

Public Document Pack



Executive Board

Thursday, 16 June 2016 2.00 p.m.
The Boardroom, Municipal Building

A handwritten signature in black ink, appearing to read 'David W R'.

Chief Executive

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

PART 1

Item	Page No
1. MINUTES	
2. DECLARATION OF INTEREST	
Members are reminded of their responsibility to declare any Disclosable Pecuniary Interest or Other Disclosable Interest which they have in any item of business on the agenda, no later than when that item is reached or as soon as the interest becomes apparent and, with Disclosable Pecuniary interests, to leave the meeting during any discussion or voting on the item.	
3. CHILDREN YOUNG PEOPLE AND FAMILIES PORTFOLIO	
(A) CLOSURE OF WESTFIELD PRIMARY SCHOOL RESOURCE PROVISION BASE FOR PUPILS WITH HEARING IMPAIRMENT AND SPECIFIC LEARNING DIFFICULTIES - KEY DECISION	1 - 3

*Please contact Angela Scott on 0151 511 8670 or
Angela.scott@halton.gov.uk for further information.
The next meeting of the Committee is on Thursday, 14 July 2016*

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**7. SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972
AND THE LOCAL GOVERNMENT (ACCESS TO
INFORMATION) ACT 1985**

PART II

In this case the Board has a discretion to exclude the press and public and, in view of the nature of the business to be transacted, it is **RECOMMENDED** that under Section 100A(4) of the Local Government Act 1972, having been satisfied that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act.

8. PHYSICAL ENVIRONMENT PORTFOLIO

**(A) PROPOSAL TO FACILITATE DISPOSAL OF THE
FORMER BAYER CROPSOURCE SITE- KEY
DECISION**

173 - 209

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: Executive Board

DATE: 16 June 2016

REPORTING OFFICER: Strategic Director, People & Economy

PORTFOLIO: Children, Young People & Families

SUBJECT: Closure of Westfield Primary School Resource Provision Base for Pupils with Hearing Impairment and Specific Learning Difficulties

WARD(S) Borough-wide

1.0 PURPOSE OF THE REPORT

1.1 This report seeks permission to commence consultation on the closure of the Primary Hearing Impaired Resource Provision Base at Westfield Primary School.

2.0 RECOMMENDATION: That the Board approve the commencement of consultation on the closure of the Hearing Impaired Resource Provision Base at Westfield Primary School.

3.0 SUPPORTING INFORMATION

3.1 Westfield Primary School has a Resource Provision Base for six pupils with hearing impairment (HI) and specific learning difficulties.

3.2 Demand for places at the Resource Base has decreased over recent years as parents of children with significant hearing impairment are choosing to educate their children in a local mainstream provision rather than in specialist HI provision. From September 2016 there will only be 3 pupils accessing provision.

3.3 Children now make greater progress by being part of a mainstream peer group with language support. As a consequence many children with a hearing impairment are now being successfully placed in their local school with a package of support.

3.4 In 2015/2016 we ceased the secondary specialist Resource Provision base at Wade Deacon High School due to lack of numbers. The funding this released is now being invested in strengthening and increasing the level of peripatetic specialist teaching and non-teaching support. This allows pupils to be educated in their mainstream setting with additional support when appropriate.

3.5 The three pupils within the Resource Provision Base at Westfield will

remain at the school in mainstream and will be allocated additional teaching assistant support. They will also be provided with support from the peripatetic specialist team.

3.6 This approach is supported by the Head Teacher of Westfield Primary School.

4.0 **CONSULTATION PROCESS**

4.1 If the Board give permission to undertake a consultation, the pre-statutory consultation will commence on 22nd June 2016 for a four week period ending on 22nd July 2016.

4.2 As part of the consultation meetings will be held with governors, staff, and parents of pupils from the Resource Base, as well as the CCG, other schools, trade unions and other neighbouring Local Authorities.

4.3 A report on the outcome of the consultation will be taken to Executive Board on 15th September 2016 and if permission is given a statutory consultation will commence on 21st September 2016 closing on 19th October. The report considering the outcome of this consultation will then be presented to Executive Board on 17th November 2016.

5.0 **POLICY IMPLICATIONS**

5.1 By increasing the peripatetic team support can be provided to more pupils with a hearing impairment.

6.0 **FINANCIAL IMPLICATIONS**

6.1 The Resource Base currently receives £10,000 for each of its 6 places giving it a total of £60,000. £20,623 is provided for a Signer each year and an additional £5,081.73 is allocated for each pupil placed in the base.

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

7.1 **Children & Young People in Halton**

Supporting pupils with a hearing impairment in their mainstream local school is more inclusive as it allows pupils to be educated within their own community.

7.2 **Employment, Learning & Skills in Halton**

None identified.

7.3 **A Healthy Halton**

None identified.

7.4 **A Safer Halton**

None identified.

7.5 **Halton's Urban Renewal**

None identified.

8.0 **RISK ANALYSIS**

8.1 As reducing number of parents are choosing to have their children educated in a HR Resource Base it is becoming more difficult for the base to be financially viable and to be able to recruit the appropriately qualified staff.

9.0 **EQUALITY AND DIVERSITY ISSUES**

9.1 This proposal is aimed at ensuring pupils with Hearing Impairment can be educated within their own local community and is therefore more inclusive.

9.2 An Equality Impact Assessment will be undertaken on this proposal.

9.0 **REASON(S) FOR DECISION**

Provide a more inclusive offer for pupils with HI giving them the opportunity to be educated with support alongside their peers.

10.0 **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

Retaining the current provision. This was rejected as it is less inclusive and more costly.

11.0 **IMPLEMENTATION DATE**

A decision will be required by Executive Board prior to 1st January 2017.

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

Document	Place of Inspection	Contact Officer
Statutory Notice January 2010	Rutland House	Ann McIntyre 0151 511 7332 ann.mcintyre@halton.gov.uk

REPORT TO:	Executive Board
DATE:	16 June 2016
REPORTING OFFICER:	Strategic Director – People and Economy
PORTFOLIO:	Children, Young People & Families
SUBJECT:	White Paper – Education Excellence Everywhere
WARDS:	All

1.0 PURPOSE OF THE REPORT

- 1.1 This report will provide a summary of the White Paper Education Excellence Everywhere and the key elements of the proposed Education Bill. It will outline some of the key implications and seek approval to explore the future role of the local authority in supporting schools.

2.0 RECOMMENDED: That the Board

- 1) consider the implications of the White Paper Education Excellence Everywhere and proposed Education Bill; and**
- 2) approves the development of options for the future role of the Council in supporting schools.**

3.0 BACKGROUND INFORMATION

- 3.1 On 17th March 2016 the Secretary of State launched “Education Excellence Everywhere” and the Department for Education’s five year strategy “World-class education and care”. These two documents set out the government’s plans for education over the next five years and their vision to “provide world-class education and care that allows every child and young person to reach his or her potential regardless of background”. The proposed reforms seek to radically reshape education and reduce and redefine the role of the local authorities.

- 3.2 There are seven key areas covered within the White Paper and these are listed below:-

- Great teachers – everywhere they’re needed;
- Great leaders running our schools and at the heart of our system;
- A school-led system with every school an academy, empowered pupils, parents and communities and a clearly defined role for local government;

- Preventing underperformance and helping schools go from good to great: school-led improvement, with scaffolding and support where it's needed;
- High expectations and a world-leading curriculum for all;
- Fair, stretching accountability, ambitious for every child; and
- The right resources in the right hands: investing every penny where it can do the most good.

