will be affected in Halton.

### **Special Educational Need and Disability (SEND) Green Paper**

The SEND Green Paper aims to improve the entire SEN system and covers issues including school choice, early identification and assessment, funding and family support. Options being considered include:

- a new approach to identifying SEN through a single Early Years setting-based category and school-based category of SEN;
- a new single assessment process and Education, Health and Care Plan;
- local authorities and other services setting out a local offer of all services;
- the option of a personal budget by 2014 for all families with children with a statement of SEN or a new Education, Health and Care Plan;
- giving parents a real choice of school, either a mainstream or special school;
- introducing greater independence to the assessment of children's needs.

Work is already underway on applying the principles of the Green Paper. Please see Appendix B for the detail.

### **Legal Aid, Sentencing and Punishment of Offenders Act 2012**

The Legal Aid, Sentencing and Punishment of Offenders Act 2012 received Royal Assent on 1 May 2012. The act contains a number of measures on reforming Legal Aid, as well as provisions on sentencing and reducing reoffending. These include:

#### **Legal Aid**

- retaining legal aid for cases where people's life or liberty is at stake, where they are at risk of serious physical harm, or immediate loss of their home, or where their children may be taken into care
- legal aid being made available for victims of domestic violence and child abuse
- abolishing legal aid for squatters resisting eviction and most immigration cases
- means testing all applicants including those on benefits
- retaining legal aid for Special Educational Needs cases
- abolition of the Legal Services Commission

#### **Sentencing**

- a new offence of threatening with an offensive weapon in public or on school premises
- life sentences for more serious offenders
- offenders committing serious sexual and violent offences spending two thirds of their sentence in prison rather than the half they spend under the current system
- all young people remanded in custody will have to be recognised as looked-after children by local authorities
- changes to powers to make suspended sentence orders

#### **Reducing reoffending**

- new rules on employment in prison
- deducting money from prisoners in employment while in prison to give to victims

- a crackdown on drugs in prison

## **ENVIRONMENTAL FACTORS**

### **Low Carbon Economy**

It is estimated that in the Liverpool City Region 12,000 additional low carbon jobs could be created over the next five years in offshore wind, micro-generation and in retrofitting business opportunities from developing the infrastructure needed to move towards a low carbon economy. Therefore, although climate change and carbon reduction is of paramount importance, the Council's focus needs to be on deriving economic advantage from sustainable technology and similarly the financial gains from acting in an environmentally friendly manner, not least in reducing costs.

### **Mersey Gateway**

The main objectives of the Mersey Gateway project to build a second crossing of the River Mersey are:

- to relieve the congested Silver Jubilee Bridge, thereby removing the constraint on local and regional development and better provide for local transport needs
- to apply minimum toll and road user charges to both the Mersey Gateway Bridge and the SJB consistent with the level required to satisfy the affordability constraints
- to improve accessibility in order to maximise local development and regional economic growth opportunities
- to improve local air quality and enhance the general urban environment
- to improve public transport links across the River Mersey
- to encourage the increased use of cycling and walking
- and to restore effective network resilience for road transport across the River Mersey.

The project will bring many economic benefits to Halton. These include:

- 470 permanent full-time equivalent jobs on site during the construction phase
- 4,640 permanent new jobs as a result of the operation of the Mersey Gateway, regeneration activity and inward investment
- £61.9 million a year in Gross Value Added from the new jobs by 2030, and
- it will also support sustained growth at Liverpool Ports and Liverpool John Lennon Airport and improve business productivity throughout the Mersey corridor (known as agglomeration impacts).

### **Minimising waste production, increasing recycling and reducing waste to landfill**

Given the ongoing financial climate, and the increasing costs associated with waste disposal to landfill, a key challenge over the medium term will be to concentrate efforts to improve recycling and reduce waste production within the borough.

Recycling facilities have been extended to all properties within the borough over the last 3 years and in some areas 70% of residents make use of kerbside services. However, there are areas where participation rates remain disappointingly low resulting in a borough average of 60%.

Further work will be needed in relation to community engagement and educational activities which will be supported by the review and development of strategies and action plans relating to environmental sustainability and climate change.

### **Tackling Environmental Crime and promoting positive behaviours**

Halton residents have consistently identified clean and safe streets as critical factors in making their neighbourhoods a good place to live. As a result, it is crucial that we continue to effectively tackle issues such as littering, fly-tipping and dog fouling.

This would involve a combination of both educational and enforcement activities at both an organisational level and through effective collaboration with key local agencies.

### **Liverpool City Region Transport Agenda/Local Transport Plan Block Funding**

Bus operators, including community transport, are facing significant challenges through a 20% reduction in Bus Services Operators Grant and increases in fuel and insurance costs. The outcome of such pressures is likely to be further reductions in both the commercial and subsidised networks with implications for access to employment, training and leisure opportunities.

This situation will need to be monitored and efforts will need to be made to mitigate, as far as possible, the adverse impact of such pressures, particularly amongst the most deprived groups and socially excluded groups within the borough.

We continue to work with private, public and voluntary sector partners to develop our 'Routes to Prosperity' application for the Local Sustainable Transport Fund. This is a programme of co-ordinated actions and interventions, costing in excess of £5m, aimed at removing transport obstacles to employment for local residents.

If successful tailored works will promote smarter travel choices to key employment sites, reduce carbon emissions, improve safety and tackle disadvantage whilst supporting economic growth.

### **Road Safety and Street Lighting**

The authority's success in reducing the number of people killed / seriously injured in road accidents by 70% over the past 15 years has largely been dependent upon central government grants which will no longer be available.

Additionally the LTP settlement, which helps fund Local Safety Schemes, has been reduced by 66% from almost £1.8 m to £680,000. As a consequence, future initiatives will need to be risk-based and focused upon target groups such as young drivers and motorcyclists and consequently the extent to which we can sustain our record of on-going accident reduction remains questionable.

We face a growing problem in relation to street lighting as a result of ageing stock and energy costs. A large proportion of our existing stock of over 19, 000 lighting columns are now more than 40 years old and have exceeded their 30 year design life. Additionally, with over 5,000 illuminated signs and bollards the current energy cost to the Council is approximately £1 m per year.

In order to reduce our consumption and emissions we will continue to explore savings opportunities, for example through energy efficient practices and reducing overall numbers. It has to be recognised however, that sustainable solutions will



require capital investment and may result in a risk based approach being adopted in terms of the ongoing illumination of roads and footpaths.

**Flood Risk Management**

New statutory powers and duties will be introduced for Halton, as Lead Local Flood Authority for the area, as a result of the incremental implementation of the key provisions of the Flood and Water Management Act (2010).

In addition to the need to develop a Local Strategy, which will set out our objectives and associated timeframe, this legislation will also result in new and significant operational demands. These will include responsibility for developing and maintaining a register of assets, approval and adoption of sustainable drainage systems on developments, and undertaking consent and enforcement role in relation to watercourses.



**Communities  
Directorate**

**DRAFT  
DIRECTORATE PLAN**

**April 2013 to March 2016**

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## 1.0 FOREWORD

The Communities Directorate Business Plan provides a clear framework by which our performance can be judged. It is a way of showing how the services it provides directly or commissions from other agencies meets the needs of local residents.

Our vision of service is critical and the Directorates vision is :

*“To promote effective, affordable, quality services that are accessible, equitable, timely and responsive and to enable individuals and groups in Halton to make informed choices.”*

There are increasing challenges facing the Directorate due to limited and reducing resources at the same time as changes in demographics that are increasing need in certain areas. Staff, managers and elected Members are pulling together to explore more efficient ways of working whilst ensuring that high quality services continue to be provided.

2012/13 saw the implementation of some new major legislation, including the Health and Social Care Act and the Caring for our Future White Paper. Adult Social Care has been working closely with Public Health and the NHS Halton Clinical Commissioning Group to look at more opportunities for integrated working to improve adult social care and health outcomes for the people of Halton and to ensure value for money.

On 15 November 2012, in the first ever elections, 41 new police and crime commissioners were elected across England and Wales. John Dwyer was elected for Cheshire. The role of police and crime commissioner is to ensure the policing needs of our community are met effectively, making and influencing key decisions that will impact on how our area looks and feels.

With financial resources reducing, spending less money on landfilling waste is essential. Raising awareness on waste matters and changing people’s behaviour will be vital if we are to be successful in reducing our landfill disposal costs. A key priority in the next 12 months will therefore be to increase our community engagement activities to promote and encourage waste minimisation and increased recycling.

Even through these difficult times, we continue to provide good quality services and improve outcomes for the people of Halton.



A handwritten signature in blue ink that reads "Dwayne Johnson" with a stylized flourish at the end.

Dwayne Johnson  
Strategic Director, Communities Directorate

## 2.0 INTRODUCTION

Business planning and performance management are key tools by which public sector organisations are expected to ensure their services, and those they commission, are meeting the needs of the population they serve efficiently and effectively. In our Directorate, they underpin the ideology of the Department of Health, Audit Commission and the Care Quality Commission in their inspections, reports and guidance to Local Authorities on the most appropriate way to manage business.

Business planning is the process of developing the blueprint for the ongoing performance management of the Directorate and, without good business planning, the preparation needed to manage performance is missing. Without ongoing performance management, principles, strategies and plans developed through business planning will not be implemented and will have no impact upon actual activities of the Directorate, or on outcomes for service users and carers.

This document is a key business planning document and should be used alongside performance information when developing service and team plans. Its overall aims are to:-

- identify the key objectives for the Directorate over the next 12 months;
- improve the quality of the services provided; and
- deliver better outcomes for service users and carers.

The plan is underpinned by the principles and strategic objectives Halton Borough Council has adopted in its Corporate Plan 2011 - 2016. It aims to be a key reference document for elected members, staff in the Directorate and our partner agencies. It provides the rationale and framework for the major areas of the Directorate's activity. It does this by taking account of the national, inter-agency and Council planning and budget priorities and inter-weaves these with what we know - or what our service users and carers tell us - about how services should be developed in order to meet needs and expectations more effectively.

The plan needs to be understood in the context of a wide range of other documents. The main strategic documents are:-

- Sustainable Community Strategy for Halton: 2011 – 2026;
- The Borough Council's Corporate Plan 2011 - 2016;

These plans/strategies commit the Borough Council and its partners to achieving explicit and realistic priorities over the coming year. This Business Plan highlights the Communities Directorate's elements of those commitments within the context of the Government's overall agenda for local Government. The achievement of these elements continues to depend on partnerships with many other agencies, and members are committed to testing these achievements.

The plan does not attempt to describe all the day-to-day activities that make up most of the Directorate's work, but only to set out the overall framework within which that work takes place. It needs to be remembered, however, that it is the everyday assessment of needs and arrangement of services to meet those needs that is the fundamental task of the Directorate. Undertaking this effectively requires the continuing dedication and enthusiasm of staff, together with the Directorate's commitment to recruit, retain and train staff who are able to meet the challenges of the future. None of this is straightforward. However, this does not diminish the Directorate's determination to deliver improved outcomes for our service users and carers. It makes it even more of a challenge, but one which we will seek to tackle as effectively as possible through partnership with other agencies and corporate working across the Borough Council.

### 3.0 KEY MESSAGES

#### Overall Directorate Strategic Direction

The Council and its partners have re-affirmed the direction within the Council's Corporate Plan and the Sustainable Community Strategy for Halton, and the general strategic direction and priorities are clearly articulated. In this context, the Directorate's strategic direction becomes clearer and, at a macro level, includes the following:-

- Community Leadership Role;
- Commissioning;
- Empowering and brokering of services;
- Providing direct services;
- Regulatory functions; and
- Promotion and prevention roles.

#### Strategic priorities and challenges facing the Directorate

Based upon the National, Regional and local picture there are a number of key strategic priorities and challenges, which the Directorate must consider.

Priorities from the Health Policy and Performance Board were identified as:

- Early Intervention and Prevention
- Integration
- Mental Health
- Public Health

Priorities from the Safer Policy and Performance Board were identified as:

- To reduce alcohol abuse and domestic violence
- Safeguarding including Consumer Protection
- Community Safety

Priorities from the Corporate Services Policy and Performance Board were identified as:

- Enhancing Residents Quality of Life through the Stadium and Catering Services
- An efficient, personal, professional Registration Service that touches everyone in Halton during their lives

Priorities from the Employment, Learning & Skills and Community Policy and Performance Board were identified as:

- Enhancing Residents' quality of lives through sport and recreation, library and cultural services

Priorities from the Environment and Urban Renewal Policy and Performance Board were identified as:

- Minimising waste production, increasing recycling and reducing waste to landfill.
- Tackling Environmental Crime and promoting positive behaviours.
- Delivering services to help to maintain safe and attractive public open spaces and parks
- Provision of new cemetery and replacement of obsolete equipment.

The Council continues to operate within a challenging financial climate. We will need to ensure that we continue to meet our statutory responsibilities across all areas of our operations and the Directorate will continue to play a key supporting role in this endeavour,

for example through effective financial management and the integration of national policy initiatives with efficient arrangements for service delivery.

More detail on these areas can be found below. The following list is not exhaustive.

### 3.1 **Prevention and Early Intervention**

The Prevention and Early Intervention Strategy has established a clear framework and rationale to support an increased shift to improving preventive and early intervention services in the borough. The document is a local response to the National picture and is informed by a number of National documents 'Making a strategic shift to prevention and early intervention – a guide' Department of Health (2008), 'Our health, our care, our say' (2006), 'Putting People First' (2007), 'Transforming Social Care (2008) and 'High quality care for all' ('the Darzi report', 2008).

**Care Closer to Home** - With the proportion of older people growing and generally people living longer, often with long-term health and care needs, moving to care closer to home and into homes is the way forward. The provision of supportive and enabling care closer to home is wide ranging and includes building on initiatives that the council already has in place with prevention and early intervention, such as Telecare/Telehealth and making greater use of technology with its mobility, flexibility and rapid transfer of information, improved integrated care pathways for users, making effective links between health, social care and other services and building up commissioning capacity and capability, working with communities to establish outcomes that matter to them. During November 2011 the **Equality and Human Rights Commission** published the results of an inquiry they undertook to find out whether the human rights of older people wanting or receiving care in their own homes were being fully promoted and protected. Following the results, the Council has undertaken a self-assessment and a number of action points have been highlighted in order to make improvements.

### 3.2 **Integration - Social Care and the Clinical Commissioning Groups**

**Complex Care, Pathways and Pooled Budgets** - The council has agreed to pool its resources with Halton CCG for the provision of care services for people with complex needs. Work has commenced between the organisations to agree what budgets can be joined together and how they will be spent. As part of this work the two organisations and partners will review how assessment services are delivered and the mechanisms for frontline staff to make funding applications from a range of budgets.

From 1<sup>st</sup> April 2013 for a three-year period the **Section 75 Partnership Agreement** will be in place. This has been developed between Halton Borough Council and Halton Clinical Commissioning Group (CCG). This will provide a robust framework within which partners will be able to facilitate maximum levels of integration in respect of the commissioning of Health and Care services in order to address the causes of ill health within Halton, as well as the consequences. It is anticipated that this Agreement will help to improve the flexibility of Partners in respect of the use of their resources, responsiveness, innovation, etc. and will therefore enable the Local Authority and the CCG to offer improved services for the people of Halton.

The **Care Homes Project** is a partnership project between Bridgewater Community NHS Trust, Halton Borough Council, Halton Clinical Commissioning Group, Halton and St Helens NHS and Warrington and Halton Hospitals NHS Trust. National and

local audit data from the Care Quality Commission identifies that there are a range of healthcare interventions and services that may not be easily accessible to people who live in residential and nursing homes and as such their healthcare needs may not be appropriately met. These include the following areas: end of life care planning; medical cover; mental health support; dietetics and nutritional advice; access to therapy services; access to specialist services - tissue viability, falls, etc.; access to psychiatric services; access to Geriatrician; and multi-agency working.

The development of an **Urgent Care Strategy** outlines the strategic direction for the delivery of urgent care in Halton over the next five years. It will enable a common approach to provision and creates a framework within which care providers and commissioners can work to ensure seamless, high quality and appropriate care. It builds on national and local policy and aims to bring together a range of work streams that will see the cohesive implementation of the key aspects of the urgent care strategy.

The focus for all urgent and emergency care services should be on providing high quality, safe, responsive care using a whole system approach. Presently the urgent and emergency care system operates as a network with multiple entry points. There may be a number of reasons why people use a particular entry point, however, it is clear that the pathway for that person from then on will be dependent on their particular clinical needs.

The Council and Halton CCG are working with frontline health and social care teams reviewing the current provision of **therapy services** in the borough to better understand what outcomes are being met and identify gaps in provision.

- 3.3 Mental Health** - As the local older population increases and people live longer we have seen a significant increase in the number of people diagnosed with dementia. As a result of this we have developed the local dementia strategy that aims to address the needs of people with dementia and their carers. The strategy outlines the importance of early diagnosis, particularly in Primary Care, access to services in the community and improved quality in accommodation based service provision for example residential care. The strategy has an associated action plan and implementation of this plan is the responsibility of the local Dementia Partnership Board. This board is a multi-agency board that is currently overseeing a range of initiatives including the implementation of the enhanced community pathway delivered by 5 Boroughs Partnership for people with dementia, new training and awareness-raising and the development of the community Dementia Care Advisors service.

### **3.4 Public Health**

There are a range of cross cutting issues for the Health agenda cutting across Public Health, Social Care and the Clinical Commissioning Groups. These are our key priorities:

- **Health and Wellbeing Service – Partnerships (Bridgewater)** - The government has an ambitious programme to improve public health through strengthening local action, supporting self-esteem and behavioural changes, promoting healthy choices and changing the environment to support healthier lives. With effect from 1<sup>st</sup> April 2013, Local Authorities will have a new duty to promote the health of their population, supported by the local Health and Well-being Board to ensure a community-wide approach to promoting and protecting the public's health and well-being.

An Agreement has been made by the Council, Halton Clinical Commissioning Group and Bridgewater Community Healthcare NHS Trust in order to review our current



approach to the delivery of Health Improvement Services, with a view to developing an integrated Health and Wellbeing Service (HWBS), which will support the continued focus on Joint Working within Health and Wellbeing Services.

NHS Halton Clinical Commissioning Group is developing and implementing the Well Being Practice Model to focus provision around local communities. This will link with other health and wellbeing initiatives in Halton. Through this approach GP Practices will seek to deliver a cultural change by enabling their patients to improve their health by accessing local services and facilities, using self-help tools, accessing training and participating in the local community. The model implements a holistic, community centred approach to healthcare – one in which the health practitioner not only assists patients with the treatment and management of illness, but also connects patients to community based services and support; enabling patients to acquire the skills, knowledge and resources needed to achieve meaningful improvements in their health and wellbeing. The model focuses on the factors that generate health and wellbeing and not merely the factors that cause disease.

- **Prevention and early detection of Mental Health conditions** - there is a Mental Health Strategic Commissioning Group established with a remit to develop a Mental Strategy and action plan. This plan will be based on national best practice as outlined in *The National Mental Health Strategy 2011 "No Health without Mental Health"*. The latter takes a life course approach and prioritises action to increase early detection and treatment of mental health problems at all ages, as well as robust and comprehensive services for people with severe and enduring mental health problems. The strategy promotes independence and choice for people and recognises that good mental wellbeing brings much wider social and economic benefit for the population.
- **Reduction in the number of falls in adults** - there is an evidence-based Falls Pathway in operation. The Falls Working Group is reviewing current service provision against the pathway. The Royal Society for the Prevention of Accidents (ROSPA) has recently been engaged to assist with the development of a Falls Strategy. These two exercises will determine where any gaps in provision exist, including where service capacity does not meet the levels of need. Through an initial scoping exercise it has been identified that training for professionals is still needed.

The Falls Working Group has identified that there needs to be greater emphasis of prevention activities to reduce the number of older people having a fall. It has also recognised that there are assessment and service waiting lists in some areas. The pathway review will look at duplication, capacity and multiple referral crossovers as ways of addressing this.