3.3 Great Teachers

3.3.1 In order to address the more challenging recruitment landscape for teachers the following policy proposals are suggested:

- Reform of the National College of Teaching and Leadership to better design and deliver targeted recruitment incentives, campaigns and opportunities that attract sufficient new entrants to the profession, including those who are looking to return to the classroom.
- Reduce the costs of recruitment by creating a teacher vacancy website.
- Allocation of Initial Teacher Training (ITT) will be reformed and will be based on need, demand and quality.
- ITT content will be strengthened to include more subject knowledge and evidence-based practice
- **Qualified teacher status will be replaced with accreditation based on a teacher's effectiveness in the classroom**
- There will be a new standard for Teachers' Professional Development to help schools improve the quality of continued professional development
- The feasibility of paying teachers to publish their research and CPD will be explored.

3.4 Key Implications

3.4.1 Currently the Local Authority is the main appropriate body that quality assures newly qualified teachers and supports Halton schools with the assessment process leading to Qualified Teacher Status (QTS). The proposal is that it will be for schools and headteachers to decide when trainees have reached the required level of accreditation. Academy principals will continue to have the flexibility to determine what requirements they make for any potential teacher.

3.5 Great Leaders

3.5.1 To empower and extend the reach of the best leaders it is proposed that:

- Encourage more leadership development training delivered by successful schools
- A range of experts including headteachers and CEOs from multi-academy trust (MATs) design new voluntary National Professional Qualifications for each level of leadership

- Rebalance incentives so that great leaders are not discouraged from working in challenging schools – **introduce ‘improvement periods’ during which schools will not be inspected by Ofsted**
- Introduce the new National Teaching Service to support elite teachers and strong middle leaders to work in some of the most challenging areas
- **Move to fully skills-based governing boards – establishing a database of everyone involved in governance**

3.6 Key Implications

3.6.1 Where a school is judged to require improvement and a new Headteacher steps forward to lead this improvement the school will not face re-inspection until around 30 months after the previous inspection, unless requested. Furthermore, where a poorly performing maintained school is replaced by a sponsored academy it will not normally face re-inspection until its third year of operation.

3.6.2 Governing boards will be expected to focus on recruiting skilled people, there will no longer be a requirement for academy trusts to reserve places for elected parents. Although it is expected that the majority of those involved in governance will be unpaid advice is being sought as to whether key positions such as the Chair could be offered payment.

3.7 A school-led system with every school an academy

3.7.1 The proposed Education Bill announced in the Queen’s Speech on 18th May 2016 amended the original proposal from the White Paper that by the end of 2020, all schools will be academies or in the process of becoming academies, with local authorities no longer maintaining schools.

- Instead it is proposed that schools convert to academies in the worst performing local authorities and those that can no longer viably support their remaining schools.
- It is intended to make the process of becoming an academy swifter and smoother for schools and local authorities.
- The responsibility for School Improvement will be removed from the Local Authority and shifted to others in the school system.
- A new Parent Portal will be established to help parents navigate the schools system and a new complaints process will be established with a route to the Department for Education and public service ombudsman. It is proposed that there will be a clearer and simpler admission process.
- Finally, the role of local authorities will be revised and it will be responsible for ensuring every child has a school place, that the needs of all pupils are met and that it champions parents and the local community.

3.8 Key Implications

Current Position

- 3.8.1 The current position is that every high performing school can put forward an application to convert to academy status and every failing school is required to become a sponsored Academy. Under the Education and Adoption Act coasting schools i.e. schools where data shows pupils have failed to reach their potential over 3 years schools could be required to be taken over by a strong sponsor if they cannot demonstrate capacity to improve. The white paper seeks to further extend the Secretary of State's power to remove maintained schools from the local authority.
- 3.8.2 In Halton of the 8 high schools 5 are academies/free schools. Two of these high schools are MATs and two are academies sponsored by the Ormiston Trust. 1 of the 4 special schools is a single academy and 4 of the 50 primary schools are academies 3 sponsored and one working towards becoming part of a MAT. Under the new Education and Adoption Act it is likely that further schools will be required to convert. The proposed Education Bill seeks to convert schools to academies in the worst performing local authorities or those that are no longer viable – the threshold which will be used has yet to be published.

3.9 Multi-Academy Trust

- 3.9.1 Although high performing schools can still choose to convert as a single academy, the expectation is that schools will either join or form multi-academy trust and that these trusts will be made up of a combination of strong high performing schools, small schools, primary schools and weaker schools that can benefit from the support, breadth of curriculum and resources of the MAT.
- 3.9.2 In Halton there are already two multi-academy trusts led by the two teaching schools Wade Deacon and The Heath. These two MATS already work with a number of schools both within Halton and in other local authority areas and have some capacity to expand further. They do not, however, have the capacity to work with all Halton schools.
- 3.9.3 To ensure the most appropriate offer and strategic fit for all Halton schools, it is proposed to explore the range of different options open for schools. These options could include exploring the development of a local authority supported Multi-Academy Trust with strong sponsorship. Any MAT would be a separate legal entity to the local authority and would require the approval of the Regional Schools Commissioner. Alternatively the local authority could explore working more collaboratively with other neighbouring local authorities. Other approaches may emerge over the coming weeks which better meet the needs of Halton Schools.

3.10 Capacity

- 3.10.1 Although the White Paper specifies that there will be a new duty placed on local authorities to facilitate the process of all maintained schools becoming academies there are no further details. However, if the changes to funding local authorities outlined in the schools national funding formula are approved this will severely limit the authority's ability to undertake this function and if it is considered that a local authority no longer has the capacity to maintain its schools there will be new powers to ensure schools become academies to a faster timescale.
- 3.10.2 The previous academy conversions required a significant amount of officer time to complete. The conversion process varied according to the complexity of the school but the simplest took 4/5 months with others taking over 18 months. All conversions were co-ordinated by the Operational Director and involved legal support (in some cases specialist external advice due to the complexity), estates support, property services, health and safety, internal audit and finance support. Other officers were involved if schools had early years provision or a resource provision unit. Two of the schools yet to convert are PFI. Currently every school seeking to convert received a grant, however, there is no additional funding for local authority. In fact the level of ESG reduced from £87 per pupil in 2015/2016 to £77 in 2016/2017 and the schools national funding formula consultation document proposes further reductions to the ESG which funds the authorities education role and the central DSG.

3.11 Land/Assets

- 3.11.1 Under the current arrangements academies which were previously maintained schools lease their land back from the local authorities on 125 year lease. It is proposed that to speed up the conversion process when a community school converts to an academy, the land held by the authority will transfer to the Secretary of State. The Secretary of State will then grant the lease to the academy. However, there will still need to be individual local negotiation where there are any shared use or access issues. In addition, the government will not take ownership of any land owned by a school or a charitable trust, however it will remove the ability of maintained schools to convert to foundation status.

3.12 Diocesan Arrangements

- 3.12.1 To date there is only one sponsored voluntary aided school academy within Halton. The process proved to be very difficult and lengthy. 1/3rd of the schools in Halton are voluntary aided. As this has been a challenge across the country the government is looking to agree Memorandum of Understanding with the National Society for the Church of England and the Catholic Education Service which acknowledges that churches expect academies to remain part of the diocesan family of schools, sets out the principles for the development of a strategic relationship between the Regional Schools Commissioner

and the Dioceses and establishes clear protocols for agreeing the arrangements required when church schools become academies.