- **Improved Child Development** - A Child Development Board is being established. A strategy and action plan for Child Development at 2.5 years and 5 years is being developed. This is based on the Department of Health - *Health Visitor Call to Action and Family Nurse Partnership Plans*. It covers meeting a core set of universal requirements including breastfeeding, healthy weight, immunisation and speech and language. We will work with Children's Centres, private nurseries and key service providers to ensure a joined up approach and the best possible outcomes.
- **Prevention and Early Detection of Cancer** - A Cancer Board is being established. A strategy and action plan for cancer is being developed. Key to improving cancer mortality rates in Halton is prevention of development of cancer through education relating to the key risk factors of obesity, smoking, harmful levels of smoking and high levels of exposure to UV rays. And early detection including recognition of early signs and symptoms and screening. The action plan will be based on a life course approach going from pre natal to older adults. Work will be delivered through key

service providers including Children's Centres, schools, GP Surgeries, hospitals and in the community.

- **Reduction in the harm from alcohol** - In March 2012 the new National Alcohol Strategy was published. The central themes of the strategy are "challenge and responsibility", with responsibility shared across Government, industry, the community, parents and individuals. Despite good progress in this area locally, Halton experiences an unacceptable level of alcohol related harm with significant impact on individuals, families and communities. In 2010/11 the cost to the Local Authority of alcohol related harm per head of population was estimated to be £450.

We are developing a strategy and action plan consistent with the National Alcohol Strategy, along with developing services across the spectrum from prevention to treatment services in line with the life course approach.

### 3.5 Safer Halton Priorities

Reducing harm from alcohol above is a key priority for the Safer Halton priority theme along with:

- **Safeguarding, Dignity and Domestic Abuse** - Keeping people safe and ensuring that they are treated with respect and dignity continue to be high priorities for Halton Borough Council. The establishment of a pilot multi-agency Integrated Safeguarding Unit with our Health partners has been a positive move forward in dealing effectively with safeguarding issues in a more cohesive way. The multi-agency team has a good skill mix and knowledge base in leading on safeguarding across Health and Social Care on cases that have a complex safeguarding element to them.
- **Halton Domestic Abuse Forum** (HDAF) Strategic Group was established to provide overall direction, control management and guidance for the response to Domestic Abuse and Sexual Violence within Halton. It act as a multi-agency partnership board of lead officers and key representatives, which takes strategic decisions aimed at tackling domestic abuse and sexual violence in their widest forms and provide support to all victims within our area. The Forum is responsible for determining and implementing policy, coordinating activity between agencies, and facilitating training. It evaluates the responses we have locally for victims, children living in households where domestic violence is a feature and to consider provision for perpetrators. The Forum promotes inter-agency cooperation, to encourage and help develop effective working relationships between different services and agencies, based on mutual understanding and trust. In order to develop and sustain a high level of commitment to the protection of victims of domestic abuse and affected children and young people.
- **Community Safety Review** - Halton Community Safety Team is a combined Police and Council partnership team that reports to the Safer Halton Partnership and has been traditionally funded over recent years through some mainstream funding from Police, Partners and the Council but primarily by government grants given on a year to year basis. Rather than simply reduce the team in size again it was agreed to review the current and future activities and structure of the team in order to be ready for 2012-13. The review was led by the Police and the Council. To help inform this review, the views of Members and other stakeholders was sought.

The survey of Members and partners identified the following priorities: safeguarding young people; crime reduction; reducing anti-social behaviour; reducing alcohol harm and disorder; reducing vulnerability of being a victim of hate crime and domestic

abuse; reducing the re-offending rate of repeat offenders; community engagement, and consultation and participation.

The review has therefore prioritised these work streams and the front line staff (e.g. PCSOs) that deliver the required outcomes. The funding for the team has been realigned to ensure sustainability for financial years 2012/13 – 2013/14. The effect of this is that some posts have been deleted (e.g. HBC administrative posts that have been held vacant), and other posts refocused on core activities.

The role of the CST Manager has been redefined and will now: line manage a strengthened ASB service; oversee but not manage other work streams; undertake a central role in partnership working; and identify priorities and report on performance.

- **Hate Crime Strategy** - The Halton Hate Crime and Harassment Reduction Strategy for 2011 – 2016, is being revised this year. This strategy will identify, coordinate and lead on all aspects of our developing work on tackling and reducing hate crime. The aim of this strategy is to identify and respond to locally established priorities for tackling hate crime and reinforce the benefits of taking a partnership approach to all hate incidents. This strategy promotes effective and coordinated action against hate crime. This involves providing various forms of practical assistance, building capacity for interaction and alliance for services being delivered in Halton, as well as developing confidence in the criminal justice system and mechanisms for reporting hate crime to bring perpetrators to justice. The aims of the strategy form the basis of the comprehensive action plan to which all the strategy partners are committed.
- **Police and Crime Commissioners** - The first elections of Police and Crime Commissioners took place on 15 November 2012 and John Dwyer was elected for Cheshire. PCCs will be elected for four years. Police and Crime Commissioners will determine local policing priorities and shortly after their election (March 2013), will be required to publish a five-year Police and Crime plan. This public document will set out the police and crime priorities and objectives for policing and crime reduction across the force area. The Plan may be refreshed each year and may be fully reopened at the PCC's discretion.

PCCs will set the annual force budget in consultation with chief constables. They will receive the policing grant from the Home Office, various grants from Department for Communities and Local Government and the local precept (as well as other funding streams yet to be determined). The PCC will commission policing services from the chief constable (**or other providers** - in consultation with the chief constable). These services will be set out in the plan where their objectives and funding will be publicly disclosed. The plan must be published and remain a public document including any updates or amendments made during the five year period.

At the end of the financial year the PCC will publish an annual report, which will set out progress made by the PCC against the objectives set out in the plan. Alongside the annual report the PCC will publish annual financial accounts, including showing how resources were consumed in respect of priorities and how value for money was secured.

PCCs will have a general duty to regularly consult and involve the public and have regard to the local authority and national policing priorities. PCCs will also exercise regional power and influence over the development and work of local Community Safety Partnerships (CSPs) via powers and duties. These are:

- the reciprocal duty for PCCs and CSP responsible authorities to cooperate with each other for the purposes of reducing crime and disorder
- the power to bring a representative of any or all CSPs in the PCC's area together to discuss priority issues
- the power to require reports from CSPs about issues of concern
- the power to approve mergers of CSPs (on application of the CSPs concerned)
- the power to commission community safety work from a range of local partners including (such commissioning of crime and disorder reduction work is not limited to CSPs but can include community, voluntary sector or commercial providers)

PCCs will be scrutinised by Police and Crime Panels, which will be formed of a minimum of 10 representatives from the local authorities in the force area. The duties of the panel include requiring the PCC to respond to any concerns they have and making recommendations on the crime plan and annual reports. The Panel is not a replacement for the Police Authority and will not scrutinise the performance of the Constabulary as that is the role of the Police & Crime Commissioner. The Panel will only scrutinise the actions and decisions of the Commissioner.

- **Community Safety Team** - The Halton Community Safety Team is a multi-agency team of specialists committed to promoting community safety and harm reduction so that Halton is a safe place to live, work and visit. Their purpose is to support partners and communities to identify and analyse local problems and to develop short and long term strategies and interventions. The Community Safety Partnership Team is not a virtual group. In Halton the team are based in co-located buildings which enable all of the respective organisations listed below to share personal information in a quick, secure and effective manner. In turn this enables smart and effective joined up initiatives, operations and orders to be delivered in a timely manner.

The role of Halton Community Safety Partnership is to make sure that partners are co-ordinated in their approach to: targeting offenders, making public spaces and communities safe, and supporting victims and delivering timely, effective and appropriate solutions to local problems.

Safer Halton Partnership is made up of Halton Borough Council, NHS Merseyside/Halton/St Helens, Runcorn and Widnes Neighbourhood Policing Units (Cheshire Constabulary), Cheshire Fire and Rescue, Cheshire Probation Service, Halton Youth Offending Team, Registered Social Landlords (6 main providers of housing) and community groups.

### 3.6 Other key strategic areas of work for the Health and Safer priority themes are :

- **Scrutiny Reviews** – a number of scrutiny reviews have been completed during 2012 including the Homelessness and the Private Rented Sector. A review of the Night-Time Economy will be completed by March 2013.
- Councils are expected to prepare and publish a **Housing Strategy** which sets out the overarching vision for housing in its area every 3 to 5 years. A new Housing Strategy is under development and it is anticipated that a draft for consultation will be available early in the New Year with a view to publishing the new Strategy in April 2013. Any funding opportunities will be pursued.
- The Council has a statutory duty to undertake a comprehensive review of homelessness in its area and publish a strategy based on the findings of that review every 5 years. The strategic review is underway and it is anticipated that

a consultation draft of the new **Homelessness Strategy** will be available by April 2013.

- Councils have a duty to periodically review the accommodation needs of **Gypsies and Travellers** in their area with a view to informing planning policy and the management of existing Gypsy and Traveller sites. The last review was undertaken in 2007 and the Council is working with other Cheshire local authorities to commission consultants to undertake a new assessment in 2013. Halton is taking a leading role in the commissioning and management of this project.
- There are plans to review the Halton **Affordable Warmth Strategy** in 2013 in light of the new funding regime for domestic energy efficiency (Green Deal and Energy Company Obligation) and Government plans to change the measure for fuel poverty. The Strategy will set out how the authority plans to engage with the new schemes and work with Registered Providers of social housing, energy providers and the voluntary sector to try to reduce the number of people living in fuel poverty in Halton.
- A shared out of hours **Emergency Duty Team** is already in place across Halton and St Helens, and is the subject of a formal partnership agreement. Approaches have been made by one other Local Authority to see whether they can join this partnership, and there have been informal discussions with another nearby Council about the same matter. The Council will be working in partnership with St Helen's Council to scope out and consider in detail the potential for development arising from these approaches.
- A new **Acute Care Pathway** (ACP) for mental health services has been developed within the 5Boroughs Partnership, in partnership with the Council. The pathway, which has significant implications for the ways in which mental health support will be provided locally, will be fully implemented over the next months and the Council will be working with the 5Boroughs to establish a clear role for social care services in the new pathway.
- The **Social Enterprise** was considered as a future option for Halton Borough Council Learning Disability Services. Preliminary work suggests that, given the financial challenges facing the Council, this may not be the best option at this point in time.
- In a recession the public tend to cut down on those areas of non-essential household expenditure. Thus, the **Brindley** will continue to adjust to changes in personal spending so as to maintain and improve its performance.
- In 2016, a new £40m development will open in Chester which includes a 550 seat theatre, capable of expansion to 800, and a 200 seat studio theatre. At the same time the Mersey Gateway toll bridge is scheduled to open. These two developments will affect approximately 40% of the Brindley's current audience. As the Brindley's programme is put together up to two years ahead, the coming year, therefore provides time to assess the impact and plan any changes necessary.

### 3.7 **Enhancing Residents' Quality of Life**

- An **Arts Strategy** has been developed involving consultation with key stakeholders and the public. This forms the template for the development of arts in Halton over the next 3 years. It will involve close collaboration with Arts Council

England and includes: - Arts and Health, youth participation in all art forms, public art and the development of creative industries.

- **Norton Priory Museum Trust** has plans to redevelop the museum and site through a £3.6m Heritage Lottery grant. To date they have achieved stage one approval in the bidding process and have until July 2013 to submit the final application for a project with a total value of approximately £5M. The bid at stage two will be made jointly with the Council. If successful the council will also carry out the construction phase of the project.
- The council has an extensive programme of **physical activity** initiatives designed to improve health and develop healthy life styles. The current physical activity initiatives in Public Health will need to be integrated with this programme.
- The Olympic and Paralympics in 2012 proved a great success and have inspired many people. In 2013 Britain host the Rugby League World Cup. These legacy of these events need to be capitalised on to help improve participation in sport as a competitor or in volunteering as a coach or official.
- **School Meals** has improved significantly over the past five years with an increase in productivity and uptake being supported by tighter controls on food cost. All these measures help to reduce the financial support needed from the Council, it is crucial that staff are fully engaged at all levels to ensure that the service continues to improve.
- **School Dinner Money** – Cash Payment via the Internet, mobile phone or paypoint. 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. In order to reduce this time and expenditure a trial will take place in four schools in January of a new system called "All Pay". All Pay have agreed to fund the costs of this trial and parents will pay for school meals using the internet, a mobile phone or at a paypoint. The four schools taking part in the trial are Farnworth CE, Moorfield, Weston Primary and St Martins.
- The Halton **Sports Strategy** is set to run between 2012 – 2015. This sets out in detail the priorities up to 2016 and seeks to enhance work in increasing participation and widening access to sport; the further development and strengthening of sports club; coach education and volunteer development; sporting excellence; finance and funding for sport; and the enhancement of sports facilities and provision.
- The Coalition Government has removed National Library Standards that determined the minimum level of service for **library authorities**. Each authority can now set their own standards and priorities. To do this the council has undertaken a staff and public consultation exercise that will inform a strategy to shape the future of the service. The Library Services Strategy is currently in preparation and will set out the vision, priorities and development of the service over the next 3-4years. This will provide a framework for the development of the service which includes ICT initiatives which support public access to the Internet and re-modelling various aspects of the service.
- In 2011 Arts Council England became responsible for overseeing the role and performance of libraries in England. They have been keen to incorporate libraries

into a wider cultural agenda and have launched a National consultation exercise on the future role and direction of libraries. This will help to determine local policies and partnerships.

- As budgets continue to shrink, the need to work in a different and more efficient ways needs to be explored. Shared services between authorities on both an individual and regional basis have been discussed and developed to some extent over the last few years. Regional purchasing of stock provides a good example of the economies that can be achieved through this approach.
- **Libraries** are at the forefront in providing information on a local and global level. The increased transfer of information to digital form provides an opportunity to improve the service. Automated stock selection and ordering and delivery systems are now available. Adoption of these new IT based systems will enable the libraries to improve their efficiency.

### **3.8 Enhancing the quality of the environment in Halton and experience of services**

- Given the financial pressures faced by the Council, and the increasing costs associated with waste disposal, a key challenge will be to concentrate efforts to minimise **waste** production within the borough, increase recycling levels and reduce the amount of waste sent to landfill. A key priority will therefore be to increase community engagement and educational activities.

For instance, raising awareness on waste matters and changing people's behaviour will be vital if we are to be successful in reducing the Council's costs of dealing with waste. A key priority will therefore be to increase community engagement and educational activities and this work will be supported by the development of Community Engagement and Awareness Raising Strategies. These Strategies will set out how we will directly engage with members of the local community, the methods of communication and the messages that will be used to promote and encourage waste minimisation and increased recycling.

- Halton residents have consistently identified clean and safe streets, and **parks and open spaces** as critical factors in making their neighbourhoods a good place to live. It is crucial that we continue to prevent and reduce issues such as littering, fly-tipping and dog fouling by tackling those responsible for committing environmental crime offences. Halton residents have consistently identified clean and safe streets, and parks and open spaces as critical factors in making their neighbourhoods a good place to live. Thus, it is crucial that we continue to prevent and reduce issues such as littering, fly-tipping and dog fouling by tackling those responsible for committing environmental crime offences. This will require a combination of both effective educational and enforcement activities and collaboration with key local partners and external agencies such as Housing Associations and Cheshire Police. Activities will include the delivery of targeted campaigns to promote responsible behaviour, regular enforcement patrols, the issuing of Fixed Penalty Notices and, where necessary, prosecuting those who commit environmental crime offences.

In November 2010 Halton **Registration Service** embarked on a fundamental review with the aim of maximising revenues (through increased marketing, promotion and customer choice) and reducing costs (through increased efficiency, process improvement and cost recovery) to ensure its long-term sustainability and resilience. Underpinned by core values of innovation, professionalism and provision of high-quality value-for-money services, the small team 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”* and implemented a radical service improvement programme particularly relating to its systems and processes.

- The Directorate will continue to ensure that people who use our services experience positive outcomes that deliver: -
  - Enhancing quality of life for people with care and support needs
  - Delaying and reducing the need for care and support
  - Ensuring that people have a positive experience of care and support
  - Safeguarding adults whose circumstances make them vulnerable and protecting from avoidable harm



#### 4.0 FACTORS AFFECTING THE DIRECTORATE

There are numerous factors that have been identified as having a potential impact on the delivery of services during the life of this Plan. Some of the main factors are outlined below: -

POLITICAL	SOCIAL FACTORS
1.The integration of Public Health into Local Authorities.	16. Ageing Population and the shift to an older population.
2. <a href="#">Joint Strategic Needs Assessment/ Joint Health &amp; Wellbeing Boards</a>	17. Dementia rising sharply amongst over 65's.
3. <a href="#">Halton Clinical Commissioning Group</a>	18.Persuading people to change their attitude towards waste and increase participation in recycling.
4.Health and Wellbeing Strategy	
ECONOMIC CLIMATE	TECHNOLOGICAL DEVELOPMENTS
5.Budgetary pressures	19.Telecare/Telehealth.
6.Increasing levels of waste diverted from landfill will reduce the Council's spend on waste disposal.	20.Technology will be used to deliver "in-cab" communication solutions for waste collection vehicles.
7. <a href="#">Cutting Crime Together</a>	21.Technology will be used to improve communications and community engagement on waste matters.
8.The introduction of the <a href="#">Police and Crime Commissioners (PCC)</a> from Autumn 2012.	
LEGISLATIVE	ENVIRONMENTAL
9. <a href="#">Health and Social Care Act 2012</a>	22.The modernisation of day services continues.
10. <a href="#">Caring for our Future White Paper 2012</a>	23.New Cemetery space required in Widnes by 2014. A site has been identified and it is anticipated that a new cemetery can be created before burial space runs out at the existing Widnes Cemetery.
11. <a href="#">Draft Care and Support Bill 2012</a>	24.HLF Parks for People bid was made in August 2012 to regenerate Runcorn Hill Park. If awarded, the funding a four year programme of works will be carried out.  HLF Heritage bid to see Sankey Canal from Spike Island to Fiddlers Ferry Marina restored to navigation.
12.Healthy Lives, Healthy People	25. <a href="#">Affordable Warmth Strategy</a> .
13. <a href="#">Welfare Reform Act 2012</a> – The introduction of an under-occupation penalty for social tenants whose homes are too large for their needs will have significant implications for Registered Providers of social housing and could lead to increased demand for the services of the Housing Solutions team. It is estimated that up to 3,000 households could be affected by the penalty.	26.Preventing and reducing environmental crime.
14.The revised <a href="#">EU Waste Framework Directive</a>	
15.Legislative changes to local authority enforcement powers against householders who commit waste offences.	

<p>27. The <a href="#">Localism Act 2011</a> - the introduction of fixed term tenancies, a new power for local authorities to discharge the main homelessness duty through an offer of private rented accommodation and the power for local authorities to decide which groups of people qualify to apply for social housing.</p>	
<p>28. <a href="#">Equality and Human Rights Commission inquiry</a> into the human rights of older people wanting or receiving care in their own homes being fully promoted and protected.</p>	

NB – text in blue and underlined indicates a hyperlink to further information

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

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

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

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

Work continues within the Directorate to improve the access and the signposting of members of the Black and Minority Ethnic communities to support services that: -

- Advise re: housing options
- Establish the skills to maintain appropriate permanent housing
- Enable service users to remain in their own homes, and avoid eviction and homelessness
- Access other services including health, social care, education, training and leisure services.
- Help to ensure the more vulnerable amongst the Minority and Hard to Reach Communities can live independently
- Help prevent minority communities from feeling socially excluded
- Support Gypsies and Travellers to access services including health, social care and education.
- Directorate Equalities Group - develop and maintain a systematic approach to endeavour to ensure that equality and diversity are embedded within our Directorate and members of the group will take on board the responsibility of being Equality and Diversity Champions.

## 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 Council in managing its carbon emissions and developing actions for realising carbon and financial savings and embedding carbon management into the authority's day to day business.

The Plan was reviewed and updated during 2011/12, with a revised energy emissions reduction target and it is now set at a reduction of between 5% and 10% over 2010/11 figures over a 5 year period. The main measure included in the revised Plan is the Green House Gas emissions indicator, which differs from the previous carbon emissions indicator.

The GHG emissions figure for 2011/12 was 23,917 tonnes CO<sub>2</sub> which was a 7.3% reduction on the 2010/11 figure. This total figure breaks down as follows:-

Corporate buildings	- 7505 tonnes CO <sub>2</sub> (estimated)
Schools	- 8393 tonnes CO <sub>2</sub> (estimated)
Street lighting	- 6211 tonnes CO <sub>2</sub> (estimated)
Vehicle fleet	- 1359 tonnes CO <sub>2</sub> (estimated)
Business Miles	- 449 tonnes CO <sub>2</sub> (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.

The Stadium also continues to drive forward its commitment to enhancing energy efficiency particularly around its electrical consumption. Through raising staff awareness of how they can reduce energy consumption and the resulting impact it could have on the environment along with a number of investments in energy initiatives such as the fitting of low energy devices, Voltage Optimization System and appliances to reduce water waste, since 2006/7 the Stadium has seen a reduction in over 27% of its electrical consumption, not just having an impact on the environment but also having the effect of generating cost savings.

Open Space Services continues to develop areas of woodland for the purposes of carbon capture and in order to take areas out of intensive management that requires the burning of carbon based fuels. Through the management of twelve local nature reserves and through environmental good practice, underpinned by a partnership with the Cheshire Wildlife Trust and with Mersey Forest the Division works to ensure biodiversity throughout the Borough.

The Council is committed to improving a good quality of life for the people of Halton and one of the ways this can be achieved is through allotment gardening. Being part of the allotment gardening community brings an opportunity to meet and share experiences with people from all walks of life. There are also health and social benefits which can give plot-holders a

sense of well-being. Our aim is to continue to build on the good practices and positive improvements, but the biggest obstacle is the shortage of growing space. .

Halton is working with local authorities and Registered Providers in Merseyside and third sector organisation Fusion 21 to develop a fully worked up bid for European Regional Development Fund (ERDF) resources to provide energy efficiency measures to vulnerable households in the sub region, following a successful expression of interest. If successful, the bid should enable new technologies such as combined heat and power systems to be installed in selected social rented blocks and provide solid wall insulation for hard to treat properties.

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

### 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:-

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

Given the transfer of Public Health to Local Authorities from 1<sup>st</sup> April 2013, Halton Borough Council are part of the 5 Borough's partnership with Health and other partners and are currently applying to connect to health systems. In order to connect the Council is required to complete an Information Governance Toolkit assessment up to level 2 (there are 3 levels in total). The Information Governance Toolkit is a performance tool produced by the Department of Health (DH). It draws together the legal rules and central guidance set out above and presents them in one place as a set of information governance requirements

The purpose of the assessment is to enable organisations to measure their compliance against the law and central guidance and to see whether information is handled correctly and protected from unauthorised access, loss, damage and destruction.

Where partial or non-compliance is revealed, organisations must take appropriate measures, (e.g. assign responsibility, put in place policies, procedures, processes and guidance for staff), with the aim of making cultural changes and raising information governance standards through year on year improvements.

The ultimate aim is to demonstrate that the organisation can be trusted to maintain the confidentiality and security of personal information. This in-turn increases public confidence that 'the NHS' and its partners can be trusted with personal data.

## 6.0 ORGANISATIONAL & DIRECTORATE STRUCTURE

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

The Council is committed to consistently managing the delivery of its services in the most cost efficient way that maximises the effectiveness of its available resources.

As a result of this continuing drive for efficiency as of April 2011 the Council has reduced the number of Directorates from four to three with an overall reduction in the number of departments to eleven.

The Council recognises the value of corporate working and that effective communication channels, both internally between Directorates and externally with partners, are a pre-requisite to success. It therefore has in place complementary arrangements at different organisational levels to ensure that the organisation works as an integrated and unified entity.

In support of this approach results-based matrix management practices, through for example project implementation groups, are used to bring together expertise and knowledge from across the organisation in order to optimise the response to community needs and aspirations.

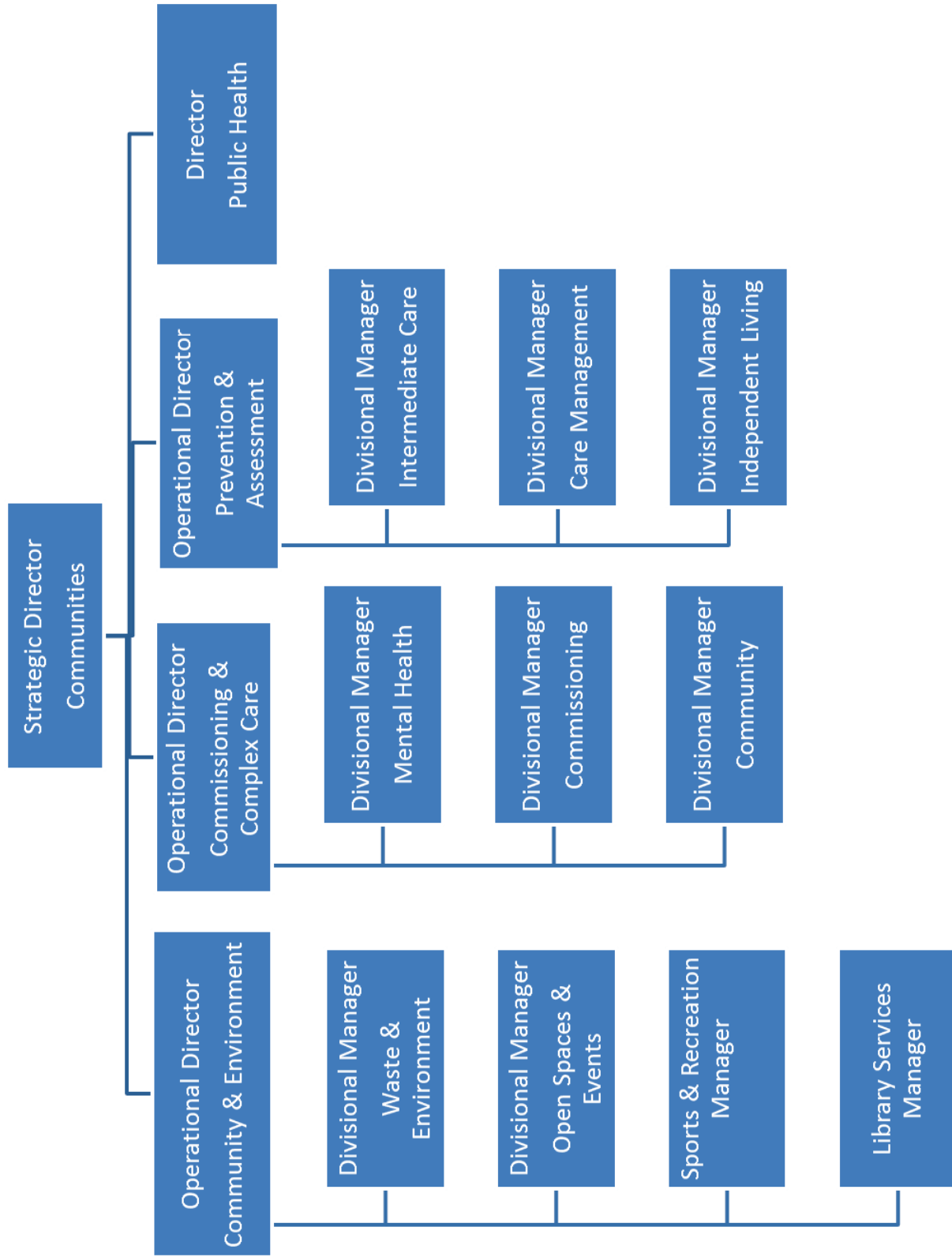
Lead Officers are identified to drive and direct corporate initiatives to bring together elements of the Councils activities which, for the purposes of day to day management, may sit within all or any of the different Directorates.

Each of the Directorate Plans is aligned to and supports the delivery of one or more of the Councils six organisational and five partnership strategic priorities as detailed within the Corporate Plan and Sustainable Community Strategy respectively.

The Strategic Director for the Communities Directorate has a wide community leadership role and the services undertaken by the Directorate are delivered from the following four Departments: -

- Community and Environment Services;
- Commissioning and Complex Care Services;
- Prevention and Assessment Services; and
- Public Health

The chart overleaf provides an overview of those functions that fall within the new Community Directorate.





### ***Who are the services for?***

Many of the services that the Directorate provides are universal – any Halton resident can access them - and some of the services (such as The Brindley or The Stadium) can be used by people from outside the Borough as well. Other services, mainly within the Social Care element of the Directorate, are restricted in their access, and only apply to people who meet the published criteria for their services.

Similarly, some services (such as the libraries) are free at the point of access, whilst others have a charge, either at the time or – again, in the case of Social Care services – through an invoicing process.

### ***What are we for?***

Each of the services within the Directorate meets the needs of different groups of people. A short description of each of the Departments is provided below:-

## **6.1 Community and Environment Services**

The Community and Environment Department has an important role to play in addressing health issues, personal development, community safety and community cohesion, social inclusion and the quality of life for Halton people. Being predominantly concerned with the delivery of key front line services the Department acts as an interface between the public of Halton and the Council. The Department provides services in four main areas:

- Leisure and Recreation
- Open Space Services
- Stadium and Catering
- Waste and Environmental Improvement

Leisure and Recreation exists to provide access to leisure and culture facilities including public libraries and The Brindley Arts Centre, information and recreation and to encourage individuals and groups to take opportunities to develop their quality of life by active participation. Through its Registration Service the Division conducts civil marriages/civil partnerships/citizenship ceremonies and facilitates the registration of births, marriages and deaths.

Open Space Services is responsible for the management and development of the physical fabric of the Borough's parks, children's play areas, cemeteries, sports grounds, green spaces, allotments, local nature reserves promenades and the green infrastructure associated with the highway network. Through its Cemeteries and Crematorium section it meets the requirements of the bereaved in relation to burial and cremation, and through its Streetscene Section it is also responsible for the delivery of street cleansing services Borough wide. The service also organises and promotes major events throughout the Borough.

Stadium and Catering includes the management of the Stobart Stadium Halton which is Halton Borough Council's flagship sporting, health and fitness facility. It is a major cultural asset of the Borough, providing a first class venue for multiple sports and leisure provision, it also has successful and well-developed commercial activities and significant community links to various community and sporting groups. The Catering Service offers the provision of a comprehensive catering service to schools that ensure all Central Government guidelines on healthy eating are being adhered to, a dedicated management support service that is responsive to the requirements of each school/building, professional and technical advice on all catering issues, including design and concept issues, full catering facilities at one staff restaurant and three coffee shops, on-site catering facilities for working lunches, buffets, committee teas etc. It is also responsible for the delivery of the community meals service,

ensuring that the meals delivered are of a high standard, that they meet people's nutritional needs and that the targets for delivery are met.

Waste and Environmental Improvement Services is responsible for ensuring that the Council fulfils its statutory functions and obligations as a Principle Litter and Waste Collection and Disposal Authority, including the development of waste strategies and policies, the management and development of the Council's operational waste and recycling services and for the delivery of enforcement and regulatory activities relating to waste.

## **6.2 Commissioning and Complex Needs**

The Commissioning and Complex Needs Department commissions a wide range of residential/nursing, day and support services from the voluntary and independent sectors. All these services are specifically designed to enable rehabilitation, encouraging people to retain or regain independence or to offer supported environments for them to live within Halton, whenever possible.

The Department is responsible for providing an operational front-line Housing Options service, focussed on homelessness prevention. The team also manages the Council's permanent Gypsy site and unlawful encampments.

The Department provides an assessment and care management service for people with mental health and substance misuse problems. In addition, the Department supports the delivery of the Emergency Duty Out-of-Hours Service, which covers Children's Services and all Adult areas.

The Department promotes active partnerships with the health services and the private, voluntary and independent sectors, to deliver high quality care to people within the local community who have complex needs.

The Positive Behaviour Support Service was established in 2010 and offers skilled specialist support to people of all ages living in community settings who have a learning disability, often including autism spectrum conditions and who present with behaviour that challenges services.

The Department is responsible for all aspects of Community Safety which includes the management and co-ordination, in partnership with others, of reducing anti-social behaviour, reducing alcohol harm, integrated offender management, safer schools, hate crime and gypsy-traveller issues and crime reduction.

## **6.3 Prevention and Assessment Department**

The Prevention and Assessment Department provides an assessment and care management service for people with physical, sensory or learning disability and older people, including leading on the personalisation agenda.

The Department focuses its activities on vulnerable people (over the age of 18) in regaining or maintaining their independence, good health and wellbeing, to prevent the need for more intensive interventions such as acute hospitals and other institutional care.

The focus is on maximising people's independence through interventions such as prevention/rehabilitation/enablement/telecare/equipment services and with the provision of high quality care, in partnership with the NHS, private and voluntary sectors.

The Reablement Service focuses on confidence-building, self-help and social inclusion rather than "doing" tasks for the person. Its purpose is to restore optimal levels of physical,

psychological and social ability alongside the needs and desires of the individual and their family.

The Department's aim is also to facilitate people out of hospital as quickly as possible and provide necessary equipment and services to them in a timely way.

The Department is also responsible for Environmental Health which delivers a diverse collection of statutory regulatory functions and related services covering a range of activities including food safety, health and safety at work, pollution control, contaminated land, air quality management, noise control, environmental protection and private sector housing.

## **6.4 Public Health**

From April 2013, local authorities have a new duty to promote the health of their population, supported by the local health and well-being board to ensure a community-wide approach to promoting and protecting the public's health and well-being.

In Halton, this provides us with an opportunity to review our current approach to the delivery of public health and associated health improvement services to ensure we are able to:

- Deliver a community wide approach to health and well-being;
- Develop holistic solutions to improve health and well-being outcomes within Halton;
- Embrace the full range of local services e.g. health, housing, leisure, transport, employment and social care.

The integration of public health will help facilitate closer joint working and sharing of resources to give a seamless service which will offer considerable benefits which ultimately will lead to better outcomes for people.

<b>7.0 RESOURCES</b>
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## 7.1 Budget Summary &amp; Service Costs

**COMMUNITIES DIRECTORATE**  
**Revenue Budget 2013-14**

	<b>Annual Budget £'000</b>
<b>Expenditure</b>	
Employees	
Other Premises	
Supplies & Services	
Book Fund	
Food/Bar Provisions	
Contracted Services	
Transport	
Emergency Duty Team	
Aids & Adaptations	
Contribution to JES	
Leisure Mgt Contract	
Waste Disposal Contracts	
Consumer Protection Contract	
School Meal Provisions	
Community Care;	
Residential & Nursing Care	
Homecare & Supported Living	
Direct Payments	
Block Contracts	
Day Care	
Payments to Providers	
Contribution to IC Pool Budget	
Grants to Voluntary Organisations	
Other Agency	
Capital Financing	
<b>Total Expenditure</b>	
<b>Income</b>	
Residential & Nursing Fees	
Direct Payments	
Other Community Care Income	
Community Care PCT Reimbursement	
Fees & Charges	
Sales & Rents	
School Meal Sales	
School SLA Income	
School Meals Other Income	
PCT reimbursement	
Government Grants & Other Reimbursements	
LD & Health Reform Allocation	
Transfer from Reserve	
Internal Fee Income	
Capital Salaries	
<b>Total Income</b>	

<b>Net Operational Expenditure</b>	
<b>Recharges</b>	
Premises Support	
Asset Charges	
Departmental Support recharges	
Central Support Recharges	
Transport recharges	
Support services recharges income	
<b>Net Total Recharges</b>	
<b>Total Communities Directorate</b>	

**COMMUNITIES DIRECTORATE**  
**Revenue Budget 2013-14 – Departmental Analysis**

<b>Departments/ Divisions</b>	<b>Annual Budget £'000</b>
<b>Prevention &amp; Assessment</b>	
Care Management	
Independent Living	
Intermediate Care	
Regulatory Services	
Operational Director	
<b>Total</b>	
<b>Commissioning &amp; Complex Needs</b>	
Mental Health	
Commissioning	
Community Safety	
Community Services	
Operational Director	
<b>Total</b>	
<b>Community &amp; Environment</b>	
Commercial Catering	
Leisure & Recreation	
Open Spaces Services	
School Catering	
Stadium	
Waste & Environment Improvement Services	
<b>Total</b>	
<b>Total Communities Directorate</b>	

**COMMUNITIES DIRECTORATE**  
**Capital Programme 2013-14**

<b>Scheme</b>	<b>Annual Budget £'000</b>
Stadium Minor Works Children's Playground Equipment Landfill Tax Credit Schemes Open Spaces Scheme Runcorn Cemetery Extension Litter Bins Bungalows at Halton Lodge	
<b>Total</b>	

## 7.2 Human Resources

The Directorate employs approximately 1,800 staff and are considered to be our most valuable asset. These include day care workers, home care assistants, librarians, activity coaches, occupational therapists, customer services staff, social workers, bereavement officers, registration officers and managerial staff. Staff provide a range of support services to the public. A fundamental role in achieving this is to talk to people about their needs, work out with them how best to meet these and arrange for appropriate services to be provided. We work with a broad range of people from the local community who may need support for a variety of reasons.

The Directorate (and the Council as a whole) is committed to training and developing its staff and has a system of Employee Development Reviews twice a year to produce Personal Action Plans for each employee setting out future learning and development plans, and setting individual work based performance targets. These are complemented by more regular supervision which review progress with personal development and are one of the key processes by which performance and service outcomes are monitored.

## 7.3 ICT Requirements

The Information Technology requirements/developments across the Directorate include: -

- The continued implementation of Carefirst 6
- The implementation of Care Financials
- Mobile working, for example, the use of Laptops with 3G technology, digital pen technology system within Home Care
- The pilot of electronic monitoring within one the Directorate's contracted providers of care.
- The continued use of Telecare and Telehealth to promote independence and choice for people.
- The Council's in house ICT Business Services Team will develop systems and support the interfacing with specialist technology equipment to help deliver

efficiencies and improve the quality and effectiveness of the Council's waste and environmental improvement services.

#### **7.4 Property Requirements**

The Property requirements/developments across the Directorate include:-

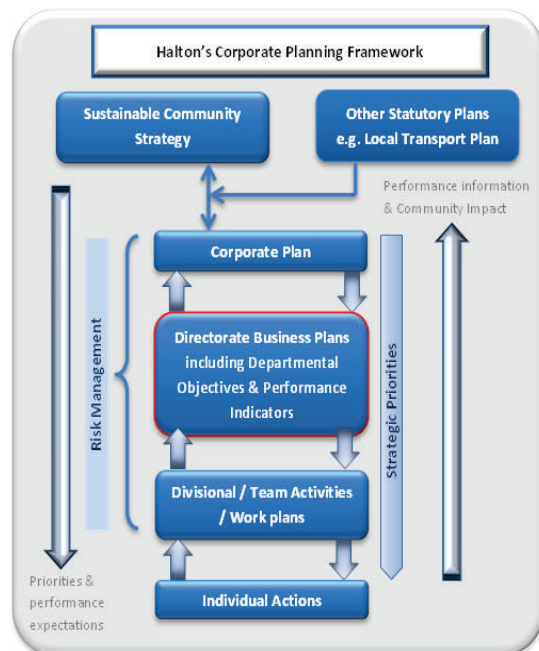
- Widnes Cemetery has only 5 years capacity remaining and existing cremators are now life-expired. Extra capacity (15 years) has been created at Runcorn through an extension of the existing facility. Following the work carried out by a working group a site has been identified for a new cemetery at Widnes and has gained approval from the Executive Board. Approval has also been given for the procurement of two new cremators.