3.13 Local Authority Role

3.13.1 The Local Authority will continue with responsibilities such as employment of staff in community schools, ownership and asset management of school buildings, governance, organisation and curriculum of maintained schools. However as schools convert to academy status the level of funding and the level of responsibility will reduce.

3.13.2 The responsibility for providing school improvement will be removed from the Local Authority by September 2017. However, LAs will continue to retain responsibility for the oversight of testing arrangements.

3.13.3 There is a lack of clarity within the White Paper about the arrangements between 1st September 2017 and 2022 when all schools have become academies and how the school improvement role will be undertaken for those schools converting later in the process.

3.13.4 Local Authorities will be responsible for the following education services:

- Ensuring every child has a school place – sufficient school, special school and alternative provision places to meet demand.
- An expanded role in schools admission including the responsibility for handling all school admission appeals and co-ordinating in year admissions
- The responsibility for providing transport services
- Taking the lead in crisis management and emergency planning.
- Ensuring the needs of vulnerable pupils are met through identifying, assessing and making provision for children with special educational needs and disability and looked after children
- Promoting school attendance and tackling persistent absence
- Ensuring alternative provision is available for Headteachers to commission for children and young people excluded from school or otherwise unable to attend a mainstream school
- Leading on safeguarding responsibilities for all children included those in unregulated settings, educated at home and children missing as well as those at risk of radicalisation
- Working with schools to ensure they discharge their safeguarding duties
- Supporting vulnerable pupils e.g. through the expanded role of the Virtual Head
- Acting as champions for all parents and families – listening to and promoting the needs of parents, children and the local community

- Supporting parents in navigating the system through a continuing role in admissions,
- Supporting parents in navigating local SEND arrangements – providing advice and support
- In relation to SEND providing information advice and support and championing high standards for all pupils
- Encouraging high performing providers to establish new school places – where necessary calling for action from the RSC to tackle underperformance
- The role of the DCS and the Lead Member will be reviewed and revised accordingly.

3.13.5 The changing role and the revised funding arrangements for Local Authorities along with the proposed High Needs Reform may impact upon the authorities ability to challenge schools and academies to ensure that appropriate help and support is provided to all pupils in all schools particularly those that are the most vulnerable. It may also have an impact on the LAs safeguarding role.

3.14 Preventing Underperformance

3.14.1 Extra support will be provided to support a school-led system and build capacity. This will include:

- A strong focus on supported autonomy
- Transfer of responsibility from school improvement from local authorities to schools and system leaders teaching schools, National Leaders in Education (NLE) and other designated system leaders
- More sophisticated approach to the designation of system leader roles based on timely and accurate data rather than reliance on Ofsted Judgements.
- Designate up to 300 more teaching schools and 800 more NLE where they are most needed

3.15 Key Implications

See paragraph 3.7.13

3.16 A world-leading curriculum

3.16.1 To provide all children with a 21st century education it is proposed that:

- There are no new curriculum or assessments proposals – allowing for a period of consolidation and stability
- 25% of secondary schools will receive funding to extend their school day
- **Alternative provision will be reformed so that mainstream schools are accountable for the education of pupils in Alternative Provision (AP) and responsible for commissioning high quality provision**

- A strategy will be published for improved careers provision for young people and further support for The Career and Enterprise Company

3.17 Key Implications

3.17.1 The role of the Virtual head will be expanded to take responsibility for children who have left care under an adoption order. Pupil premium will be extended and there will be priority school admission. The capacity of Halton's Virtual Head was increased in January 2016 so that the role is full time and works exclusively for Halton. A further review will need to be undertaken of the impact of the proposed changes.

3.17.2 For vulnerable children who have challenging home circumstances or are on the edge of care a ministerial working group is exploring the opportunities and benefits of promoting boarding as an option. The financial implications of the proposal will need to be further explored when more details are available.

3.17.3 Accountability arrangements for AP will be changed so that a pupil's mainstream school will retain accountability for their educational outcomes and take a lead in commissioning their provision. Schools will be responsible for the budgets from which AP is funded. The future role of the PRU and funding of the PRU will need to be explored when more details are available.

3.18 Accountability

3.18.1 The proposed accountability arrangements include:

- A focus on embedding the existing reforms to primary, secondary and 16-19 accountability
- New accountability measures for MATs – including performance tables
- Ofsted to ensure inspection is increasingly focuses on underperformance. Ofsted will consult on removing the separate graded judgements on the quality of teaching, learning and assessment

3.19 The right resources in the right hands

3.19.1 On 7th March 2016 the two of consultation documents about changes to the school funding arrangements were launched. Each consultation had two stages. Stage one set out the fundamental principles and stage 2 aims to set out the detailed methodology. The response for both consultations was 17th April. It was a challenge to ensure all partners were briefed on the changes and had the opportunity to feedback as both consultations were reduced to 6 weeks and cut across both the Easter and Spring Break school holidays.

3.19.2 The schools national funding formula proposed the move to a national

funding formula in 2019/2020 in order to tackle the wide variations in funding per pupil between LAs and individual schools with similar needs. Local Authorities role in determining school funding will be removed. It is proposed that the schools block is ring-fenced and a new local authority services block created from 2017/2018. The proposed pace of change and the ring fencing of the schools block is a particular issue in Halton as we have used the DSG funding flexibly for many years with the schools block supporting both the high need and early years budget.

3.19.3 Under the high needs funding formula and other reforms consultation the Local Authority will continue to receive an allocation at LA level of high need pupils and will have the responsibility of determining local levels of provision and special needs support for individual children and young people. Significant changes have been proposed for the allocation of funding to local authorities and the concern is that for a small unitary authority with a high level of children and young people the revised allocation would not meet our needs. In addition, we are concerned separating the school funding from the high needs funding provides reduces the incentive for schools to be inclusive.

4.0 FINANCIAL IMPLICATIONS

4.1 Under the current arrangements every time a schools converts to academy status the local authority’s Education Services Grant is reduced by the number of pupils in the converting school multiplied by the ESG rate.

ESG General Funding Rate for mainstream schools	£77.00
ESG General Funding Rate for special schools	£327.25
ESG General Funding Rate for PRUs	£288.75
ESG Retained Duties Funding Rate	£15.00

This funding has previously funded a range of education services which include Education Welfare, School Improvement, Asset Management, Premature retirements and a range of statutory responsibilities. The School Improvement element of the ESG will then be re-routed to teaching schools to support their new role.

4.2 Where a school converting to academy status is in a budget deficit position the local authority is left with this debt. In Halton all school budgets have been reduced this year, a number of schools have requested and received financial support from School Forum however funds are limited and it is becoming increasingly challenging for schools to set a balanced budget. Halton could inherit a significant amount of debt if school budgets are not closely monitored and would need to take decisive action if a school appeared to be in financial difficulty.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

5.1 Children and Young People in Halton

A strong collaborative system to support schools is essential in Halton to ensure improved educational outcomes for all pupils.

5.2 Employment, Learning and Skills in Halton
N/A

5.3 A Healthy Halton

N/A

5.4 A Safer Halton

N/A

5.5 Halton's Urban Renewal
N/A

6.0 RISK ANALYSIS

6.1 All schools working together in partnership will strengthen the local provision and avoid a fragmented approach to education in Halton.

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 In considering the options Halton will look to provide a coherent, consistent offer for children and young people in the Borough.

8.0 REASON(S) FOR DECISION

8.1 To explore the options and opportunities available to the local authority and its maintained schools.

9.0 ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

9.1.1 N/A

10.0 IMPLEMENTATION DATE

10.1 June 2016

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

Document	Place of Inspection	Contact Officer
White Paper Education Excellence Everywhere	DFE Website	Ann McIntyre
DFE Strategy 2015- 2017	As above	Ann McIntyre
World Class Education & Care		
Schools National Funding Formula	As above	
High Needs Funding Formula and other reforms	As Above	

REPORT TO: Executive Board

DATE: 16 June 2016

REPORTING OFFICER: Strategic Director, People & Economy

PORTFOLIO: Health & Wellbeing

SUBJECT: Adult Health and Social Care – Accountable Commissioning System

WARD(S): Borough Wide

1.0 PURPOSE OF REPORT

1.1 The report presents a draft Project Initiation Document (PID) to Executive Board, which outlines a proposal and associated mechanisms of how the further alignment of systems and services across Health and Social Care Services will improve the quality and efficiency of services provided to Adults in Halton.

2.0 RECOMMENDATION: That the Board

- 1) note the contents of the report and associated appendices; and
- 2) approve the draft PID attached at Appendix 2.

3.0 SUPPORTING INFORMATION

Background

- 3.1 There have been many national changes to health and social care policy over the years, but one significant vision has remained: that is for the closer working of health and social care services. Over time, national policy has been designed to remove barriers between these two areas moving from partnerships, to formal joint working and, in some instances, fully integrated services with pooled funding. Over the last 15 years, legislation has been introduced that gives local organisations more scope to progress joint working. These powers were updated by the NHS Act 2006 which introduced "Health Act Flexibilities" (HAFs), to foster partnerships between health and social care agencies and to bring down the barriers between health and social care. The aim for partners is to join together in designing and delivering services around the needs of users, rather than worrying about the boundaries of their organisations.
- 3.2 In May 2013, the Government announced it's biggest ever commitment to making co-ordinated health and care a reality and published plans that aim for us working together to put people first (Integrated Care and Support: Our Shared Commitment (2013)).

The Health and Social Care Act 2012 brought in the most wide-ranging reforms of the NHS since it was founded in 1948. On 1 April 2013 the main changes set out in the Act

came into force, and most parts of the NHS were affected in some way. One of the duties within the Act is the promotion of integration. In support of the integration agenda, in June 2013's spending review the Government announced the introduction of the Integrated Transformation Fund from 2015/16 (subsequently renamed the Better Care Fund (BCF)) as a catalyst to ensure that the integration agenda is progressed, services improve and value for money is ensured. Recent guidance has clarified that this is to continue.

Local Context

- 3.3 In Halton, Adult Services have a long history of collaboration and integration, and began its journey of joint working/integration back in 2003 with a pooled budget and integrated teams within Intermediate Care Services. Attached at **Appendix 1** are examples of Joint Working/Integration in respect of the Adult Services.

The focus on joint working and pooled resources has developed and strengthened over the years; we now have a pooled budget in excess of £42 million pounds. Both NHS Halton Clinical Commissioning Group (CCG) and the Council are committed to further developing our integrated approach to service delivery and transformation to improve the Health and Well-Being of Halton residents. Although we are working towards operating as a system, there does continue to be barriers to fully realising the benefits of a truly integrated approach, and as a result some of the improved outcomes for users of our services and opportunities to deliver value for money are missed.

- 3.4 The management of the pooled budget has been extremely successful, improving outcomes for individuals in addition to moving from a position of overspend for both organisations to financial balance. It should be noted that HBC and NHS Halton CCG have just entered into a new Joint Working Agreement which runs until 31st March 2019.
- 3.5 There is no single definition for integrated care, and the integration of services can take place in various forms and at different levels. For example, services may be integrated at the level of a local or regional population, for a particular care or age group, or at an individual level, or indeed may involve more than one of these approaches. However there is clear evidence that when it comes to delivering benefits, the integration of clinical teams and services is far more important than the integration of organisations; organisational integration in itself is no guarantee of improved outcomes.

Proposal/Project

- 3.6 However with the introduction of the Better Care Fund from April 2015, which builds upon the Joint Working Agreement and associated pooled budget arrangements introduced in April 2013 between HBC and NHS Halton CCG for the commissioning of services for people with Complex Care needs, both HBC and NHS Halton CCG believe it is an appropriate time to review current arrangements in place in respect of joint working and align organisational structures, leadership and governance arrangements across Adult Social Care and Health, in order to deliver more effectively on the desired outcomes for the residents of Halton.

It should be noted that the approach being taken in Halton supports the national drive towards the concept of 'Accountable Care Organisations' (ACOs). ACOs consist of

providers who are jointly held accountable for improving the quality of care and reducing costs, largely by working together more efficiently.

As the basis for the current Joint Working Agreement, the pooled budget and this proposal/project is primarily concerned with the commissioning of services, as both organisations are working towards the same goals – quality improvement, costs savings and working together more efficiently both HBC and NHS Halton CCG feel that this approach is in line with the concept of ACOs but would refer to Halton's current direction to that of an 'Accountable Commissioning System'.

3.7 Attached at **Appendix 2** is a detailed draft PID which outlines the aim of the project, rationale, expected outcomes, process to be undertaken etc.

A Project Board has been established to take forward this Project; called the 'Integration – Joint Steering Group'. This Project Board is chaired by the Director of Adult Social Services, HBC.

Membership of the Board is as follows:-

- Operational Director, Commissioning & Complex Care, HBC
- Director of Transformation, HBC & NHS Halton CCG
- Chief Nurse, NHS Halton CCG
- Director of Service Delivery, NHS Halton CCG
- Director of Public Health, HBC

The Project Board have met on a number of occasions so far to develop the attached PID and will continue to meet on a monthly basis and report progress through to Chief Officers Management Team – HBC and Executive Management Team – NHS Halton CCG on an ongoing basis.

NB. Once the PID has been agreed, quarterly update reports will be produced for Chief Officers, NHS Halton CCG Governing Body, Executive Board and the Health & Wellbeing Board outlining progress made.

3.8 Commissioning Services for Children and Families will continue to be progressed through the Children and Families Commissioning Partnership Board of the Children's Trust. This allows partners to focus on jointly identifying how the needs of children and families are met and ensures that positive outcomes for children, young people and families are at the heart of the strategic planning and commissioning process. Recent reviews of support to children and young people with special educational needs and disability have identified opportunities for Adult and Children's Services to align more closely and work in an integrated way in areas such as transition and equipment.

NB. A report outlining this proposal and associated PID was presented to the Children's Trust in April 2016 for comment.

3.9 As with Children's Services above, although the focus of this project is on Adult Services, the Integration – Joint Steering Group will ensure that where there are opportunities for further integration/alignment with Public Health then these will be activity explored. This is supported by the inclusion of the Director of Public Health onto the Integration – Joint Steering Group.

Conclusion

- 3.10 There are increasing challenges for the Health and Social Care economy within Halton to be able to respond effectively to people's needs and provide high quality services within limited and reducing resources. Therefore we need to examine how we can do things differently to not only ensure value for money, but ensure that they are affordable.
- 3.11 The aim of this project is to facilitate the further alignment of systems, to support the existing pooled budget which will not only improve effective and efficient joint working, but more importantly improve the pathways and outcomes for individuals who use our services, thus setting the scene for the future sustainability of meeting the current and future needs of people with complex needs.