## 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 Council's intranet site.**

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

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

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



**Community & Environment Services**

**Service Objectives/Milestones/Performance Indicators:**

**2013 – 2016**

**DRAFT**

<b>Corporate Priority</b>	<b>A Healthy Halton</b>					
<b>Key Area Of Focus</b>	<p><b>AOF 1</b> – Improve the future health prospects of Halton residents, particularly children, through encouraging and providing opportunities to lead healthier and physically active lifestyles.</p> <p><b>AOF 2</b> – Providing services and facilities to maintain and promote good public health and well-being.</p>					
<b>Service Objective:</b>	<b>CE1 - Increase participation in sport and physical activity, thereby encouraging better lifestyles.</b>					
Key Milestone(s) (13-14)	<ul style="list-style-type: none"> <li>• Implement the new Sports Strategy (2012-2014) - <b>March 2014</b>.</li> <li>• Active people survey results show an increase in participation rates from 2009/10 baseline - <b>March 2014</b>.</li> </ul>					
Key Milestone(s) (14-15)	<ul style="list-style-type: none"> <li>• Monitor and review all CE1 Measures in line with three year planning cycle. <b>March 2015</b></li> </ul>					
Key Milestone(s) (15-16)	<ul style="list-style-type: none"> <li>• Monitor and review all CE1 Measures in line with three year planning cycle. <b>March 2016</b></li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	Medium	<b>Responsible Officer</b>	Divisional Manager Sport and Recreation	<b>Linked Indicator(s)</b>	CE LI 17
	<b>Residual</b>	Low				

<b>Corporate Priority</b>	<b>A Healthy Halton Environment and Regeneration in Halton Corporate Effectiveness &amp; Efficient Service Delivery</b>					
<b>Key Area Of Focus</b>	<p><b>AOF 1</b> – Improve the future health prospects of Halton residents, particularly children, through encouraging and providing opportunities to lead healthier and physically active lifestyles.</p> <p><b>AOF 2</b> – Providing services and facilities to maintain and promote good public health and well-being.</p> <p><b>AOF 19</b> – Conserve, manage and enhance public spaces for leisure and recreation and foster conservation by protecting key areas.</p> <p><b>AOF 22</b> – Build on our customer focus by involving more service users in the design and delivery of services, and ensuring equal access for all users.</p>					
<b>Service Objective:</b>	<b>CE2 - Increase the community usage of the stadium and to maintain and improve the health of Halton residents</b>					
Key Milestone(s) (13-14)	<ul style="list-style-type: none"> <li>• Visit Riverside College Halton, local Sixth Forms and Large Private Organisations to advise and promote the leisure facilities available at The Stadium - <b>September 2013</b>.</li> <li>• Measure customer satisfaction with Stadium Community Services - <b>January 2014</b>.</li> <li>• Promote off peak opportunities at the start of each quarter to charitable and community organisations to utilise Stadium facilities at a reduced price - <b>March 2014</b>.</li> </ul>					
Key Milestone(s) (14-15)	<ul style="list-style-type: none"> <li>• Identify areas for improvement in line with the Business Plan and Marketing Plan (this will drive the development of milestones for 2014/15). <b>January 2015</b>.</li> </ul>					
Key Milestone(s) (15-16)	<ul style="list-style-type: none"> <li>• Identify areas for improvement in line with the Business Plan and Marketing Plan (this will drive the development of milestones for 2014/15). <b>January 2016</b>.</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	High	<b>Responsible Officer</b>	Operational Director Community & Environment	<b>Linked Indicator(s)</b>	CE LI 2, 3, 4
	<b>Residual</b>	Low				

<b>Corporate Priority</b>	<b>A Healthy Halton</b>					
<b>Key Area Of Focus</b>	<b>AOF 1 – Improve the future health prospects of Halton residents, particularly children, through encouraging and providing opportunities to lead healthier and physically active lifestyles.</b>					
<b>Service Objective:</b>	<b>CE3 - Increase the number of Pupils having a school lunch, to raise awareness and increase levels of healthy eating.</b>					
Key Milestone(s) (13-14)	<ul style="list-style-type: none"> <li>• Deliver a promotion and educational campaign - <b>September 2013</b> and <b>January 2014</b>.</li> <li>• Review and update the strategy and action plan to increase the uptake of free school meals - <b>July 2013</b>.</li> <li>• Conduct a monthly benchmarking exercise that compares individual school performance. Good performance to be investigated and shared with all schools and producing individual School Action Plans including independently run schools - <b>August 2013</b>.</li> <li>• Develop effective joint working and agree funding, with the private/public sector to address childhood obesity - <b>September 2013</b>.</li> </ul>					
Key Milestone(s) (14-15)	<ul style="list-style-type: none"> <li>• Deliver a promotion and educational campaign (AOF 1) <b>September 2014</b> and <b>January 2015</b></li> </ul>					
Key Milestone(s) (15-16)	<ul style="list-style-type: none"> <li>• Deliver a promotion and educational campaign (AOF 1) <b>September 2015</b> and <b>January 2016</b></li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	Medium	<b>Responsible Officer</b>	Schools Catering Manager	<b>Linked Indicator(s)</b>	CE LI 1, 15, 8 ,9, 10, 11, 21, 22
	<b>Residual</b>	Low				

<b>Corporate Priority</b>	<b>Employment, Learning &amp; Skills, Children and Young People in Halton, Corporate Effectiveness &amp; Efficient Service Delivery</b>
<b>Key Area Of Focus</b>	<p><b>AOF 6</b> – To develop a culture where learning is valued and skill levels throughout the adult population and across the local workforce can be raised.</p> <p><b>AOF 7</b> – To promote and increase the employability of local people and tackle barriers to employment to get more people into work.</p> <p><b>AOF 13</b> – To improve outcomes for children by increasing educational attainment, health, stability and support during transition to adulthood.</p> <p><b>AOF 14</b> – To deliver effective services to children and families by making best use of available resources.</p> <p><b>AOF 22</b> – Build on our customer focus by involving more services users in the design and delivery of services, and ensuring equal access for all users.</p>
<b>Service Objective:</b>	<b>CE4 – Increase the use of libraries promoting reader development and lifelong learning, thereby encouraging literacy and skills and quality of life opportunities.</b>
Key Milestone(s) (13-14)	<ul style="list-style-type: none"> <li>• Undertake CIPFA PLUS Survey (Public Library User Survey for Children) due to take place <b>September 2013</b>.</li> <li>• Deliver a programme of good quality Reader Development activities with at least 1 major event per quarter - <b>March 2014</b>.</li> <li>• Deliver a programme of extended informal learning opportunities including support for digital inclusion through the Race Online and Go ON campaigns meeting identified local targets - <b>March 2014</b>.</li> </ul>
Key Milestone(s) (14-15)	<ul style="list-style-type: none"> <li>• Monitor and review all CE4 milestones in line with three-year planning cycle. <b>March 2015</b>.</li> </ul>

Key Milestone(s) (15-16)	<ul style="list-style-type: none"> <li>Monitor and review all CE4 milestones in line with three-year planning cycle. <b>March 2016.</b></li> </ul>					
Risk Assessment	<b>Initial</b>	Medium	<b>Responsible Officer</b>	Operational Director Community & Environment	<b>Linked Indicator(s)</b>	CE LI 6, 6a, 17
	<b>Residual</b>	Low				

<b>Corporate Priority</b>	<b>Environment and Regeneration in Halton</b>					
<b>Key Area Of Focus</b>	<p><b>AOF 18</b> – Provide a high quality built environment that is sustainable, affordable and adaptable to meet the needs and aspirations of all sections of society.</p> <p><b>AOF 19</b> – Conserve, manage and enhance public spaces for leisure and recreation and foster conservation by protecting key areas</p>					
<b>Service Objective:</b>	<b>CE 5 - Continue to improve Parks, Sports Grounds, Open Spaces and Local Nature Reserves.</b>					
Key Milestone(s) (13-14)	<ul style="list-style-type: none"> <li>Runcorn Hill Park (Parks for People bid) – Deliver project (Subject to success of second round) - <b>March 2014.</b></li> <li>Woodland Expansion - Additional 200m<sup>2</sup> of Woodland planted Borough wide - <b>March 2014.</b> Create a new cemetery in Widnes, <b>March 2014.</b></li> </ul>					
Key Milestone(s) (14-15)	<ul style="list-style-type: none"> <li>Woodland Expansion - Additional 200m<sup>2</sup> of Woodland planted Borough wide - <b>March 2015.</b></li> </ul>					
Key Milestone(s) (15-16)	<ul style="list-style-type: none"> <li>Woodland Expansion - Additional 200m<sup>2</sup> of Woodland planted Borough wide - <b>March 2016.</b></li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	Medium	<b>Responsible Officer</b>	Divisional Manager Open Space Services	<b>Linked Indicator(s)</b>	CE LI 13, 18, 19, 20
	<b>Residual</b>	Low				

<b>Corporate Priority</b>	<b>Environment and Regeneration in Halton</b>					
<b>Key Area Of Focus</b>	<b>AOF 20</b> – Improve environmental quality by tackling climate change, minimising waste generation and maximising reuse, recycling, composting and energy recovery.					
<b>Service Objective:</b>	<b>CE6 Implementation of actions to ensure the Council achieves its targets and objectives relating to waste and climate change.</b>					
Key Milestone(s) (13-14)	<ul style="list-style-type: none"> <li>• Implement new operational arrangements as determined by the outcome of the review of waste and recycling collection systems - <b>September 2012.</b></li> <li>• Continue to assess the waste and recycling operations and review relevant policies to ensure that all financial and service related targets are met. <b>March 2014.</b></li> <li>• Continue to review and assess the effectiveness of projects and initiatives to help improve energy and efficiency and reduce CO<sub>2</sub> emissions. <b>March 2014.</b></li> <li>• Develop and publish a Waste Communications Plan and implement actions arising from the Plan - <b>March 2014.</b></li> </ul>					
Key Milestone(s) (14-15)	<ul style="list-style-type: none"> <li>• Continue to review and assess the effectiveness of projects and initiatives to help improve energy efficiency and reduce CO<sub>2</sub> emissions - <b>March 2015.</b></li> <li>• Develop and publish a Waste Communications Plan and implement actions arising from the Plan - <b>March 2015.</b></li> </ul>					
Key Milestone(s) (15-16)	<ul style="list-style-type: none"> <li>• Continue to review and assess the effectiveness of projects and initiatives to help improve energy efficiency and reduce CO<sub>2</sub> emissions - <b>March 2016.</b></li> <li>• Develop and publish a Waste Communications Plan and implement actions arising from the Plan - <b>March 2016.</b></li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	Medium	<b>Responsible Officer</b>	Divisional Manager Waste & Environmental Services	<b>Linked Indicator(s)</b>	CE LI 14, 15, 16
	<b>Residual</b>	Medium				



<b>Corporate Priority</b>	<b>Environment and Regeneration in Halton</b>					
<b>Key Area Of Focus</b>	<b>AOF 20</b> – Improve environmental quality by tackling climate change, minimising waste generation and maximising reuse, recycling, composting and energy recovery.					
<b>Service Objective:</b>	<b>CE7 - Undertake actions to maintain a clean, safe and attractive borough.</b>					
Key Milestone(s) (13-14)	<ul style="list-style-type: none"> <li>Continue to develop Action Plans and Protocols with External Agencies to effectively prevent and tackle a range of waste and environmental offences - <b>March 2014</b>.</li> <li>Continue to review and assess the effectiveness of the Council's Environmental Enforcement Plans and Policies - <b>March 2014</b>.</li> </ul>					
Key Milestone(s) (14-15)	<ul style="list-style-type: none"> <li>Continue to review, and implement, actions to meet the commitments of the Council's Environmental Action Plans and Joint Protocols. <b>March 2015</b>.</li> <li>Continue to review and assess the effectiveness of the Council's Environmental Enforcement Plans and Policies. <b>March 2015</b>.</li> </ul>					
Key Milestone(s) (15-16)	<ul style="list-style-type: none"> <li>Continue to review, and implement, actions to meet the commitments of the Council's Environmental Action Plans and Joint Protocols. <b>March 2016</b>.</li> <li>Continue to review and assess the effectiveness of the Council's Environmental Enforcement Plans and Policies. <b>March 2016</b>.</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	Medium	<b>Responsible Officer</b>	Divisional Manager Open Space Services	<b>Linked Indicator(s)</b>	N/A
	<b>Residual</b>	Medium				

<b>Corporate Priority</b>	<b>Environment and Regeneration in Halton</b>					
<b>Key Area Of Focus</b>	<b>AOF 25</b> – Manage financial resources effectively whilst maintaining transparency, prudence and accountability to our stakeholders. Enhance our procurement arrangements to further reduce the cost of acquiring goods and services.					
<b>Service Objective:</b>	<b>CE8 - Increase the Stadium turnover and improve efficiency to reduce the level of Council contribution.</b>					
Key Milestone(s) (13-14)	<ul style="list-style-type: none"> <li>Review and identify areas for improvement in line with the Business Plan and Marketing Plan. <b>January 2014.</b></li> </ul>					
Key Milestone(s) (14-15)	<ul style="list-style-type: none"> <li>Review and identify areas for improvement in line with the Business Plan and Marketing Plan. <b>January 2015.</b></li> </ul>					
Key Milestone(s) (15-16)	<ul style="list-style-type: none"> <li>Review and identify areas for improvement in line with the Business Plan and Marketing Plan. <b>January 2016.</b></li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	High	<b>Responsible Officer</b>	Operations Manager (Stadium)	<b>Linked Indicator(s)</b>	CE LI 1, 3
	<b>Residual</b>	Low				

**Cost & Efficiency**

<b><u>CE LI 1</u></b>	No. of meals served versus hourly input of labour (Previously SH1).	9.90	9.90		10.00	10.00	10.00
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**Fair Access**

<b><u>CE LI 4</u></b>	Diversity – number of community groups accessing stadium facilities (Previously SH4).	24	12		15	15	15
<b><u>CE LI 5</u></b>	Number of catering staff achieving a formal qualification (previously SH5).	39	20		25	30	30

**Service Delivery**

<b><u>CE LI 6</u></b>	Number of active users of the library service during the last 12 months.	New Measure	22,500		23,000	23,500	24,000
<b><u>CE LI 6a</u></b>	Number of visits to libraries (annual total).	New Measure	559,000		600,000	601,000	602,000
<b><u>CE LI 7</u></b>	% of adult population (16+) participating in sport each week (Previously NI8).	24.5%	24.0%		24.0%	24.0%	24.0%

<b><u>CE LI 8</u></b>	% Take up of free school meals to those who are eligible - Primary Schools (Previously SH LI 8a).	77.71%	82%		85%	87%	
<b><u>CE LI 9</u></b>	% Take up of free school meals to those who are eligible - Secondary Schools (Previously SH8b).	72.81%	72.50%		75.00%	77.50%	
<b><u>CE LI 10</u></b>	Take up of school lunches (%) – primary schools (Previously NI52a).	50.34%	52%		55%	57%	57%
<b><u>CE LI 11</u></b>	Take up of school lunches (%) – secondary schools (Previously NI52b).	53.74%	53%		55%	57%	57%
<b><u>CE LI 12</u></b> <b><u>(Formerly CE LI 13)</u></b>	Greenstat-Survey, Satisfaction with the standard of maintenance of trees, flowers and flower beds. (Previously EAR LI8).	97.5%	78%		82%	82%	82%
<b><u>CE LI 13</u></b> <b><u>(Formerly CE LI 14)</u></b>	Residual household waste per household (Previously NI191).	636 Kgs	700 Kgs		700 Kgs	700 Kgs	700 Kgs
<b><u>CE LI 14</u></b> <b><u>(Formerly CE LI 15)</u></b>	Household waste recycled and composted (Previously NI192).	39.90%	40%		40%	40%	40%
<b><u>CE LI 15</u></b> <b><u>(Formerly CE LI 16)</u></b>	Municipal waste land filled (Previously NI193).	57.50%	61%		60%	60%	60%

<b>Quality</b>
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<b><u>CE LI 16</u></b> <b>(Formerly</b> <b><u>CE LI 17)</u></b>	% Overall satisfaction of Library Users (Previously CS1) (3-yearly 2012).	N/A	96% ( Adults)		Maintain Position in the Top quartile in the North West Region		
<b><u>CE LI 17</u></b> <b>(Formerly</b> <b><u>CE LI 18)</u></b>	Satisfaction with the standard of cleanliness and maintenance of parks and green spaces. (Previously EAR LI2).	95.9%	92%		92%	92%	92%
<b><u>CE LI 18</u></b> <b>(Formerly</b> <b><u>CE LI 19)</u></b>	Number of Green Flag Awards for Halton (Previously EAR LI3).	12	12		12	12	12
<b><u>CE LI 19</u></b> <b>(Formerly</b> <b><u>CE LI 20)</u></b>	Improved Local Biodiversity – Active Management of Local Sites (NI 197).	52.3%	53%		54%	55%	56%
<b><u>CE LI 20</u></b> <b>(Formerly</b> <b><u>CE LI 21)</u></b>	Food cost per primary school meal (pence) (Previously SH6a).	65p	75p		76p	77p	78p
<b><u>CE LI 21</u></b> <b>(Formerly</b> <b><u>CE LI 22)</u></b>	Food cost per secondary school meal (pence) (Previously SH6b).	85p	94p		94p	95p	96p

# **Commissioning & Complex Care Services**

## **Service Objectives/Milestones/Performance Indicators:**

**2013 – 2016**

**DRAFT**

## Departmental Service Objectives

<b>Corporate Priority:</b>	<p><b>A Healthy Halton</b>  <b>A Safer Halton</b>  <b>Environment and Regeneration in Halton</b></p>
<b>Key Area Of Focus:</b>	<p><b>AOF 4</b> Providing services and facilities to maintain the independence and well-being of vulnerable people and those with complex care needs within our community.</p> <p><b>AOF 9</b> To work together with the community to tackle crime, design and manage neighbourhoods and open spaces so that people feel safe and to respond effectively to public concerns. Through working together with our partners for example the police and fire service we want to tackle the underlying causes of crime in Halton and put in place measures to address offending behaviour, in particular that of repeat offenders who are responsible for a disproportionate number of offences in the Borough. We will give advice to residents on community safety issues, support victims of crime, provide accurate data and information on crime and ensure that we respond appropriately to incidents to help reassure residents.</p> <p><b>AOF 11</b> Everyone is able to live in an environment free from abuse, and where abuse does occur support is given to individuals and their families and action is taken against perpetrators to prevent any re-occurrence.</p> <p><b>AOF 18</b> Provide a high quality built environment that is sustainable, affordable and adaptable to meet the needs and aspirations of all sections of society.</p>

<b>Service Objective:</b>	<b>Responsible Officer</b>
<p><b>CCC 1</b> – Working in partnership with statutory and non-statutory organisations, evaluate, plan, commission and redesign services to ensure that they meet the needs and improve outcomes for people with Complex Care needs</p>	
<p>Key Milestone(s) (13/14)</p> <ul style="list-style-type: none"> <li>▪ Continue to monitor effectiveness of changes arising from review of services and support to children and adults with Autistic Spectrum Disorder. <b>Mar 2014.</b> (AOF 4) <b>KEY</b></li> </ul>	<p><i>Operational Director (Commissioning &amp; Complex Care)</i></p>
<ul style="list-style-type: none"> <li>▪ Continue to implement the Local Dementia Strategy, to ensure effective services are in place. <b>Mar 2014.</b> (AOF 4) <b>KEY</b></li> </ul>	<p>Operational Director (Commissioning &amp; Complex Care)</p>