It is anticipated that the model developed as part of this project will provide us with the necessary infrastructure and a sound basis to build upon when moving forward on the integration of front line services and the commissioning of services to support community hubs.

- 3.12 In summary this project will achieve:
- A joint market position statement - There is the potential to manage the market more effectively, utilising more robust procurement processes in order to manage/contain the general increase in costs;
 - Ensure value for money contract prices, to ensure quality provision and that adults are appropriately safeguarded;
 - An integrated commissioning plan for Halton Adult Services;
 - Delivering high quality care closer to home;
 - Reduce the need for unnecessary hospital admission and readmission;
 - Ensure the appropriate use of crisis intervention and short term support to promote independence;
 - Promote the use of a range of technologies to support independence and the management of risk;
 - Ensure the proportion of placements in long term residential care are maintained at an appropriate level;
 - Realise placements in Borough with Out of Borough placements being the exception;
 - Improve the quality of care in the community and residential placements;
 - Identify other opportunities for external partnership/integrated working arrangements; and
 - Identify further opportunities to pool additional funding.

4.0 **POLICY IMPLICATIONS**

- 4.1 None identified at this stage.

5.0 FINANCIAL/RESOURCE IMPLICATIONS

5.1 At this stage it is difficult to accurately assess what the project will deliver in respect of actual efficiencies however what the project will do is provide us with the opportunity to manage resources as a system more effectively which in turn is anticipated to generate efficiencies.

This can be borne out of the fact that we have moved from a position of overspend for both organisations to financial balance as outlined earlier on in the report.

6.0 OTHER IMPLICATIONS

6.1 None identified at this stage.

7.0 RISK ANALYSIS

7.1 Any risks associated with the implementation of this project will be managed via the Integration – Joint Steering Group.

7.2 As part of the development of the PID a risk analysis has been completed by the Joint Steering Group and is included within the PID under section 3.6 ‘Known Risks’.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 None identified at this stage.

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

None

Joint Working/Integration between Health Services and Halton Borough Council (Adult Services): Examples

Examples include the Rapid Access Rehabilitation Service (RARS). This team undertake specialist assessments and interventions, within a community setting and within Intermediate Care Beds. The team is made of professionals from three organisations (HBC, Bridgewater and Warrington & Halton Hospital NHS Foundation Trust) working under HBC management direction. In addition, it supports the falls service, providing specialist therapy and nursing and has an assessment function. RARS also operates a crisis intervention or rapid response element of service provision. RARS is also the 'single point of access', for all Intermediate Care Services in the Borough. Anyone can be referred to the RARS Team, by a Health or Social Care Professional or Practitioner, by the Voluntary Sector or by the Patient themselves or their Relative(s).

Within Halton, although the NHS Halton Clinical Commissioning Group (CCG) is both responsible and accountable for urgent care services for the local population and anyone present in Halton, NHS Halton CCG recognises that urgent care cannot be commissioned in isolation of social care and therefore works in partnership with HBC and neighbouring CCGs and Local Authorities to discharge their statutory responsibilities with regards to urgent care. The Director of Adult Social Services is the Chair of Halton's System Resilience Group and the Director of Transformation, HBC and CCG is Vice Chair, whilst the Operational lead for Urgent Care within Halton, working across both HBC and CCG is the Divisional Manager, Urgent Care, HBC. The System Resilience Team includes other representatives from the CCG and HBC in addition to the Clinical Lead for Urgent Care from the CCG. The team proactively provide leadership, operational input/support, ensure appropriate communication and direct resources into the Urgent Care System to respond to particular pressures in the system on an ongoing basis. One area of work that has been key for the Team over the past 18 months has been the development of the two new Urgent Care Centres within Halton which provide new and expanded diagnostic services, medical and nursing capacity for the management of ambulatory and sub-acute conditions and minor illness and injury.

Another example is that of HBC and NHS Halton CCG entering into a 3 year Joint Working Agreement (hosted by HBC) from April 2013 (Section 75) for the commissioning of services for people with Complex Care needs. This Agreement provides the legal framework in which HBC and NHS Halton CCG work together in order to achieve their strategic objectives of commissioning and providing cost effective, personalised, quality services to the people of Halton. As part of the Joint Working Agreement, HBC and NHS Halton CCG entered into a Pooled Budget arrangement, totalling just under £33 million. This pool contained the expenditure on delivering care and support services for adults with complex needs. During 2014, partners within Halton worked collaboratively, within the national guidance and framework to develop Halton's BCF. It was agreed that the BCF should be incorporated into the existing Pooled Budget arrangements between HBC and NHS Halton CCG; the pool now stands at £42 million.

This Joint Working Agreement has led to changes to the delivery model, including the transfer of Continuing Health Care (CHC) Nurse Assessors from the North West Commissioning Support Unit to the Social Care Complex Care Teams. Since the transfer of the CHC Assessors to HBC in July 2014, review rates for CHC packages have improved. Other examples include the development of a Joint Direct Payments Policy and Procedure between HBC and the CCG for dealing with Personal

Budgets, the development of a Joint Contract for the provision of day, residential and nursing home care and the development of the Integrated Adults Safeguarding Unit to improve the delivery of a flexible and responsive multi-agency service, with a focus on the more complex cases within institutional settings.

Halton's Better Care Fund (BCF) Plan outlines in detail the vision for health and social care services within Halton up to 2018/19. The plan outlines the changes that will need to be delivered over the next 5 years and how services will need to be reconfigured in order to deliver on this vision, in addition to what difference these changes will make to patient and service user outcomes.

Halton's BCF Plan outlines that choice, partnership and control will continue to be developed based on integrated approaches to needs assessment and utilising the diversity of mechanisms that enable individuals and communities to self-direct agreed health, social care and community resources.

The aim is to ensure that the numerous schemes outlined within the BCF Plan will:

- Improve outcomes;
- Improve health and wellbeing of individuals in our community;
- Support independence;
- Manage complex care and provide care closer to home;
- Integrate our approach to commissioning;
- Improve quality of care; and
- Intervene at an earlier stage to support people with mental health problems in the community.



Adult Health and Social Care – Accountable Commissioning System

Project Initiation Document

Project Brief Agreed: {Date
– TBC}

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1. Introduction

1.1 Overview of Project

Halton began its journey of joint working/integration back in 2003 with a pooled budget being established for Intermediate Care and Equipment services, in addition to specific grant allocations.

Following the emergence of NHS Halton Clinical Commissioning Group (CCG) further work has progressed to establish/consolidate joint working arrangements between Halton Borough Council (HBC) and NHS Halton CCG, underpinned by the Statement of Intent developed between HBC and NHS Halton CCG in May 2013.

Even before the Government announced its biggest ever commitment to making co-ordinated health and care a reality back in May 2013, within Halton there was already an excellent track record in working in partnership/collaboratively to deliver on Halton's strategic approach to the commissioning and provision of services for adults with complex needs. Halton had already introduced dynamic, challenging and innovative integrated change programmes involving both commissioning processes and the delivery of services which have already helped drive forward real change within Health and Adult social care and achieve success in a complex and changing environment.

However with the introduction of the Better Care Fund from April 2015, which builds upon the Joint Working Agreement and associated pooled budget arrangements introduced in April 2013 between HBC and NHS Halton CCG for the commissioning of services for people with Complex Care needs, both HBC and NHS Halton CCG believe it is an appropriate time to review current arrangements in place in respect of joint working and align organisational structures, leadership and governance arrangements across Adult Social Care and Health, in order to deliver more effectively on the desired outcomes for the residents of Halton.

The approach being taken in Halton supports the national drive towards the concept of 'Accountable Care Organisations' (ACOs). ACOs consist of providers who are jointly held accountable for improving the quality of care and reducing costs, largely by working together more efficiently.

As the basis for the current Joint Working Agreement, the pooled budget and this project is primarily concerned with the commissioning of services, as both organisations are working towards the same goals – quality improvement, costs savings and working together more efficiently both HBC and NHS Halton CCG feel that this approach is in line with the concept of ACOs but would refer to Halton's current direction to that of an 'Accountable Commissioning System'.

1.2 Distribution of Project Initiation Document

This document has been distributed to:-

Name	Title	Date of Issue
Sue Wallace Bonner	Director of Adult Social Service - HBC	Draft - 12.1.16 V2 – 29.1.16 V5 – 13.5.16
Paul McWade	Operational Director, Commissioning & Complex Care – HBC	Draft - 12.1.16 V2 – 29.1.16

		V5 – 13.5.16
Jan Snoddon	Chief Nurse – NHS Halton CCG	Draft - 12.1.16 V2 – 29.1.16 V5 – 13.5.16
Dave Sweeney	Director of Transformation – NHS Halton CCG/HBC	Draft - 12.1.16 V2 – 29.1.16 V5 – 13.5.16
Leigh Thompson	Director of Commissioning & Service Delivery – NHS Halton CCG	Draft - 12.1.16 V2 – 29.1.16 V5 – 13.5.16
Eileen O’Meara	Director of Public Health – HBC	V5 – 13.5.16

1.3 Version Control Table

Version	Date	Date Issued	Amendment
1	5.1.16	12.1.16	Document Created
2	25.1.16	29.1.16	Amendments to draft PID discussed at Integration – Joint Steering Group on 25.1.16
3	10.2.16	N/A	Addition of Network Management definition – Page 6
4	9.3.16	N/A	<ul style="list-style-type: none"> Amendment to paragraph in respect of support provided by Corporate Services and the Commissioning Support Unit – Page 6 Addition reference made to Paragraph 3.3 – Page 9 Addition to Membership of the Board – Page 12 Amendment made to reference to Public Health – Page 9
5	12.5.16	13.5.16	<ul style="list-style-type: none"> Amendment to timescale for completion of Phase 1 – Page 6 Amendment to the need to develop a business case for a finance post – Page 6 Amendment to the need to develop a business case for a finance post – Page 13

2. Why is the Project Taking Place?

2.1 Project Aims

The overall aims of this project will be to:-

- expand upon the existing pooled budget arrangements and integrated teams in place;
- further align systems and integrate functions to reduce duplication;
- improve our overall approach to system commissioning;
- demonstrate value for money; and
- improve the pathways and outcomes for individuals who use our services.

The outcomes from this project will provide a sound basis for ensuring that both HBC and NHS Halton CCG will have the ability to meet the current and future needs of people with complex needs.

2.2 Business Case

The outcomes of having the Joint Working Agreement and associated pooled budget arrangements in place since 2013 have been extremely successful, improving outcomes for individuals in addition to moving from a position of overspend for both organisations to financial balance.

There are increasing challenges for the Health and Social Care economy within Halton to be able to continue to respond effectively to people's needs and provide high quality services, within limited and reducing resources. Therefore there is a need to examine how things can be done differently to not only ensure value for money, but ensure that they are affordable.

Both NHS Halton CCG and the Council are committed to further developing its integrated approach to service delivery and transformation to improve the Health and Well-Being of Halton residents. Although already working towards operating as a system, there does continue to be barriers to fully realising the benefits of a truly integrated approach, and as a result some of the improved outcomes for users of services in Halton and opportunities to deliver value for money are being missed.

The rationale for this project includes:

- Closer working relationships will deliver positive health and social care outcomes for individuals within Halton;
- Secure efficiencies and drive service improvement;
- Opportunities to look beyond traditional boundaries and assess ways of doing things differently;
- Opportunities to jointly influence the future shape of health and social care within Halton;
- Move away from a reactive, unplanned and episodic approach to care and deliver integrated long term care;
- Identify further opportunities for pooling resources;
- Promote independence, empower users and allow them to take control of their lives; and

- Provide the most intensive care in the least intensive setting.

2.3 Project Scope

It should be noted that there is no single definition for integrated care, and the integration of services can take place in various forms and at different levels. For example, services may be integrated at the level of a local or regional population, for a particular care or age group, or at an individual level, or indeed may involve more than one of these approaches. However there is clear evidence that when it comes to delivering benefits, the integration of clinical teams and services is far more important than the integration of organisations; organisational integration in itself is no guarantee of improved outcomes.

With this and the overall aims of project, as outlined in paragraph 2.1, in mind, the project will focus on the bringing together of the functions outlined below under a single unit, with a single line management function. This new Integrated Commissioning Hub (ICH) would introduce a wider skill mix and play a key role in shaping, assessing and delivering innovative and untested business transformation solutions within a highly complex multi-stakeholder environment.

- Performance Management (to include analytical support)
- Commissioning/Commissioning Support
- Policy Support
- Customer Care (Complaints/Compliments)
- Contracting (to include all contracting arrangements i.e. secondary and primary care, residential and nursing etc.)
- Financial Management
- Quality Assurance

Note: The Staffing budget associated with the Teams outlined above across HBC Adult Social Care and NHS Halton CCG will be incorporated into the current pooled budget arrangements at the appropriate time.

2.4 Project Priority

Due to the complexities involved in the development of the ICH, its development will be progressed in two phases as outlined below:-

2.4.1 Phase 1

The first phase will require HBC Adult Social Care to redesign its existing teams; this would enable HBC to align more closely to the NHS Halton CCG structures. Currently within Adult Services, there are two separate teams as outlined below:-

- Commissioning Team
- Policy and Performance Team

The work areas of these two teams often overlap, and at times operate in silos which results in fragmentation and duplication.

Within the existing structure there is the additional complexity of how it is best to incorporate operational/professional input into the commissioning model. Therefore Phase 1 of the Project would also include the identification of an Executive, Clinical and Practice Leads for each work area from across Adult Social Care and NHS Halton CCG e.g. Urgent Care, Learning Disabilities, Older People etc. dependent on their skills and expertise.

It has been identified that additional support is provided to NHS Halton CCG by the Commissioning Support Unit and from HBC Corporate Services to support the pooled budget arrangements etc. such as Finance and Procurement Services and as part of this Project work will need to be undertaken to identify this support with a view to determining whether there are any areas of duplication and make recommendations to the appropriate Boards to either resolve these issues of duplication or whether the support should be aligned into the new ICH.

Finally as part of Phase 1, a review of the financial management support to the pool budget/joint working arrangements across HBC and NHS Halton CCG will take place. The introduction of further joint/integrated working arrangements will result in an extension to the current pooled budget arrangements and as a result the pooled budget will need to be managed robustly. As outlined in paragraph 3.6 of this document, 'Known Risks', financial fragility has been identified as a risk across both HBC and NHS Halton CCG and ensuring that appropriate financial management processes are in place will be key.

Phase 1 of the project will be completed by the end of May 2016.