	<ul style="list-style-type: none"> <li>Continue to implement 5Boroughs NHS Foundation Trust proposals to redesign pathways for people with Acute Mental Health problems and services for older people with Mental Health problems. <b>Mar 2014</b> (AOF 4) <b>KEY</b></li> </ul>	Operational Director (Commissioning & Complex Care)
	<ul style="list-style-type: none"> <li>Fully embed a behaviour solutions approach to develop quality services for adults who challenge services - models of good practice to continue to be developed. <b>Mar 2014.</b> (AOF 4)</li> </ul>	Operational Director (Commissioning & Complex Care)
	<ul style="list-style-type: none"> <li>Fully embed a Housing related Support 'Gateway' or Single Point of Access Service to ensure effective service delivery. <b>Mar 2014.</b> (AOF 4)</li> </ul>	Divisional Manager (Commissioning)
	<ul style="list-style-type: none"> <li>Develop a new housing strategy, in accordance with Part 7 of the Local Government Act 2003, to continue meeting the housing needs of Halton. Mar 2014. (AOF 4, AOF 18) <b>KEY (NEW)</b></li> </ul>	Operational Director (Commissioning & Complex Care)
	<ul style="list-style-type: none"> <li>Develop a Homelessness strategy for 3-year period 2013-2016 in line with Homelessness Act 2002. March 2014. (AOF 4, AOF 18) <b>KEY (NEW)</b></li> </ul>	Divisional Manager (Commissioning)
	<ul style="list-style-type: none"> <li>Continue to reconfigure homelessness services provided in Halton in line with the recommendations of the Homelessness Scrutiny Review. Mar 2014. (AOF 4, AOF, 18)</li> </ul>	Divisional Manager (Commissioning)
	<ul style="list-style-type: none"> <li>Conduct a review of Domestic Violence Services to ensure services continue to meet the needs of Halton residents. <b>Mar 2014</b> (AOF11) <b>KEY</b></li> </ul>	Operational Director (Commissioning & Complex Care)
	<ul style="list-style-type: none"> <li>Ensure specialist support services for victims of a serious sexual offence continue to be fit for purpose. <b>Mar 2014.</b> (AOF11)</li> </ul>	Operational Director (Commissioning & Complex Care)



Key Milestone(s) (14/15)	<ul style="list-style-type: none"> <li>Monitor and review all CCC 1 milestones in line with three year planning cycle. <b>Mar 2015.</b></li> </ul>			Operational Director (Commissioning & Complex Care)
Key Milestone(s) (15/16)	<ul style="list-style-type: none"> <li>Monitor and review all CCC 1 milestones in line with three year planning cycle. <b>Mar 2016.</b></li> </ul>			Operational Director (Commissioning & Complex Care)
<b>Risk Assessment</b>	Initial	Medium	<b>Linked Indicators</b>	<b>To be confirmed</b> CCC1, CCC2, CCC3, CCC4, CCC5, CCC6, CCC7, CCC8, CCC9, CCC10, CCC11, CCC12, CCC13, CCC14, CCC21, CCC22, CCC23, CCC24, CCC25, CCC26, CCC27, CCC28, CCC29, CCC30, CCC31, CCC32, CCC33
	Residual	Low		

<b>Corporate Priority:</b>	<b>A Healthy Halton Environment and Regeneration in Halton Corporate Effectiveness &amp; Efficient Service Delivery</b>
<b>Key Area Of Focus:</b>	<p><b>AOF 18</b> Provide a high quality built environment that is sustainable, affordable and adaptable to meet the needs and aspirations of all sections of society.</p> <p><b>AOF 21</b> Engaging with partners and the community, to ensure that our priorities, objectives, and targets are shared, evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and help narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.</p> <p><b>AOF 22</b> Build on our customer focus by involving more service users in the design and delivery of services, and ensuring equal access for all users.</p>

<b>Service Objective:</b>		<b>Responsible Officer</b>
	<b>CCC 2</b> - Effectively consult and engage with people who have Complex Care needs to evaluate service delivery, highlight any areas for improvement and contribute towards the effective re-design of services where required	
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>Ensure Healthwatch is established and consider working in partnership with other Councils to deliver this. <b>Mar 2014</b> (AOF 21) <b>KEY</b></li> </ul>	Operational Director (Commissioning & Complex Care)
	<ul style="list-style-type: none"> <li><i>Continue to negotiate with housing providers and partners in relation to the provision of further extra care housing tenancies, to ensure requirements are met (including the submission of appropriate funding bids). <b>Mar 2014</b> (AOF18 &amp; 21)</i></li> </ul>	Divisional Manager (Commissioning)
	<ul style="list-style-type: none"> <li>Update the JSNA summary of findings, following community consultation, to ensure it continues to effectively highlight the health and wellbeing needs of people of Halton. <b>Mar 2014</b> (AOF 21 &amp; AOF 22) <b>KEY</b></li> </ul>	Divisional Manager (Commissioning)

Key Milestone(s) (14/15)	<ul style="list-style-type: none"> <li>Monitor and review all CCC 2 milestones in line with three year planning cycle. <b>Mar 2015.</b></li> </ul>			Operational Director (Commissioning & Complex Care)
Key Milestone(s) (15/16)	<ul style="list-style-type: none"> <li>Monitor and review all CCC 2 milestones in line with three year planning cycle. <b>Mar 2016.</b></li> </ul>			Operational Director (Commissioning & Complex Care)
<b>Risk Assessment</b>	Initial	Medium	<b>Linked Indicators</b>	CCC15, CCC16, CCC17, CCC18, CCC19, CCC20
	Residual	Low		

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Efficient Service Delivery</b>
<b>Key Area Of Focus:</b>	<p><b>AOF 21</b> Engaging with partners and the community, to ensure that our priorities, objectives, and targets are shared, evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and help narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.</p> <p><b>AOF 24</b> Ensuring that we are properly structured, resourced and organised with informed and motivated staff with the right skills who are provided with opportunities for personal development. This ensures decision makers are supported through the provision of timely and accurate advice and information.</p> <p><b>AOF 25</b> Manage financial resources effectively whilst maintaining transparency, prudence and accountability to our stakeholders. Enhance our procurement arrangements to further reduce the cost of acquiring goods and services.</p>

<b>Service Objective:</b>		<b>Responsible Officer</b>
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>Develop a newly agreed pooled budget with NHS partners for complex care services for adults (community care, continuing health care, mental health services, intermediate care and joint equipment services). <b>Apr 2013. (AOF 21 &amp; 25) KEY (NEW)</b></li> </ul>	Operational Director (Commissioning & Complex Care)
	<ul style="list-style-type: none"> <li>Undertake on-going review and development of all commissioning strategies, aligning with Public Health and Clinical Commissioning Groups, to enhance service delivery and continue cost effectiveness, and ensure appropriate governance controls are in place. <b>Mar 2014. (AOF 21 &amp; 25)</b></li> </ul>	<i>Divisional Manager (Commissioning)</i>
Key Milestone(s) (14/15)	<ul style="list-style-type: none"> <li>Monitor and review all CCC 3 milestones in line with three-year planning cycle. <b>Mar 2015.</b></li> </ul>	Operational Director (Commissioning & Complex Care)
Key Milestone(s) (15/16)	<ul style="list-style-type: none"> <li>Monitor and review all CCC 3 milestones in line with three-year planning cycle. <b>Mar 2016.</b></li> </ul>	Operational Director (Commissioning & Complex Care)

<b>Risk Assessment</b>	Initial	Medium	<b>Linked Indicators</b>	CCC1
	Residual	Low		

## Departmental Performance Indicators

Ref <sup>1</sup>	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 12/13 Actual	Halton Targets		
					13/14	14/15	15/16

### Cost & Efficiency

CCC 1	Percentage of Communities staff working days/shifts lost to sickness absence during the financial year (Previously CCC15 [12/13], PCS 14).	4.99%	5%		5%	5%	5%
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### Service Delivery

CCC 2	Adults with physical disabilities helped to live at home per 1,000 population (Previously CCC4 [12/13], CSS 6)	8.05	8.0		8.0	8.0	8.0
CCC 3	Adults with learning disabilities helped to live at home per 1,000 population (Previously CCC5 [12/13], CSS 7)	4.13	4.3		4.3	4.3	4.3
<b><u>CCC 4</u></b>	Adults with mental health problems helped to live at home per 1,000 population (Previously CCC6 [12/13], CSS 8, previously AWA LI13)	3.97	3.97		3.97	3.97	3.97
<b><u>CCC 5</u></b>	Total number of clients with dementia receiving services during the year provided or commissioned by the Council as a percentage of the total number of clients receiving services during the year, by age group. (Previously CCC7 [12/13], CCC8)	5%	5%		7.5%	8%	8.5%

<sup>1</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>2</sup>	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 12/13 Actual	Halton Targets		
					13/14	14/15	15/16

**Service Delivery**

<b><u>CCC 6</u></b>	The proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same LA within the last 2 years (Previously CCC8 [12/13], CCC9, PCS 12)	0	1.2		1.2	1	1
<b><u>CCC 7</u></b>	Number of households living in Temporary Accommodation (Previously CCC9 [12/13], CCC10, NI 156)	6	6		10.5	10	9
<b><u>CCC 8</u></b>	Households who considered themselves as homeless, who approached the LA housing advice service, and for whom housing advice casework intervention resolved their situation (the number divided by the number of thousand households in the Borough) (Previously CCC10 [12/13], CCC11, PCS 11)	4.71	4.4		5	5.8	6.6
<b><u>CCC 9</u></b>	Carers receiving Assessment or Review and a specific Carer's Service, or advice and information (Previously CCC8 [12/13], CCC14, NI 135)	21.64%	25%		25%	25%	25%
CCC 10	Proportion of Adults in contact with secondary mental health services living independently, with or without support (ASCOF 1H, Previously CCC12 [12/13], CCC 41)	89.8%	93%		93%	93%	93%

<sup>2</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>3</sup>	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 12/13 Actual	Halton Targets		
					13/14	14/15	15/16

<b>Fair Access</b>
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CCC 11	Number of learning disabled people helped into voluntary work in the year <i>(Previously CCC13 [12/13], CCC 19, CSS 2)</i>	89	100		105	110	<b>115</b>
CCC 12	Number of physically disabled people helped into voluntary work in the year <i>(Previously CCC14 [12/13], CCC 20, CSS 3)</i>	10	10		12	14	<b>16</b>
CCC 13	Number of adults with mental health problems helped into voluntary work in the year <i>(Previously CCC16 [12/13], CCC 21, CSS 4)</i>	8	25		28	30	<b>32</b>
CCC 14	Proportion of Adults in contact with secondary mental health services in paid employment <i>(ASCOF 1F, Previously CCC17 [12/13], CCC 40)</i>	13.6%	13%		14%	15%	<b>16%</b>

<sup>3</sup> Key Indicators are identified by an **underlined reference in bold type**.



Ref <sup>4</sup>	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 12/13 Actual	Halton Targets		
					13/14	14/15	15/16

<b>Quality</b>
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CCC 15	Social Care-related Quality of life (ASCOF 1A, Previously CCC18 [12/13], CCC 38) <b>** refers to NI 127 (definition may differ from ASCOF 1A)</b>	19.7	TBC		Baseline to be established in 2011/12 and targets TBC
CCC 16	The Proportion of people who use services who have control over their daily life ( ASCOF 1B, Previously CCC19 [12/13], CCC 39)	80.6	80		Baseline to be established in 2011/12
CCC 17	Carer reported Quality of Life (ASCOF 1D, Previously CCC20 [12/13])	New measure			Baseline Year 2012/13
CCC 18	Overall satisfaction of carers with social services (ASCOF 3B, Previously CCC21 [12/13])	New measure			Baseline Year 2012/13
CCC 19	The proportion of carers who report that they have been included or consulted in discussions about the person they care for (ASCOF 3C, Previously CCC19 [12/13])	New measure			Baseline Year 2012/13
CCC 20	Overall satisfaction of people who use services with their care and support (ASCOF 3A, Previously CCC23 [12/13])	69.2	65%		Baseline to be established in 2011/12

<sup>4</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>5</sup>	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 12/13 Actual	Halton Targets		
					13/14	14/15	15/16
<b>Area Partner Indicators (Included in the Sustainable Community Strategy)</b>							
CCC 21 <u>SCS / SH1</u>	Reduce the Actual Number of ASB incidents recorded by Cheshire Police broken down into youth and adult incidents ( <u>Previously CCC25 [12/13], NI 17</u> )	7434	8065		To maintain and reduce ASB		
CCC 22 <u>SCS / SH2</u>	Reduce the number of Arson incidents (previously NI 33) <u>Arson Incidents (previously CCC26 [12/13], NI 33 – total deliberate fires per 10,000 pop)</u>	558	484		To continue to reduce in line with trend		
CCC 23 <u>SH3</u>	Increase Residents Overall Satisfaction with the local area by reducing antisocial behaviour ( <u>Previously CCC27 [12/13], NI 17</u> )	17%	n/a		Reduce to NW average Survey done every 2 years- next 2013/14		
CCC 24 <u>SCS / SH6</u>	Reduce repeat incidents of domestic abuse within the MARAC Cohort ( <u>Previously CCC28 [12/13], PA18 [12/13], NI32</u> )	27.6%	27%		Under discussion		
CCC 25 <u>SCS / SH7a &amp; HH12</u>	Increase the % successful completions (Drugs) as a proportion of all in treatment 18+ (New Measure) ( <u>Previously CCC29 [12/13]</u> )	13%	14.5%		Above NW Average		
CCC 26 <u>SCS / SH8a</u>	Reduce the number of individuals re-presenting within 6 months of discharge (Drugs) ( <u>Previously CCC31 [12/13]</u> )	11%	13.1%		Target to be established with partners		
CCC 27 <u>SCS SH7b &amp; HH11b</u>	Increase the % successful completions (alcohol) as a proportion of all in treatment 18+ ( <u>Previously CCC33 [12/13]</u> )	New Measure			Target to be set once baseline established		

<sup>5</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 12/13 Actual	Halton Targets		
					13/14	14/15	15/16
<b>Area Partner Indicators (Included in the Sustainable Community Strategy)</b>							
CCC 28 SCS SH8	Reduce the number of individuals re-presenting within 6 months of discharge (alcohol) (Previously CCC34 [12/13])	New Measure			Target to be set once baseline established		
CCC 29 SCS / SH11	Reduce the re-offending rates of repeat offenders (RO's in the Navigate IOM Scheme – NEW). (Formerly NI 30) (Previously CCC35 [12/13])	PPO: 77.13% reduction RO: 36.73% reduction Shift in offence type	To maintain & reduce offending rates for PPO: 40% reduction and RO's: 4% reduction		To maintain and reduce offending rates for PPO and RO's		
CCC 30 SCS / SH13	Reduce the use of custody (Ministry of Justice proposal) (Previously CCC36 [12/13])	10	10		Target to be established with partners		
CCC 31 SCS / SH14	Reduce the proportion of individuals within the navigate cohort whose offending is substance misuse related (Previously CCC37 [12/13])	New measure			Target to be established with partners		
CCC 32 SCS / SH16	Reduce Serious acquisitive crime rate (per 1000 population) (Previously NI 16) from: <ul style="list-style-type: none"> <li>• Domestic Burglary</li> <li>• Theft of motor vehicle</li> <li>• Theft from motor vehicle</li> <li>• Robbery (personal and business)</li> </ul> (Previously CCC38 [12/13])	1548 (rate 13.10 per 1,000)	1652 (rate 14.00 per 1000)		To maintain and reduce the number of incidents from the 2010/11 baseline		
CCC 33 SCS / SH17	Assault with injury crime rate (per 1000 population) (Previously NI 20). (Previously CCC39 [12/13])	804	1074		To maintain and reduce the number of incidents related to this from the 2010/11 baseline		

# **Prevention & Assessment Services**

## **Service Objectives/Milestones/Performance Indicators:**

**2013 – 2016**

**DRAFT**

## Departmental Service Objectives

<b>Corporate Priority:</b>	<b>A Healthy Halton</b> <b>A Safer Halton</b> <b>Corporate Effectiveness &amp; Efficient Service Delivery</b>
<b>Key Area Of Focus:</b>	<p><b>AOF 2</b> Providing services and facilities to maintain and promote good public health and well-being.</p> <p><b>AOF 3</b> Working with service users to provide services focussed around intervention and prevention and where this is not possible, helping people to manage the effects of long term conditions.</p> <p><b>AOF 4</b> Providing services and facilities to maintain the independence and well-being of vulnerable people and those with complex care needs within our community.</p> <p><b>AOF 10</b> To improve the outcomes of vulnerable adults and children, so they feel safe and protected and when abuse does occur there are local procedures and processes in place to ensure that the abuse is reported and appropriate action taken against perpetrators and to support victims.</p> <p><b>AOF 21</b> Engaging with partners and the community, to ensure that our priorities, objectives, and targets are shared, evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and help narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.</p>

<b>Service Objective: PA 1</b>	Working in partnership with statutory and non-statutory organisations, evaluate, plan, commission and redesign services to ensure that they meet the needs and improve outcomes for vulnerable people	<b>Responsible Officer</b>
	<ul style="list-style-type: none"> <li>▪ Engage with new partners e.g. CCG, Health LINKs, through the Health and Wellbeing Partnership to ensure key priorities, objectives and targets are shared, implementing early intervention and prevention services. <b>Mar 2014.</b> (AOF1, 3 &amp; 21) <b>KEY (NEW)</b></li> </ul>	Operational Director (Prevention & Assessment)
	<ul style="list-style-type: none"> <li>▪ Review the integration and operation of Community Multidisciplinary Teams. <b>Mar 2014.</b> (AOF 2, 4, &amp; 21). <b>(NEW) KEY</b></li> </ul>	Divisional Manager (Urgent Care)
	<ul style="list-style-type: none"> <li>▪ Develop working practice in Care Management teams as advised by the Integrated Safeguarding Unit. <b>Mar 2014</b> (AOF 10) <b>(NEW) KEY</b></li> </ul>	<i>Operational Director (Prevention &amp; Assessment)</i>

	<ul style="list-style-type: none"> <li>Embed and review practice in care management teams following the reconfiguration of services in 2012/13 to ensure the objectives of the review have been achieved. <b>Mar 2014</b> (AOF 2, 4). <b>(NEW) KEY</b></li> </ul>	<i>Divisional Manager (Care Management)</i>		
	<ul style="list-style-type: none"> <li>Continue to establish effective arrangements across the whole of adult social care to deliver personalised quality services through self-directed support and personal budgets. <b>Mar 2014</b> (AOF 2, AOF 3 &amp; AOF 4) <b>KEY</b></li> </ul>	Divisional Manager (Care Management)		
	<ul style="list-style-type: none"> <li>To review and monitor Halton's Local Affordable Warmth Strategy in light of a new national target to reduce fuel poverty and the introduction of the Green Deal and Energy Company Obligation. <b>Mar 2014</b> (AOF 2)</li> </ul>	<i>Principal Environmental Health Officer</i>		
Key Milestone(s) (14/15)	<ul style="list-style-type: none"> <li>Monitor and review all PA 1 milestones in line with three year planning cycle. <b>Mar 2015.</b></li> </ul>	Operational Director (Prevention & Assessment)		
Key Milestone(s) (15/16)	<ul style="list-style-type: none"> <li>Monitor and review all PA 1 milestones in line with three year planning cycle. <b>Mar 2016.</b></li> </ul>	Operational Director (Prevention & Assessment)		
<b>Risk Assessment</b>	Initial	High	<b>Linked Indicators</b>	PA1, PA2, PA3, PA4, PA5, PA6, PA7, PA8, PA9, PA10, PA11, PA12, PA13, PA14, PA15, PA16, PA17, PA22, PA23, PA24, PA25
	Residual	Medium		

<b>Corporate Priority:</b>	<b>A Healthy Halton</b>
<b>Key Area Of Focus:</b>	<b>AOF 2</b> Providing services and facilities to maintain and promote good public health and well-being. <b>AOF 20</b> Improve environmental quality by tackling climate change, minimising waste generation and maximising reuse, recycling, composting and energy recovery.

<b>Service Objective: PA 2</b>	To address air quality in areas in Halton where on-going assessments have exceeded national air quality standards set out under the Environment Act 1995, in consultation with all relevant stakeholders		<b>Responsible Officer</b>	
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>Continue to review and assess air quality within the Air Quality Management Areas to assess effectiveness of the action plan. Identify any other Areas within the Borough where national air quality objectives are likely to be exceeded. <b>Mar 2015</b> (AOF 2, 20) <b>KEY</b></li> </ul> <i>Other measures to be developed in conjunction with Environmental Health</i>		Divisional Manager, Regulatory Services	
Key Milestone(s) (14/15)	<ul style="list-style-type: none"> <li>Statutory obligation to review Air Quality Action Plan annually <b>Mar 2015</b>. (AOF 2, 20)</li> </ul> <i>Other measures to be developed in conjunction with Environmental Health</i>		Divisional Manager, Regulatory Services	
Key Milestone(s) (15/16)	<ul style="list-style-type: none"> <li>Statutory obligation to review Air Quality Action Plan annually <b>Mar 2016</b>. (AOF 2, 20)</li> </ul> <i>Other measures to be developed in conjunction with Environmental Health</i>		Principal Environmental Health Officer	
<b>Risk Assessment</b>	Initial	Low	<b>Linked Indicators</b>	PA 18
	Residual	Low		

<b>Corporate Priority:</b>	<b>A Healthy Halton</b>
<b>Key Area Of Focus:</b>	<b>AOF 2</b> Providing services and facilities to maintain and promote good public health and well-being.

<b>Service Objective: PA 3</b>	To safeguard and protect local consumers and businesses by enforcing consumer-related legislation and working in partnership with key stakeholders and local agencies			<b>Responsible Officer</b>
Key Milestone(s) (13/14)	<i>To be developed Credit unions, protection from loan sharks, advice re: payday loans – Comments from Elected Members at Safer Pre-agenda</i>			Divisional Manager, Regulatory Services
Key Milestone(s) (14/15)	<i>To be developed</i>			Divisional Manager, Regulatory Services
Key Milestone(s) (15/16)	<i>To be developed</i>			Divisional Manager, Regulatory Services
<b>Risk Assessment</b>	Initial	Medium	<b>Linked Indicators</b>	PA19, PA20, PA21
	Residual	Low		



## Departmental Performance Indicators

Ref <sup>6</sup>	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 12/13 Actual	Halton Targets		
					13/14	14/15	15/16

### Cost and Efficiency

PA 1 (AQuA 8) <sup>7</sup>	Proportion of local authority ASC spend on aged 65+ on res/nursing care	TBC	New Measure		Targets under Discussion		
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### Service Delivery

<b><u>PA 2</u></b>	Numbers of people receiving Intermediate Care per 1,000 population (65+) (Previously PA1 [12/13], EN 1)	91.67	99		99	99	99
<b><u>PA 3</u></b>	Percentage of VAA Assessments completed within 28 days (Previously PCS15) (Previously PA5 [12/13], PA8 [11/12])	90.8%	82%		82%	82%	82%
PA 4	Percentage of VAA initial assessments commencing within 48 hours of referral (Previously PA6 [12/13], PCS16, PA 9 [11/12])	84.8%	64%		65%	65%	65%
PA 5	Proportion of adults with learning disabilities who live in their own home or with their family (ASCOF 1G, previously PA7 [12/13], PA 37 [11/12])	78.9	79		TBC	TBC	TBC

<sup>6</sup> Key Indicators are identified by an **underlined reference in bold type**.

<sup>7</sup> North West benchmarking data (AQuA) reported on a rolling year basis – 11/12 actual based on data for period Apr 2010-Mar 2011

Ref <sup>8</sup>	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 12/13 Actual	Halton Targets		
					13/14	14/15	15/16

<b>Service Delivery</b>
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PA 6	Percentage of existing HBC Adult Social Care staff that have received Adult Safeguarding Training, including e-learning, in the last 3-years (Previously PA8 [12/13])	46%	48%		TBC	TBC	TBC
<b><u>PA 7</u></b>	% of items of equipment and adaptations delivered within 7 working days (Previously PA11 [12/13], PA14 [11/12], CCS 5)	97.04	97		97%	97%	97%
PA 8	Clients receiving a review as a percentage of adult clients receiving a service (Previously PA12 [12/13], PCS 6)	80.77	80		TBC	TBC	TBC
PA 9	Percentage of people receiving a statement of their needs and how they will be met (Previously PA 13 [12/13], PA 15, PCS 5, PAF D39)	99.47	99		99	99	99
PA 10	Proportion of People using Social Care who receive self-directed support and those receiving Direct Payments (ASCOF 1C, Previously PA 14 [12/13], NI 130, PA 29)	48.31	55		TBC	TBC	TBC
PA 11	Permanent Admissions to residential and nursing care homes per 100,000 population (ASCOF 2A, Previously PA15 [12/13], PA 31)	147.89	130		132	132	132
PA 12	Delayed transfers of care from hospital, and those which are attributable to adult social care per 100,000 population (ASCOF 2C, Previously PA16 [12/13])	1.86 ( March 2012	3.0 PCT target		TBC	TBC	TBC

<sup>8</sup> Key Indicators are identified by an **underlined reference in bold type**.

**\*\* Targets amended for 2012/13 onwards**

Ref <sup>9</sup>	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 12/13 Actual	Halton Targets		
					13/14	14/15	15/16

### Service Delivery

PA 13 <b>(SCS HH10)</b>	Proportion of Older People Supported to live at Home through provision of a social care package as a % of Older People population for Halton <b>(Previously PA17 [12/13])</b>	15.7%	14.8%		15%	15.2%	15.4%
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### Quality

PA 14	Proportion of Older People (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services (ASCOF 2B) <b>(Previously PA20 [12/13], NI 125, PA 32)</b>	74.07	70%		70%	70%	<b>TBC</b>
PA 15	The Proportion of people who use services and carers who find it easy to find information about support – Adult Social Care Survey (ASCOF 3D) <b>(Previously PA21 [12/13], PA 34)</b>	85.6%	65%		<b>TBC</b>	<b>TBC</b>	<b>TBC</b>
PA 16	The Proportion of People who use services who feel safe – Adult Social Care Survey (ASCOF 4A, <b>Previously PA22 [12/13], PA 35)</b>	66.2%	54%		<b>TBC</b>	<b>TBC</b>	<b>TBC</b>
PA 17	The Proportion of People who use services who say that those services have made them feel safe and secure – Adult Social Care Survey (ASCOF 4B, <b>Previously PA23 [12/13], PA 36)</b>	79.1%	79.1%		<b>TBC</b>	<b>TBC</b>	<b>TBC</b>
<b>PA 18</b>	a) % of scheduled Local Air Pollution Control audits carried out b) % of Local Air Pollution Control Audits being broadly compliant.  <b>(Previously PA25 [12/13])</b>	81%	93%		94%	95%	96%
		85%	78%		79%	79%	79%

<sup>9</sup> Key Indicators are identified by an **underlined reference in bold type**.

**\*\* Targets amended for 2012/13 onwards**

Ref <sup>10</sup>	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 12/13 Actual	Halton Targets		
					13/14	14/15	15/16

### Quality

PA 19	Food Establishments in the Area which are broadly compliant with Food Hygiene Law (Previously PA26 [12/13], PA 19, NI 184)	90%	78%		79% TBC	80% TBC	80% TBC
PA 20	Number of unrated premises (and premises not currently high risk) subject to targeted interventions and risk rated under new statutory risk rating system (Previously PA27 [12/13], PA 20)	268	200		200	200	200
PA 21	Placeholder: Overarching Trading Standards Measure (TBC) (Previously PA28 [12/13])	New Measure	TBC		Target and Measure under discussion with Warrington BC		
PA 22	Proportion of Adults with Learning Disabilities in paid employment (ASCOF 1E) (Previously PA30 [12/13], NI 146)	8.12%	7.5%		7.5%	7.5%	7.5%
PA 23 (AQuA 2) <sup>11</sup>	Non-elective bed days aged 65+ per head of 1000 population 65+	3060			Target Under discussion through Health and Wellbeing Board		
PA 24 (AQuA 3)	Non-elective re-admissions rate within 28 days aged 65 and over	18.7%			Target Under discussion through Health and Wellbeing Board		
PA 25 (AQuA 4)	Non-elective re-admissions rate within 90 days aged 65 and over	29.6%			Target Under discussion through Health and Wellbeing Board		

<sup>10</sup> Key Indicators are identified by an **underlined reference in bold type**.

<sup>11</sup> North West benchmarking data (AQuA) reported on a rolling year basis – 11/12 actual based on data for period Apr 2011-Mar 2012

# **Public Health**

## **Key Priorities/Milestones/Performance Indicators:**

**2013 – 2016**

**DRAFT**

## Departmental Service Objectives

<b>Corporate Priority:</b>	<b>A Healthy Halton</b>
<b>Key Area Of Focus:</b>	<p><b>AOF 2</b> Providing services and facilities to maintain and promote good public health and well-being.</p> <p><b>AOF 3</b> Working with service users to provide services focussed on around intervention and prevention and where this is not possible, helping people to manage the effects of long term conditions.</p> <p><b>AOF 21</b> Engaging with partners and the community, to ensure that our priorities, objectives, and targets are shared, evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and help narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.</p>

Service Objective:	PH 1 – Prevention and early detection of cancer	Responsible Officer
Key Milestone(s) (13/14)	<p><b>Working with partner organisations to improve early detection of the signs and symptoms of cancer</b></p> <ul style="list-style-type: none"> <li>▪ Work with the public and service providers to raise awareness of the early signs and symptoms of bowel, breast and lung cancer so we can identify it an early stage in the population. <b>Mar 2014 KEY (NEW)</b></li> <li>▪ Increase smoking quitter rates amongst 16+ age range by working with local Hospital Trusts and the local 'Stop Smoking Service'. <b>Mar 2014 KEY (NEW)</b></li> <li>▪ Reduce obesity rates in the local population, thereby reducing the incidence of bowel cancer through promoting healthy eating and screening programmes for adults and children via a range of services. <b>Mar 2014 KEY (NEW)</b></li> <li>▪ Meet the target for the take up of HPV vaccination in girls 11-13, to reduce cervical cancer rates by working proactively with the School Nursing Service and GPs. <b>Mar 2014 KEY (NEW)</b></li> </ul>	
		Director, Public Health
		Lead, Bridgewater Community Health Care
		Director, Public Health
		Director, Public Health

	<ul style="list-style-type: none"> <li>Work proactively with GPs, all service providers, Alcohol Liaison Nurses, teachers in schools to reduce the number of people drinking to harmful levels and alcohol related hospital admissions given the rise in pancreatic and liver cancer rates. <b>Mar 2014. KEY (NEW)</b></li> </ul>	Director, Public Health		
	<ul style="list-style-type: none"> <li>Implement and monitor the new Cancer Action plan to decrease morbidity and mortality from cancer locally <b>March 2014 (NEW)</b></li> </ul>	Director, Public Health		
Key Milestone(s) (14/15)	<ul style="list-style-type: none"> <li>Monitor and review all PH 1 milestones in line with three year planning cycle. <b>Mar 2015.</b></li> </ul>	Director, Public Health		
Key Milestone(s) (15/16)	<ul style="list-style-type: none"> <li>Monitor and review all PH 1 milestones in line with three year planning cycle. <b>Mar 2016.</b></li> </ul>	Director, Public Health		
<b>Risk Assessment</b>	Initial		<b>Linked Indicators</b>	PH1, PH2,PH5, PH6, PH7, PH8, PH9
	Residual			

<b>Corporate Priority:</b>	<b>A Healthy Halton</b>
<b>Key Area Of Focus:</b>	<p><b>AOF 1</b> Improve the future health prospects of Halton residents, particularly children, through encouraging and providing opportunities to lead healthier and physically active lifestyles.</p> <p><b>AOF 12</b> To deliver effective services to children and families by making best use of available resources.</p> <p><b>AOF 21</b> Engaging with partners and the community, to ensure that our priorities, objectives, and targets are shared, evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and help narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.</p>

<b>Service Objective:</b>	<b>PH2 – Improved Child Development</b>		<b>Responsible Officer</b>
	<b>Working with partner organisations to improve the development, health, and wellbeing of children in Halton and to tackle the health equalities affecting that population</b>		
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>Facilitate the <i>Early Life Stages</i> development which focusses on a universal preventative service, providing families with a programme of screening, immunisation, health and development reviews, and health, well-being and parenting advice for ages 2½ years and 5 years. <b>Mar 2014 KEY (NEW)</b></li> </ul>		Director, Public Health
	<ul style="list-style-type: none"> <li>Facilitate the Halton Breastfeeding programme so that all mothers have access to breastfeeding-friendly premises and breastfeeding support from midwives and care support workers. <b>Mar 2014 KEY (NEW)</b></li> </ul>		Director, Public Health
Key Milestone(s) (14/15)	<ul style="list-style-type: none"> <li>Monitor and review all PH 2 milestones in line with three year planning cycle. <b>Mar 2015</b></li> </ul>		Director, Public Health
Key Milestone(s) (15/16)	<ul style="list-style-type: none"> <li>Monitor and review all PH 2 milestones in line with three year planning cycle. <b>Mar 2016</b></li> </ul>		Director, Public Health
<b>Risk Assessment</b>	Initial		<b>Linked Indicators</b> PH3, PH4, PH10
	Residual		



<b>Corporate Priority:</b>	<b>A Healthy Halton</b>
<b>Key Area Of Focus:</b>	<p><b>AOF 1</b> Improve the future health prospects of Halton residents, particularly children, through encouraging and providing opportunities to lead healthier and physically active lifestyles.</p> <p><b>AOF 2</b> Providing services and facilities to maintain and promote good public health and well-being.</p> <p><b>AOF 21</b> Engaging with partners and the community, to ensure that our priorities, objectives, and targets are shared, evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and help narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.</p>

<b>Service Objective:</b>	<b>PH 3 – Reduction in the number of falls in Adults</b>	<b>Responsible Officer</b>	
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>Working with all service providers, implement the action plan to reduce falls at home in line with the Royal Society for the Prevention of Accidents (ROSPA) guidance as outlined in the new Falls Strategy. <b>Mar 2014 KEY (NEW)</b></li> </ul>	Director, Public Health	
Key Milestone(s) (14/15)	<ul style="list-style-type: none"> <li>Monitor and review all PH 3 milestones in line with three year planning cycle. <b>Mar 2015</b></li> </ul>	Director, Public Health	
Key Milestone(s) (15/16)	<ul style="list-style-type: none"> <li>Monitor and review all PH 3 milestones in line with three year planning cycle. <b>Mar 2016</b></li> </ul>	Director, Public Health	
<b>Risk Assessment</b>	Initial	<b>Linked Indicators</b>	PH11
	Residual		

<b>Corporate Priority:</b>	<b>A Healthy Halton</b>
<b>Key Area Of Focus:</b>	<p><b>AOF 1</b> Improve the future health prospects of Halton residents, particularly children, through encouraging and providing opportunities to lead healthier and physically active lifestyles.</p> <p><b>AOF 2</b> Providing services and facilities to maintain and promote good public health and well-being.</p> <p><b>AOF 3</b> Working With service users to provide services focussed around intervention and prevention and where this is not possible, helping people to manage the effects of long term conditions.</p> <p><b>AOF 12</b> Supporting individuals and families to address the problems caused by drug and alcohol misuse, enabling them to become active citizens who can play a full and meaningful part in the community.</p> <p><b>AOF 21</b> Engaging with partners and the community, to ensure that our priorities, objectives, and targets are shared, evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and help narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.</p>

<b>Service Priority:</b>	<b>PH 4 – Reduction in the harm from alcohol</b>	<b>Responsible Officer</b>	
	<b>Working with key partners, frontline professionals, and local community to address the health and social impact of alcohol misuse</b>		
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>Implement the alcohol harm reduction plan working with a range of providers including schools, focusing on preventive interventions and behaviour change to target the following vulnerable groups – pregnant women, women with babies and young people under 16 years. <b>Mar 2014. KEY (NEW)</b></li> </ul>	Director, Public Health	
Key Milestone(s) (14/15)	<ul style="list-style-type: none"> <li>Monitor and review all PH 4 milestones in line with three year planning cycle. <b>Mar 2015.</b></li> </ul>	Director, Public Health	
Key Milestone(s) (15/16)	<ul style="list-style-type: none"> <li>Monitor and review all PH 4 milestones in line with three year planning cycle. <b>Mar 2016.</b></li> </ul>	Director, Public Health	
<b>Risk Assessment</b>	Initial	<b>Linked Indicators</b>	PH12, PH13
	Residual		

<b>Corporate Priority:</b>	<b>A Healthy Halton</b>
<b>Key Area Of Focus:</b>	<p><b>AOF 1</b> Improve the future health prospects of Halton residents, particularly children, through encouraging and providing opportunities to lead healthier and physically active lifestyles.</p> <p><b>AOF 2</b> Providing services and facilities to maintain and promote good public health and well-being.</p> <p><b>AOF 4</b> Providing services and facilities to maintain the independence and well-being of vulnerable people and those with complex needs within our community.</p> <p><b>AOF 21</b> Engaging with partners and the community, to ensure that our priorities, objectives, and targets are shared, evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and help narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.</p>

<b>Service Priority:</b>	<b>PH 5 – Prevention and early detection of mental health conditions</b>	<b>Responsible Officer</b>		
	<b>Working with schools, GP practices, and Children’s Centres to improve the mental health and wellbeing of Halton residents</b>			
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>Implement the Mental Health and Wellbeing Programme in all schools and provide training for GP Practices and parenting behaviour training in the Children’s Centres. <b>Mar 2014. KEY (NEW)</b></li> </ul>	Director, Public Health		
	<ul style="list-style-type: none"> <li>Implement the Mental Health and Wellbeing Action Plan to improve the physical wellbeing of people with mental ill health. <b>Mar 2014. KEY (NEW)</b></li> </ul>	Director, Public Health		
Key Milestone(s) (14/15)	<ul style="list-style-type: none"> <li>Monitor and review all PH 5 milestones in line with three year planning cycle. <b>Mar 2015.</b></li> </ul>	Director, Public Health		
Key Milestone(s) (15/16)	<ul style="list-style-type: none"> <li>Monitor and review all PH 5 milestones in line with three year planning cycle. <b>Mar 2016.</b></li> </ul>	Director, Public Health		
<b>Risk Assessment</b>	Initial		<b>Linked Indicators</b>	PH14, PH15
	Residual			

## Departmental Performance Indicators

Ref <sup>12</sup>	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 12/13 Actual	Halton Targets		
					13/14	14/15	15/16

<b>Quality</b>
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<b><u>PH 1</u></b>	<p style="text-align: center;">Obesity Rates in Primary School Age Children</p> <ul style="list-style-type: none"> <li>• In Reception ( Age 4-5) (Previously NI 55)</li> <li>• In Year 6 ( Age 10-11) (Previously NI 56)</li> </ul> <p style="text-align: center;">•</p> <p style="text-align: center;">* <b>Data available and reported one year in arrears</b> – 11/12 actuals now confirmed with the Department of Health</p>	12.0% 23.7% (Sept 10- Aug 2011)	11.0% 21.5% (Sept 11- August 2012)	*9.6% *19.4% (Sept 11- August 2012)	<p>Maintain in line with the North West Average (9.7% formally NI 55 10/11)</p> <p>13/14 (Sept 12- August 2013) 14/15 (Sept 13- August 2014) 15/16 (Sept 14 – August 2015)</p>		
<b><u>PH 2</u></b>	<p>Cancer Screening Rates (from Public Health)</p> <ul style="list-style-type: none"> <li>• Breast (coverage 53-70 years) (2010/11 PCT value)</li> <li>• Bowel (uptake 60-69 years) (2011 Halton CCG)</li> <li>• Cervical (coverage 25-64 years) (2011/12 PCT value)</li> </ul>	76.0% 47.2% 78.1%			<b>TBC</b>	<b>TBC</b>	<b>TBC</b>
<b><u>PH 3</u></b>	MMR Immunisation Rates for Children ( by age 2)	90%	95%		95%	95%	95%
<b><u>PH 4</u></b>	Infant Mortality Rates (3 year rolling average)	<b>4.70</b>	New measure		<b>TBC</b>	<b>TBC</b>	<b>TBC</b>

<sup>12</sup> Key Indicators will identified by an **underlined reference in bold type**.