2.4.2 Phase 2

Phase Two of the Project will be the full development of the ICH, whereby we would align the HBC Adult Social Care and NHS Halton CCG teams, to function under a network management approach.

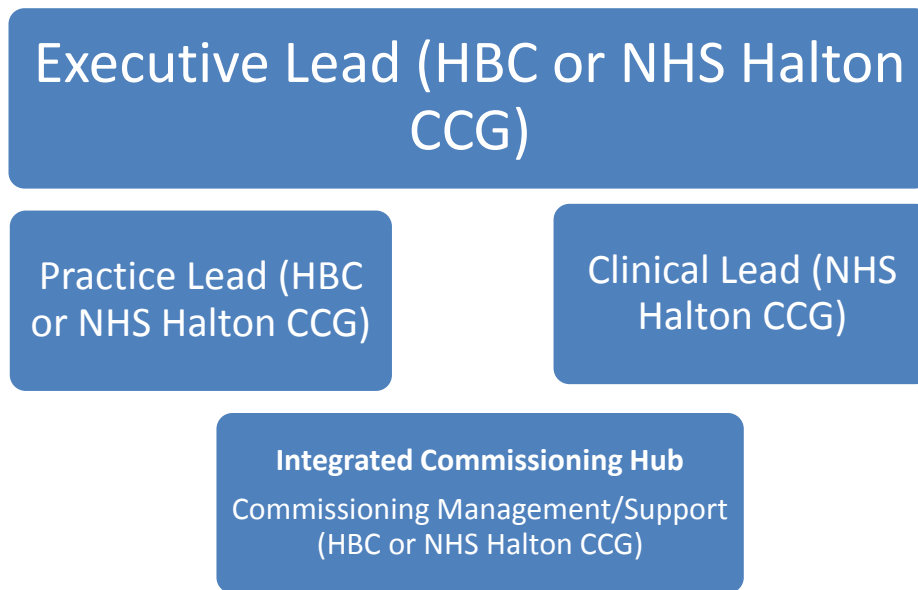
NOTE: As each Commissioning area will have an Executive Lead and support staff employed from either HBC or NHS Halton CCG, there will be no clear hierarchy at which the Executive Lead is 'at the top' whom staff are formally accountable to. Therefore the role of the Executive Lead for each area will be to bring staff together from across both organisations in order to achieve an agreed consensus in respect to developing, implementing and monitoring actions/work associated with Halton's Health and Adult Social Care Commissioning intentions.

The ICH team members will operate within specified commissioning areas, for example Learning Disability, Urgent Care and Older People.

As outlined above in paragraph 2.4.1, each commissioning area will have an identified:-

- Executive Lead (which would be Director Level from either HBC or NHS Halton CCG);
- Clinical Lead; and
- Practice Lead (which would be either at Divisional Manager, HBC or Head of Service, NHS Halton CCG level)

and be provided with identified support from within the ICH, thus ensuring a whole system/multiagency approach to commissioning; see below:-



The Commissioning Management/Support provided via the ICH to each commissioning area could potentially consist of performance management, policy support, contracting support or quality assurance etc., dependent on the nature of the commissioning area being supported; potentially any or all of those areas identified within paragraph 2.3 of this document.

Draft - v5 (as of 1/1/2024)

3. What will the Project Deliver?

3.1 Project Deliverables

In summary, the project deliverables will include:-

- Redesign of HBC Adult Social Care Teams (as outlined in paragraph 2.4.1);
- Development of a single ICH;
- Identified Executive, Practice and Clinical leads for each commissioning area;
- Identified Commissioning/Management support for each commissioning area;
- Agreed network management approach across HBC Adult Social Care and NHS Halton CCG;
- Agreed Integrated Commissioning Plan for Halton Adult Health & Social Care;
- Review and revision of associated Governance Arrangements across HBC Adult Social Care and NHS Halton CCG; and
- Revision of Joint Working Agreement and associated pooled budget arrangements.

3.2 Outcomes

A number of positive outcomes/outputs will be achieved across the Health and Adult Social Care system as a result of this project including:-

- A joint market position statement - There is the potential to manage the market more effectively, utilising more robust procurement processes in order to manage/contain the general increase in costs;
- Ensure value for money contract prices, to ensure quality provision and that adults are appropriately safeguarded;
- An integrated commissioning plan for Halton Adult Services;
- Delivering high quality care closer to home;
- Reduce the need for unnecessary hospital admission and readmission;
- Ensure the appropriate use of crisis intervention and short term support to promote independence;
- Promote the use of a range of technologies to support independence and the management of risk;
- Ensure the proportion of placements in long term residential care are maintained at an appropriate level;
- Realise placements in Borough with Out of Borough placements being the exception;
- Improve the quality of care in the community and residential placements;
- Identify other opportunities for external partnership/integrated working arrangements; and
- Identify further opportunities to pool additional funding.

3.3 Other Related Work

Children's services will continue to progress with joint commissioning objectives through the Children's Trust.

In addition HBC and NHS Halton CCG are currently reviewing its approach to Transition across Health and Social Care; this work will continue and the outcome will be aligned into the overall integrated approach to service commissioning and delivery undertaken at the appropriate time.

Although the focus of this project is on Adult Services, the Integration – Joint Steering Group will ensure that where there are opportunities for further integration/alignment with Public Health then these will be activity explored. This is supported by the inclusion of the Director of Public Health onto the Integration – Joint Steering Group.

3.4 Constraints

At present known constraints that have the potential to impact on this project are:-

- Financial constraints for both NHS Halton CCG and HBC; and
- Changing landscape of the national agenda in respect of Health and Social Care

As such, the Integration – Joint Steering Group will ensure that the impact of these areas on the project is regularly assessed and appropriate action taken.

3.5 Assumptions

As the Health and Social Care economy/landscape can change quite rapidly from a local, regional and national perspective it is accepted that the project scope will have to be kept under review to ensure its appropriateness remains.

It is accepted that the quality and safeguarding of both Health and Social Care services that are commissioned run throughout the areas of work that fall within the scope of this project and we will use the existing governance arrangements in place to ensure that this is maintained.

3.6 Known Risks

An initial risk analysis has been completed on the Project and is outlined below. Any risks associated with the Project will be managed via the Project Board.

Identified Risk	Overall Risk Score	Mitigating Actions
Improvements in the overall pathways and quality of care services will not be realised.	8	Our integrated commissioning process will ensure full engagement and leadership from both clinical and practitioner leads. Performance will be managed within existing governance arrangements
The introduction of the Care Act 2014 and other policy directives will have implications in the cost of care provision, partnership working, policies and procedures and skilled and informed workforce.	8	Ensure formal links across this work stream and the Care Act Strategic Group, including regional work streams across North West ADASS.
Financial fragility because of the	10	Work on-going to forecast financial situation and