Ref <sup>13</sup>	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 12/13 Actual	Halton Targets		
					13/14	14/15	15/16

<b>Outcomes</b>
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<b>PH 5</b> (SCS HH5a)	All age, all-cause mortality rate per 100,000 Males (Previously NI 120a) 2011	785.1	850.2		841.7	833.3	824.9
<b>PH 6</b> (SCS HH5b)	All age, all-cause mortality rate per 100,000 Females (Previously NI 120b) 2011	581	620.8		614.6	608.5	602.4
<b>PH 7</b> (SCS HH6)	Mortality rate from all circulatory diseases at ages under 75 (Previously NI 121) 2011	78.7	89		87.2	85.5	83.8
<b>PH 8</b> (SCS HH7)	Mortality from all cancers at ages under 75 (Previously NI 122) 2011	133.4	140		135	130	125
<b><u>PH 9</u></b> (SCS HH8)	16+ current smoking rate prevalence – rate of quitters per 100,000 population (Previously NI 123)	1157.74	1228.5		1263.62	1268.2	1273.3
<b><u>PH 10</u></b> (SCS HH2)	Prevalence of Breastfeeding at 6-8 weeks ( previously NI 53)	18.9%	22%		24%	26%	28%
<b><u>PH 11</u></b> New SCS Measure Health 2013-16	Falls and injuries in the over 65s (Public Health Outcomes Framework)	3127	New measure		Targets to be determined		
<b><u>PH 12</u></b> (SCS HH1)	Alcohol related hospital admissions, AAF > 0, rate per 100,000 population (previously NI 39)	3026.5	3027		3142	3261	3385
<b><u>PH 13</u></b> (SCS HH1)	Admissions which are wholly attributable to alcohol AAF = 1, rate per 100,000 population	1058.0	1020.7		1039	1057.8	1076.8

<sup>13</sup> Key Indicators will identified by an **underlined reference in bold type**.

Ref <sup>14</sup>	Description	Halton 11/12 Actual	Halton 12/13 Target	Halton 12/13 Actual	Halton Targets		
					13/14	14/15	15/16

**Outcomes**

<b><u>PH 14</u></b>	Hospital Admissions for mental health conditions, rate per 100,000 population	544.0			Targets to be determined		
<b><u>PH 15</u></b> New SCS measure Health 2013-16	Excess under 75 mortality rate in people with serious mental illness (NHSOF and PHOF)	n/a	New measure		Targets to be determined		

<sup>14</sup> Key Indicators will identified by an **underlined reference in bold type**.

## NATIONAL POLICY GUIDANCE/DRIVERS

<b>Local Government</b>	
<i>Comprehensive Spending Review</i>	With the continued Coalition Government's Comprehensive Spending Review, the Council has on-going budgetary pressures and each Directorate will need to ensure that they effectively contribute to the Authority's response to dealing with the current economic climate.
<i>Health &amp; Social Care Act 2012</i>	It is the most extensive reorganisation of the structure of the National Health Service in England to date. It proposes to abolish NHS primary care trusts (PCTs) and Strategic Health Authorities (SHAs). Thereafter, £60 to £80 billion of "commissioning", or health care funds, would be transferred from the abolished PCTs to several hundred clinical commissioning groups, partly run by the general practitioners (GPs) in England. A new public body, <b>Public Health England</b> , is planned to be established on 1 April 2013.
<i>Caring for our Future White Paper 2012</i>	This is the most comprehensive overhaul since of the care and support system since, to make it clearer and fairer. The new system will focus on people's wellbeing, supporting them to live independently for as long as possible. Care and support will be centred on people's needs, giving them better care and more control over the care they receive. We will also provide better support for carers. The 'Caring for our future' White Paper sets out our vision for the reformed care and support system.
<i>Draft Care and Support Bill 2012</i>	The draft Care and Support Bill 2012 creates a single law for adult care and support, replacing more than a dozen different pieces of legislation. It provides the legal framework for putting into action some of the main principles of the White Paper, 'Caring for our future: reforming care and support', and also includes some health measures.
<i>Localism Act 2011</i>	The Localism Act takes power from central government and hands it back to local authorities and communities - giving them the freedom and flexibility to achieve their own ambitions. The Localism Act includes five key measures that underpin the Government's approach to decentralisation: Community rights; Neighbourhood planning; Housing; General power of competence; and Empowering cities and other local areas.
<i>Care Quality Commission (CQC)</i>	The Care Quality Commission will regulate and improve the quality of health and social care and look after the interests of people detained under the Mental Health Act.
<i>National Autism Strategy</i>	Autism is a lifelong developmental disability and although some people can live relatively independently, others will have high dependency needs requiring a lifetime of specialist care. The strategy sets a clear framework for all mainstream services across the public sector to work together for adults with autism.
<i>National Healthy Eating Agenda</i>	The national healthy eating agenda and guidelines outline the need to have a school meal service that meets all national requirements around provision and healthy eating.
<i>Valuing People Now</i>	The Government is committed to improving the life chances of people with learning disabilities and the support provided to their

	families. Government policy is that people with learning disabilities should lead their lives like any other person, with the same opportunities and responsibilities, and be treated with the same dignity and respect. This means inclusion, particularly for those who are most often excluded, empowering those who receive services to make decisions and shape their own lives.
<i>Healthy Lives, Healthy People – update and way forward</i>	This policy statement reaffirms the Government's bold vision for a new public health system. It sets out the progress that has been made in developing the vision for public health, and a timeline for completing the operational design of this work through a series of Public Health System Reform updates (July 2011).
<i>Transforming Social Care</i>	Is the first formal guidance outlining actions that local authorities are required to undertake in order to implement the 'personalisation agenda'. The guidance states that 'in the future, all individuals eligible for publicly funded adult social care will have a personal budget, a clear, upfront allocation of funding to enable them to make informed choices about how best to meet their needs, including their broader health and wellbeing'.
<i>Putting People First</i>	A shared vision and commitment to the transformation of adult social care outlines the aims and values which will guide the development of a new, high quality care system which is fair, accessible and responsive to people's individual needs.
<i>Adult Social Care and Health Outcomes Framework</i>	Transparency in Outcomes: a framework for quality in adult social care and health is a set of outcome measures, which have been agreed to be of value both nationally and locally for demonstrating the achievements of adult social care and health.
<i>Welfare Reform Act 2012</i>	The Act legislates for the biggest change to the welfare system for over 60 years. It introduces a wide range of reforms that will deliver the commitment made in the Coalition Agreement and the Queen's Speech to make the benefits and tax credits systems fairer and simpler by: creating the right incentives to get more people into work; protecting the most vulnerable in our society; delivering fairness to those claiming benefit and to the taxpayer.
<i>Fair Access to Care Services 2010</i>	Prioritising need in the context of Putting People First: A Whole System approach to eligibility of social care. The aim of this guidance is to assist councils with adult social services responsibilities (CASSRs) to determine eligibility for adult social care, in a way that is fair, transparent and consistent, accounting for the needs of their local community as a whole as well as individuals' need for support.
<i>DfT Blue Badge Scheme LA Guidance 2012</i>	This guidance provides local authorities with good practice advice on administering and enforcing the Blue Badge scheme. It replaces the previous guidance issued in 2008. This guidance was informed by an extensive independent programme of work undertaken on behalf of the DfT by Integrated Transport Planning Ltd (ITP) and the TAS Partnership Ltd (TAS). The final report of this work, referred to in the guidance as the 'independent review' has now been published.
<i>Sport England Strategy 2012</i>	The 2012-17 Youth and Community Strategy for Sport England was launched in January 2012. It describes how they will invest over £1billion of National Lottery and Exchequer funding over five years into four main areas of work: National Governing Body Funding; Facilities; Local Investment; and The School Games.
<i>National Governing Bodies (Sport)</i>	National Governing Bodies of sport provide a major role in getting people to start, stay and succeed in sport. Sport England remains



	committed to providing support and guidance to governing bodies to ensure the development of individual sports. A number of National Governing Bodies have produced facility development strategies.
<i>Department for Communities &amp; Local Government – National Planning Policy Framework March 2012</i>	The most relevant for sports purposes is Planning for Open Space, Sport and Recreation, which requires the Council to demonstrate that it has sufficient open space, including sports facilities, by undertaking an Open Space Audit.
<i>Government Review of Waste Policy in England 2011</i>	The findings of the Government's Review of Waste Policy, published in June 2011, will continue to influence the delivery of the Council's waste management services.

**REPORT TO:** Corporate Policy & Performance Board

**DATE:** 10<sup>th</sup> January 2013

**REPORTING OFFICER:** Strategic Director Policy & Resources

**PORTFOLIO:** Resources

**SUBJECT:** Annual Report for Adult Social Care, Children & Young People and Corporate Complaints and Compliments (2011 – 12)

**WARDS:** All

## **1.0 PURPOSE OF THE REPORT**

- 1.1 To report on and provide an analysis of complaints processed under all three of the Council's Complaints Procedures during 2011 - 12.

## **2.0 RECOMMENDATION: That:**

- (1) That the contents of the report be noted.

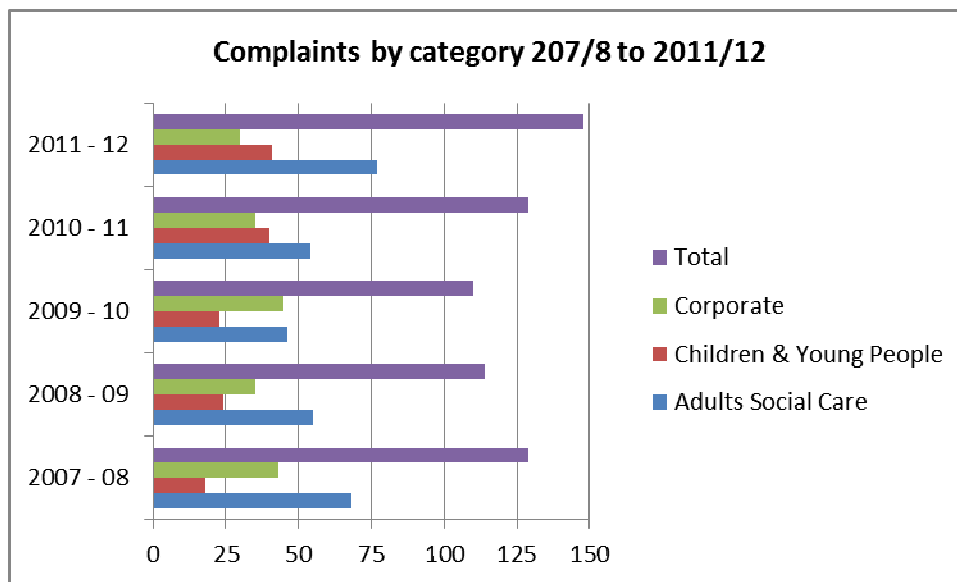
## **3.0 SUPPORTING INFORMATION**

### **Context**

- 3.1 The Council has a statutory responsibility to administer complaints in relation to Children and Young People and Adult Social Care. Additionally, the Council also administers a procedure to deal with Corporate complaints whereby the public can seek redress if they believe Council Departments have failed to deliver a satisfactory level of service.
- 3.2 Although the complaint procedures are administered separately, Directorates do liaise with one another with regard to complaints which possess aspects that could possibly be considered by more than one of the procedures.
- 3.3 The procedures share a staged approach to complaint handling, target times for responses, and the aim of resolving all complaints swiftly, and wherever possible by the people who provide the service. When complaints are received that have not been raised previously, they are normally directed to the relevant department as an informal complaint to be investigated as a service improvement opportunity.
- 3.4 However the procedures differ in the number of stages they have, Adult Social Care has two stages, whilst both Corporate and Children and Young People have three stages. If the Council cannot resolve complaints to the satisfaction of complainants they can be further considered by the Local Government Ombudsman and or the Information Commissioner. The stages of each of the procedures are documented within Appendix 1.

### 3.5 COMPLAINTS TREND ANALYSIS 2011-12.

3.5.1 The chart below provides a breakdown of the number of complaints received



for each of the financial years from 2007 – 08 to 2011 – 12.

3.5.2 Whilst the number of complaints received through the Corporate and Children’s and Young Peoples systems has remained similar to that of 2010 – 11, the number of complaints made in respect of Adult Social Care services has risen by almost 40% over the preceding year.

3.5.3 During 2011 – 12 there were a total of 5, 091 people receiving an Adult Social Care service and the number of complaints received represents a rise from 1.09% (2010 – 11) to 1.51% of the served population (2011 – 12).

3.5.4 This rise, in part, may be a consequence of the Councils successful ‘Help us Help You’ campaign which was launched in autumn 2011, and was developed in response to national and local intelligence which indicated that those in vulnerable situations can find it difficult to complain. In addition, a number of Local Authorities have reported that there has been a rise in the number of complaints received relating to Adult Social Care.

3.5.3 The table overleaf shows the number of complaints received and resolved during 2011-12, by the three separate complaints procedures, and the success rate for replying to complainants within the target time for stage one complaints. The figures for complaints received in 2010-11 are shown in italics for comparison purposes.

Complaint Stage	Corporate Complaints	Adults Social Care	Children & Young People	Total
Number of complaints resolved at Stage 1.	<b>22</b> (31)	<b>73</b> (50)	<b>37</b> (40)	<b>132</b> (129)
Proportion replied to within target time	<b>72%</b> (82%)	<b>88%</b> (93%)	<b>100 %</b> (100%)	<b>87%</b> (85%)
Complaints proceeding to Stage 2	<b>8</b> (4)	<b>5</b> (4)	<b>4</b> (3)	<b>17</b> (11)
Complaints proceeding to Stage 3	<b>1</b> (0)	N/A	<b>0</b> (0)	<b>1</b> (0)
Complaints proceeding to the Ombudsman	<b>0</b> (0)	<b>0</b> (0)	<b>0</b> (0)	<b>0</b> (0)

3.5.4 For both Adult Social Care and Corporate complaints the stage 1 response times in 2011 – 12 were slightly lower than those in the preceding year. This is likely to be the result of a range of factors including a reduction in overall staff numbers, an increase in the overall number of complaints, the complexity of some complaints, and, particularly in cases involving Adult Social Care, a focus upon reaching a satisfactory conclusion,

3.5.5 Only one complaint was progressed to stage 3 of the process which involves a review being undertaken by a Members Panel. The complaint related to the siting of a street lamp at the boundary of a residential property and was upheld by the panel. The following extract is taken from the letter that was sent to the complaint confirming the appeal outcome.

*‘Although the Panel were satisfied that the Officers had acted in good faith with the initial location of the street column, they felt that the request by yourself to relocate the column was not unreasonable due to the negative impact the location of the column was having on your property, bearing in mind your property’s particular characteristics.’*

3.5.6 The table overleaf shows a breakdown of Corporate complaints for Stage 1 and 2 received by Directorate and the target time response rate. The figures for 2010-11 are shown in brackets for comparison purposes. The one corporate complaint received during the year proceeding to stage three of the procedure has been excluded from the below table. No corporate complaints progressed to the Local Government Ombudsman in 2011/12.

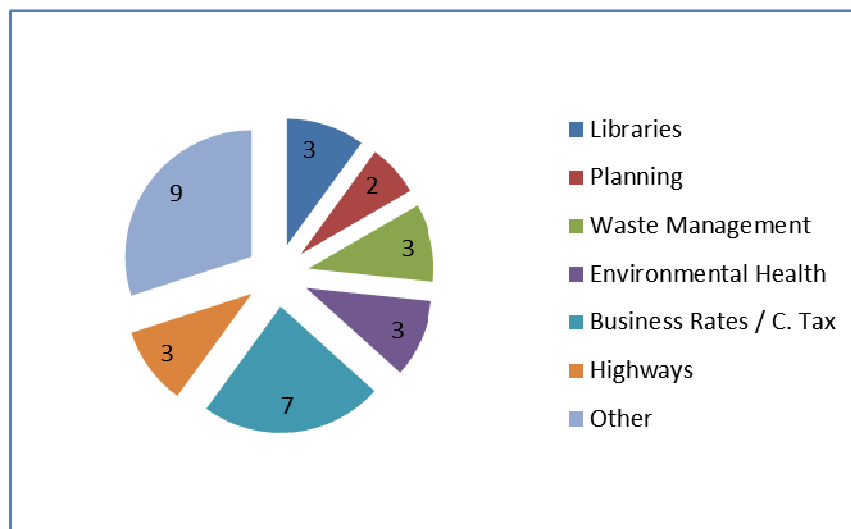
Resolution Analysis	Communities	Children & Enterprise	Policy & Resources	Total
Total number	13	1	16	30
Number resolved at Stage 1	12	0	9	22
Replied within target time	10 (83%)	n/a	7 (78%)	17 (77%)
Number resolved at Stage 2	1	1	7	8
Replied within target time	1 (100%)	1 (100%)	6 (86%)	8 (95%)

3.5.7 It should be noted that as a result of the organisational restructure in 2010 a number of service areas previously within the former Environment Directorate, including Highways Planning and Transportation, Waste Management and Open Space Services and Employment and Enterprise and Property, have been amalgamated into Policy and Resources, Communities and Children and Enterprise Directorates respectively.

3.5.8 As a consequence the complaint received in relation to the Children and Enterprise Directorate was related to the process involving the sale of Council land, which following a stage 2 investigation was found to be wholly appropriate and in line with existing policy and practice.

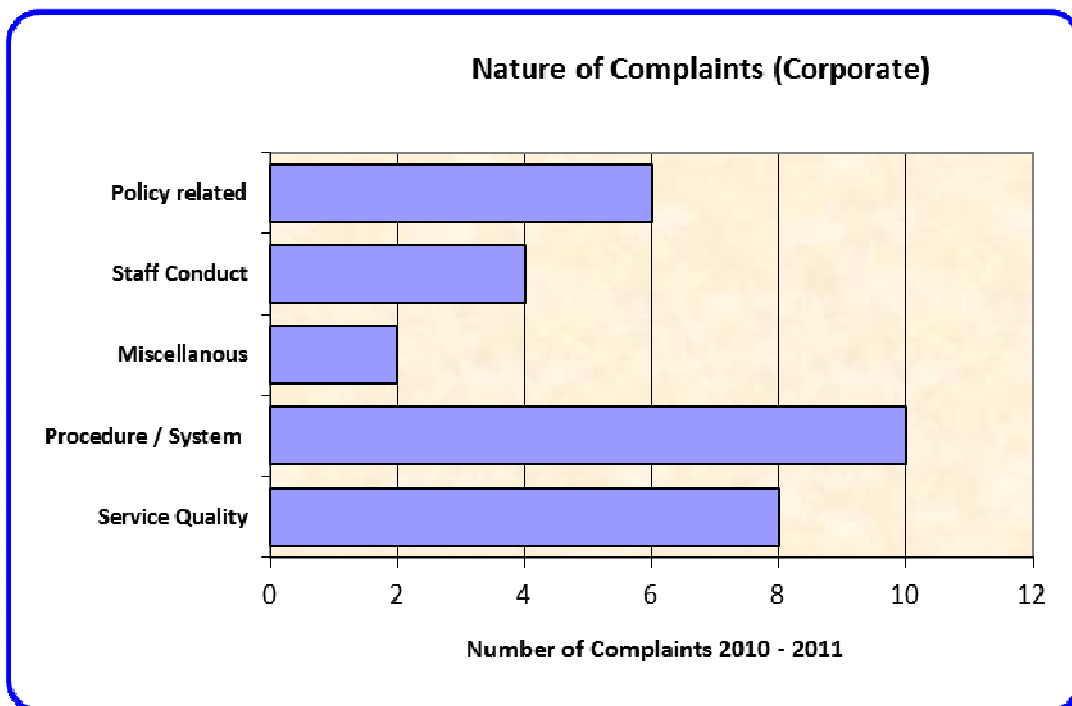
3.5.9 Additionally, the majority of complaints in relation to the Communities Directorate were in regard to Libraries, Waste Management and Open Spaces and Environmental Health.

3.5.10 As would be expected the nature of those corporate complaints received covered a relatively wide range of Council services as illustrated within the chart below.



3.5.11 Similarly to 2011-12 a significant number of complaints related to Business Rates / Council Tax administration and involved issues such as the cancellation of direct debit facilities as a result of non-payment, the award of discretionary rate relief and the release of information under Freedom of Information (FOI) requests. In all cases, and whilst the outcome for the individual may not have been positive, the Council acted in accordance with its statutory responsibilities and or in accordance with its agreed policy. However, in one case, resolved following a stage 2 investigation and involving an FOI request. Whilst the authority was not obliged to release information it agreed to do so taking account of the specific circumstances of the case and as a gesture of goodwill.

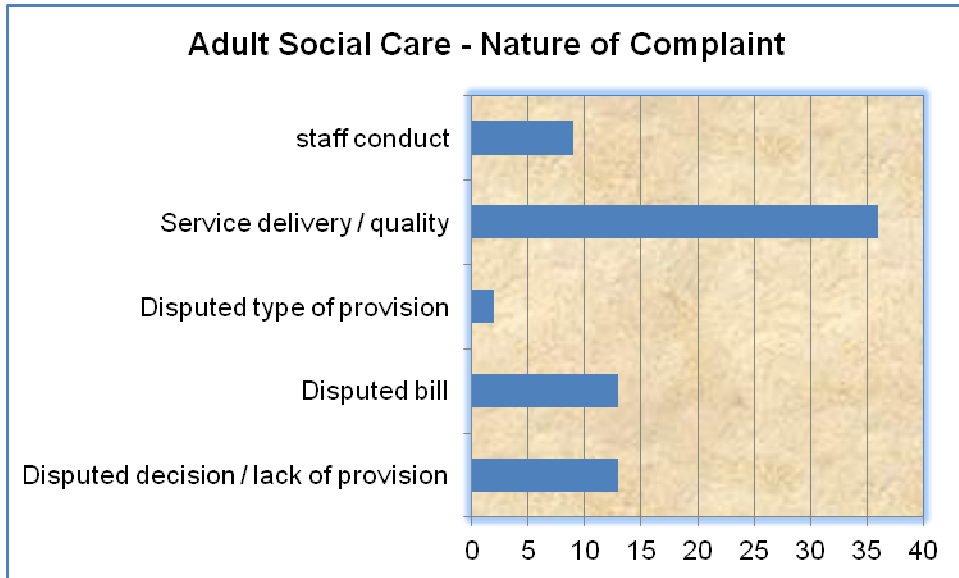
3.5.12 The following chart provides a breakdown of complaints by type for 2011 – 12 which largely reflects the position of the preceding year.



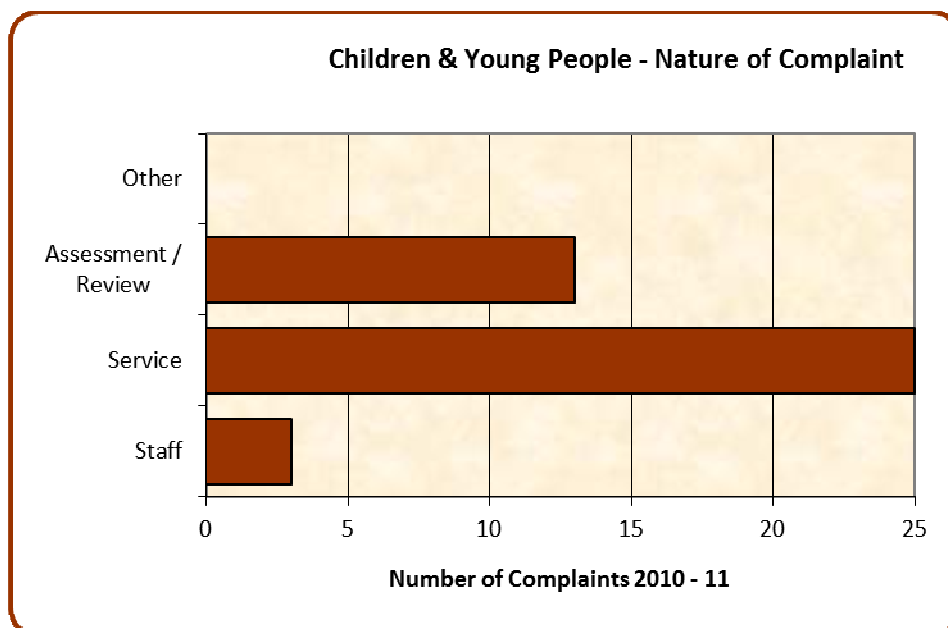
3.5.13 There were a relatively small number of complaints concerning staff conduct and in all cases the situations which led to the complaint being made were subject to discussion with individuals concerned. However, such complaints raised no specific concerns in relation to either service provision or identified training requirements.

3.5.14 Six complaints related to the implementation of Council policy, e.g. fortnightly waste collection, surcharges for payment with a credit card etc. and in such cases the complainant was given a clear explanation of the policy and the reasons as to why it had been introduced.

3.5.15 The chart below shows the reason for each Adult Social Care complaint analysed by category for 2011-12. A more detailed report is presented to the Healthy Halton Policy and Performance Board and can be accessed here <http://members.halton.gov.uk/documents/s27105/Adult%20Social%20Care%20Customer%20Care%20Report%201st%20April%202011%20-%2031st%20March%202012.pdf>



3.5.16 The chart below shows the reason for each Children and Young People complaint analysed by category for 2009-10. A more detailed analysis is reported to the Children and Young People Policy and Performance Board which can be accessed here <http://members.halton.gov.uk/documents/s26382/Complaints%20Annual%20Report%202011-12.doc.pdf>



### 3.6 THE OUTCOME OF COMPLAINTS

3.6.1 The following tables provide a breakdown of the numbers of complaints across each of the three complaints procedures that were upheld, partially upheld or not upheld during 2011-12. For comparison figures for 2010-11 have also been included in brackets for the purposes of comparison.

#### Outcome of Corporate Complaints

<b>Outcome</b>	<b>Communities</b>	<b>Children &amp; Young People</b>	<b>Resources</b>	<b>Total</b>	<b>Percent</b>
Upheld	<b>2</b> (2)	<b>0</b> (1)	<b>2</b> (2)	<b>4</b> (23)	<b>13%</b> (40%)
Partially Upheld	<b>3</b> (4)	<b>0</b> (n/a)	<b>3</b> (3)	<b>6</b> (8)	<b>20%</b> (17%)
Not Upheld	<b>8</b> (0)	<b>1</b> (n/a)	<b>11</b> (5)	<b>20</b> (14)	<b>67%</b> (43%)

3.6.2 In relation to the two complaints upheld for Communities one related to the inappropriate use of a Council vehicle on a bus lane, which resulted in a disciplinary investigation, and one concerned the use of a PC within the ground floor area of Kingsway Learning Centre by a disabled youth, which resulted in an individual specific change in working practices.

3.6.3 In relation to Resources one of the complaints upheld related to the repositioning of a street light, as referred to earlier. The second related to transport arrangements to Riverside College for a disabled student. In this case whilst the Council had no statutory responsibilities, due to the students age, colleagues within the transport section worked with the student's father to secure transport for his son utilising a vehicle which was already in operation for this purpose.

3.6.4 In relation to those complaints across the three Directorates that were partially upheld this generally involved an apology being made, although this does not necessarily suggest that the Council had acted unprofessionally or inappropriately but that the nature of the complaint had some merit.

3.6.5 For example one such complaint related to the Council's Lifeline Wardens accessing a resident's property during the early hours of the morning following an area wide power failure. This led to telephone lines being out of service leaving residents unable to contact the Lifeline service in an emergency. As the resident had originally informed the Council that she would not be at home at the time the power failure occurred technically, there was no reason for them to have entered the property.



- 3.6.7 As it transpired the lady had returned earlier than planned from a holiday and was in the property at the time the Wardens gained entry through the 'keysafe' system. An apology was made and an explanation of the circumstances given to the resident i.e. that whilst records could have been more accurately checked the Wardens were acting with concern for the welfare of elderly residents registered with the Lifeline service.

Outcome of Children and Young People / Adult Social Care Complaints

Outcome	Adult Social Care		Children & Young People*	
	Number	Percent	Number	Percent
Upheld	<b>23</b> (20)	<b>29%</b> (37%)	<b>8</b> (3)	<b>21%</b> (10%)
Partially Upheld	<b>21</b> (17)	<b>27%</b> (31.5%)	<b>7</b> (3)	<b>18%</b> (10%)
Not Upheld	<b>34</b> (17)	<b>44%</b> (31.5%)	<b>23</b> (25)	<b>61%</b> (80%)

- 3.6.8 The outcome of Adult Social Care Complaints by Stage 1 and 2 is as follows:

- Of the 73 Stage 1 closed complaints, 21 (29%) were upheld and 18 (25%) partially upheld (complaints that are partially upheld indicate a number of issues raised, some of which were not upheld). Overall 39 (54%) of complaints had elements of their complaint upheld.
- There have been 5 complaints classified at stage 2. None were undertaken by an External Independent Investigator, all were conducted internally by Senior Managers. Of these, 3 Stage 2 complaints were partially upheld and 2 were completely upheld.

- 3.6.9 The outcome of Children and Young People Complaints by Stage 1 and 2 is as follows:

- Stage 1

Stage 1	Upheld	Partially Upheld	Not Upheld	Totals
2011-12	8	7	23	38
2010-11	6	4	25	35
2009-10	1	1	21	23

- **Upheld** –there were 8 upheld complaints, each were single incidents.
- **Partially upheld** – there were 7 partially upheld, each were single incidents. (A complaint can be partially upheld where there have been a number of issues raised and some elements have been upheld, whilst others may not have been.)

- **Not Upheld** – Complaints can initially be made against staff however the actions were governed by child protection policies.
- One complaint closed as not upheld was investigated under a different procedure which took precedence over the complaint procedure.

- Stage 2

Four Stage 2 investigations have been undertaken in this financial year, 3 more than in the previous year. Key points arising from these investigations are as follows:

- i. A Stage 2 investigation was concluded in 2011/12 which was carried over from the previous year. There were 23 elements to this complaint which resulted in a very complex investigation and detailed report.
  - 15 elements were upheld
  - 6 elements were not upheld
  - 2 elements there were no definitive findings
  - 38 recommendations were made by the independent investigator

The Independent Investigator's report was adjudicated on by a senior manager in the Directorate who accepted conclusions and recommendations including:

- Prior to the investigation, the Disabled Children's services had already been amalgamated with the Child in Need Service, part of the rationale for that decision was to ensure increased understanding of Safeguarding issues.
- The Commissioning role, risk assessments, provider monitoring be reviewed
- Staff Training be undertaken regarding the LADO (Local Authority Designated Officer) role and commissioning responsibilities
- Quality checking/assurance systems of assessments and timeliness be completed

The complainant was satisfied with the Independent Investigation, the findings, recommendations and the adjudicating officer's response. The complaint did not progress to Stage 3 Review Panel.

- ii. A Stage 2 investigation commenced for a young person in care who was disputing a decision. Due to decisions made by an external organisation, the complaint outcome could then not be met by the Local Authority. This Stage 2 investigation was then withdrawn by the young person who was supported by an advocate.
- iii. A Stage 2 investigation was undertaken due to differing views regarding the level of intervention required. The investigator's report stated that 'during the course of the investigation it was identified that a core assessment should be carried out' and so upheld this element.

It was also noted that help could have been received earlier if the complainant had continued with the Common Assessment Framework (CAF) process. Five recommendations were made by the independent investigator. The conclusions and recommendations were accepted by the adjudicating officer including reviewing documentation and staff training. The complainant was satisfied with the report and the complaint did not progress to Stage 3 Review Panel.

iv. A Stage 2 investigation was undertaken to investigate 5 elements:

- 1 element was upheld
- 1 element partially upheld
- 3 elements were not upheld

There was one recommendation and this was accepted by the adjudicating officer. The complainant remained dissatisfied and requested a Stage 3 Review Panel. After consultation, this was declined and the complainant was offered early referral to the Local Government Ombudsman (LGO) as the outcome being sought could not be met through the complaints procedure.

No complaints have progressed to Stage 3 of the formal complaints procedure.

### **3.7 WHAT HAVE WE LEARNED FROM COMPLAINTS AND CHANGED AS A RESULT?**

3.7.1 Analysis of the complaints and comments the Council receives provide essential information to help shape and develop services. They complement the wide range of consultation exercises that the organisation undertakes (including postal and telephone surveys, open forums, consultation days etc).

3.7.2 Whilst complaints have resulted in changes for individuals, collectively the Council uses this information, along with that resulting from routine interaction with residents, to help improve the services we provide or commission.

3.7.3 Examples of improvements made as a result of complaints in the last year include:

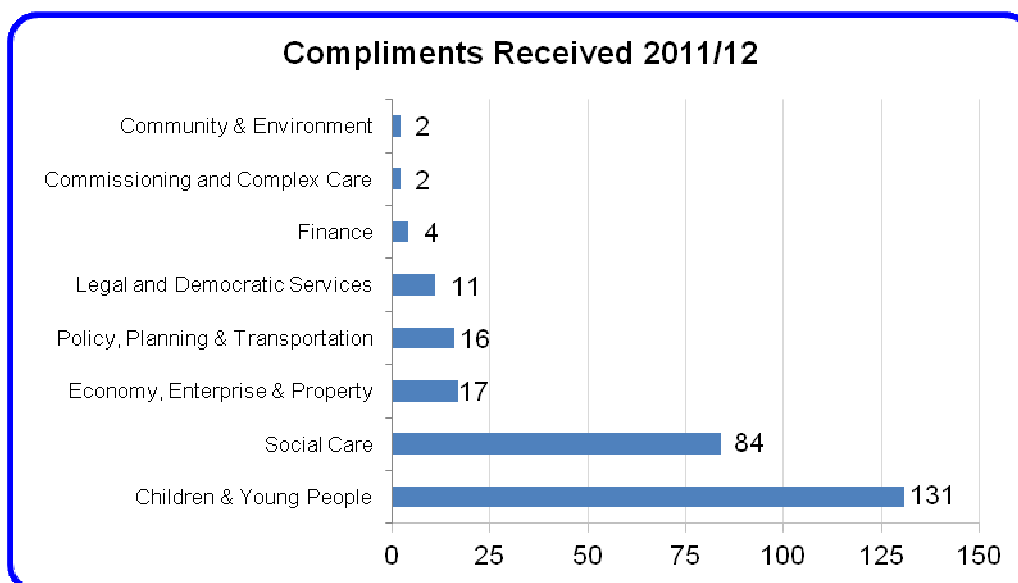
- Establishing individual specific arrangements to facilitate the extended use of the internet for a disabled library user at Kingsway Learning Centre.
- Implementing a revised system of delegated authority for foster carers
- Printout of immunisation to be passed to foster carers
- Various interventions to improve communication between clients, family or representatives and service providers.

- The procedures for the opening and closing of a day unit were reviewed and revised.
- Improvements to medication and prescription policies
- The successful delivery of the 'Help Us Help You' initiative to provide individuals with an easier route of access to making complaints and providing reassurance that their concerns will be acted upon responsibly and with respect.

3.7.4 In addition a number of group training sessions have been held for staff that have been well received and valued by participants. Further sessions will be planned on a periodic basis and delivered to appropriate audiences across the authority.

#### 4.0 COMPLIMENTS

4.1 Following a request by Elected Members this report now provides a short summary of those compliments that have been received concerning the provision of services across the Council during the year. Fifty two compliments have been received throughout the Corporate route as shown in the table analysed below, with the additional 84 compliments received by Adult Social Care and 131 by Children's Social Care.



4.2 It should be noted that compliments are made and received through a range of communication channels. Whilst steps have been taken to capture such information more consistently during the year 2011/12, the information contained in this report is representative and may not capture every complimentary exchange. For example in relation to human interaction, particularly in regards to inwardly focussed operational support services as noted for Corporate Services, whereas for Children's Services 55 compliments were positive feedback from workers/ professionals with 76 compliments received from service users of which 15 of these, were from

young people. Further analysis is required going forward on the source of the compliment, to ensure consistent treatment across the Council.

- 4.3 The following extracts are examples of compliments and positive feedback received during 2011 – 12 in relation to Children's and Adult Social Care:

*"In a nutshell I don't know how myself and family would have got through the last few months without A, she has shown constant support and professionalism. I always felt she was at the end of the phone when I needed her".*

*Card - with contributions from mum, dad and children, the children had previously been accommodated subject to a child protection plan. "I can't help but wonder if it was somebody else that day at the police station 2 years ago, I might not have a family now, thank you for all your support and guidance, will be eternally grateful". "Thank you for helping us to be good and learn". "Thank you for the nice stuff".*

*"I am made up that I got K as my Support Worker, I don't know what I'd have done without her, and she makes me understand things and points me in the right direction".*

*"I have had 1 to 1 sessions with J. This has helped me to understand why it's important to share things that are worrying me and that there is always somebody to help me make choices".*

*Daughter moved into supported accommodation. "I am writing to express true appreciation for the very helpful and thorough support offered. Many other excellent inputs over nearly 20 years have contributed to her development to greater independence. For all of us we are most grateful to Halton Council"*

*"A big thank you, a couple of years ago my mum was diagnosed with dementia, it happened rapidly and was traumatic for all concerned. We tried to cope but when we needed help we turned to the council. The help we needed was there as soon as we asked, as soon as we needed it. Halton Council can be justifiably proud of their concern for and care of the vulnerable and elderly in their charge. Once again thank you".*

*Client has severe and enduring complex mental health issues, it should be noted that writing this letter was a massive thing for him. "I don't know if clients ever write to the management, but I wanted to say a big thank you for the on-going support I am receiving. They treat me with dignity, respect and a smile which helps put me at ease. If I did not receive their support I feel I could not live in the community".*

- 4.4 In relation to the Policy and Resources Directorate and Corporate related issues the following are examples of positive feedback:-

*"I would like to take this opportunity to express our thanks to the Council's team for the excellent professional and co-operative team work with ourselves and the design team on the new Tesco store in Widnes. They were a big part of the success of this project and hope to work with the team again if we are in the Halton area".*

*"I just wanted to send you a personal thanks from me; to all colleagues who gave presentations over the last two days in the New Members' Induction Programme. The feedback from the new members has been very positive".*

*"I don't think I could of coped without welfare rights, never been to a tribunal before and I think Judith Clayton helped my case and the outcome with the submittal she sent in to the tribunal and she was very patient and understanding with me cannot thank her enough".* Additionally from a different service user *"Couldn't make any more comments as everything was EXCELLENT especially at the time as I had just lost my husband"*

*"The area forum money we have been awarded over the years has enabled us to hold valuable community centre based events that have attracted large sections of the community. The events promote community cohesion and provide a platform for local consultation on local issues. (Outdoor space at Murdishaw, Intergenerational Issues, Community Safety)"*

## **5.0 POLICY IMPLICATIONS**

5.1 Complaints provide essential information and inform the development of Halton Borough Council services and policies. The Corporate Complaints Procedure is regularly reviewed to ensure it continues to conform to best practice and remains fit for purpose.

## **6.0 OTHER IMPLICATIONS**

6.1 Improvement and quality assessment agendas increasingly consider the robustness of complaints procedures and how they are demonstrably used to inform and drive change.

## **7.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

7.1 It is important for the Council to have robust complaint procedures in place to improve service delivery and ultimately help the achievement of all of its six strategic priority areas.

## **8.0 RISK ANALYSIS**

8.1 An inefficient or ineffective complaints system will fail individuals who want to use it and prevent the organisation from learning from complaints. Whilst complaints can result in positive changes for individuals they are also a key

source of intelligence which can be used to influence the design and delivery of services that the organisation provides and commissions.

## **9.0 EQUALITY AND DIVERSITY ISSUES**

- 9.1 All complaint forms are issued with a separate form for monitoring diversity of complainants with regard to age, disability, ethnicity and gender. Unfortunately the majority of corporate complainants choose not to return the monitoring form with their complaint so information collected is extremely limited. However upon the basis of available evidence no specific social groups are overly represented by age, gender, disability etc.

## Council Complaint Procedures