ongoing efficiencies across both HBC and the NHS Halton CCG could result in objectives not being achieved.		continue to identify efficiencies across both organisations.
The required cultural change in the workforce across HBC and NHS Halton CCG does not take place due to unwillingness or inability to work across organisations could result in staff feeling isolated, anxious and worried which may result in a reduction in job performance.	6	Building trust through effective communication, shared values, equal opportunities and effective leadership is crucial to the successful development of integrated teams.
Shifting of resources to fund new joint interventions and schemes may de-stabilise the current service providers, particularly in the acute sector.	8	Our current plans are based on the strategies we have in place covering all service areas and linking in to the priorities of the Joint Health and Wellbeing Strategy and Joint Strategic Needs Assessment. Providers are on Boards and contribute to decision-making.
Operational pressures may restrict the ability of our workforce to deliver the required changes.	6	Organisational development is an important factor in the successful delivery of health and adult social care outlined in our plans. On-going evaluation of teams and skill mix will ensure the infrastructure and capacity to deliver.
If we do not manage Communication carefully there is a risk that staff, public and stakeholders do not know what is happening, why and when. Relationships may suffer and have a negative effect on the implementation.	6	<ul style="list-style-type: none"> • Joint Local Authority and NHS HCCG management team meetings to take place on a bi-monthly basis communicating the vision and plans for the future and involving staff at the outset. • Engagement plan set to include all relevant providers and acute trusts • Communication and media tools will be identified to ensure the public are fully aware and involved in all aspects of integration.
Failure with Information Governance, including informed consent to share information across HBC and the NHS Halton CCG would undermine potential IT solutions.	6	<ul style="list-style-type: none"> • Regularly monitor this project to ensure it is on track and report progress to the BCB.
Regional developments which may impact on Halton's Health and Adult Social Care integration agenda for example Mental Health Services (5 Boroughs Partnership),	8	<ul style="list-style-type: none"> • Appropriate leadership at necessary Boards/Groups. • Ensuring Halton's Health and Social Care system is appropriately aligned to take advantage of opportunities which may

devolution etc.		present themselves as part of any regional developments.
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Draft - v5 (as at 12.5.16)

4. Project Organisation

4.1 Project Sponsor

The Project Sponsors are: David Parr, Chief Executive – HBC and Simon Banks, Chief Officer – NHS Halton CCG

4.2 Senior Responsible Officer

The Senior Responsible Officer is: Sue Wallace Bonner, Director of Adult Social Services - HBC

4.3 Project Manager

The Project Manager is: Louise Wilson, Development Manager, Urgent & Integrated Care -HBC

4.4 Governance Arrangements

A Project Board has been established to take forward this Project; called the 'Integration – Joint Steering Group' this Project Board is chaired by Sue Wallace Bonner, Director of Adult Social Services, HBC.

Membership of the Board is as follows:-

- Paul McWade, Operational Director, HBC
- Dave Sweeney, Director of Transformation, HBC & NHS Halton CCG
- Jan Snoddon, Chief Nurse, NHS Halton CCG
- Leigh Thompson, Director of Service Delivery, NHS Halton CCG
- Eileen O'Meara, Director of Public Health, HBC

Support to the Board will be provided by Louise Wilson, Development Manager, Urgent & Integrated Care, HBC.

The Project Board will meet on a monthly basis and report progress through to Chief Officers Management Team – HBC and Executive Management Team – NHS Halton CCG on an ongoing basis.

NOTE: Reports on progress will also be presented to the Better Care Board at appropriate times, for onward reporting through to the Halton Health & Wellbeing Board and NHS Halton CCG Governing Body.

4.5 Approach to be Taken

Using a project management approach, the following is proposed:-

- An overarching Action/Project Plan to be developed for Project to ensure progress is effectively monitored.
- As part of development appropriate staff communication processes will be established.
- NHS Halton CCG and HBC Commissioning Intentions for 2016/17 will be aligned.
- **Phase 1**
 - Redesign of existing Adult Services teams to be managed via HBC Adult Senior Management Team

- Managed via the Integration – Joint Steering Group:-
 - Identification of Executive, Clinical and Practice Leads;
 - Scoping of Commissioning Support Unit support to NHS Halton CCG and the HBC Corporate support to the pooled budget; and
 - Review financial management support to the pool budget/joint working arrangements.
- **Phase 2**
 - Identified Executive Leads to identify their 'Commissioning Teams' and then establish Task and Finish Groups to develop network management approach for each commissioning area; Integration – Joint Steering Group to ensure consistency of approach.
 - Integration – Joint Steering Group will develop the structure for the ICH, with a single line management function.

Draft - v5 (as at 12.5.16)

REPORT TO: Executive Board

DATE: 16 June 2016

REPORTING OFFICER: Strategic Director, People & Economy

SUBJECT: Madeline McKenna Residential Home

PORTFOLIO: Health & Wellbeing

WARDS: All

1.0 PURPOSE OF REPORT

1.1 To present Executive Board Members with two options for the future provision of Madeline McKenna Court as a residential home.

2.0 RECOMMENDATION: That Members of the Executive Board to note the contents of the report and agree the following recommendation:

- i) Halton Borough Council purchase Madeline McKenna Court and**
- ii) Enter into a partnership agreement with Community Integrated Care (CIC) to jointly manage Madeline McKenna Court as a residential home.**

3.0 SUPPORTING INFORMATION

3.1 Madeline Mckenna is a 23 bed residential home situated at the back of Hough Green Road Widnes. It is currently owned by a voluntary organisation known as Your Housing Group (“YHG”) who took ownership in 2011. Due to recent financial difficulties both the building and the business are up for sale by YHG at a guide price of £450,000 (an internal valuation by the Council is currently being carried out). There is a large communal area within the building that has recently seen some significant improvements. There is an operational kitchen and dining area. One of the rooms has en-suite facilities otherwise the rooms only have a toilet and sink, therefore residents would have to share one of the three bathrooms that are included in the property. There is an additional room that is not being used at present, but could if required be changed into a twenty fourth room or bathroom.

In addition the site contains 8 sheltered bungalows that are also owned by YHG. These houses would not be included as part of the sale of the site and ownership will remain with YHG.

YHG have had the property on the market for some time and a number of possible sales have not materialised. This has led to the provider starting formal consultation with families and residents to formalise closure of the residential home. If this option is realised it would mean that the residential home could possibly close on June 17th 2016.

- 3.2 YHG have already begun formal consultation with both residents and staff and they have outlined a number of options that have been investigated:

Do nothing – YHG have considered taking no action however this would mean that, as a business, they would have to continue to accept current standards – whilst the scheme has received significant investment of late this has been minimal with respect to meeting the future needs and expectations of the client group.

Continue to accept revenue losses – the care home has been generating losses over a number of years and these are projected to continue.

It is also worthy to note that Local Authority care fees have been fairly static during this period and are likely to remain so, and as a result YHG have claimed that they have been unable to continue to sustain these level of losses

YHG has considered all of its options including (i) cutting costs and increasing income; (ii) further investment and refurbishment of the residential home; and (iii) appointing a selling agent. All of these options have been considered and none of them were felt to be financially viable.

YHG has also considered the possibility of **selling the care home as going concern**. As a result it has invested a considerable amount of time, energy and resources to identify a suitable purchaser for the care homes. This has also been determined as not being financially viable or an acceptable long term option.

Close and decommission the care homes -

All of the options considered above have the benefit of avoiding the permanent closure of Madeline McKenna Court, however, for the reasons set out above, YHG preliminary view is that none of the options present a financially viable or acceptable long term option for the Group, as a not for profit social landlord.

Consequently, YHG is of the opinion that there is little or no alternative other than to consider the permanent closure of the care home.

3.3 As a result of this consultation Halton Borough Council have worked with YHG and had discussions with residents with a view to making a viable offer to purchase the residential home and avoid the closure of Madeline McKenna Court.

This would result in Halton Borough Council making a suitable offer to purchase the property outright and deliver the current service to the residents or enter into a partnership with an alternative provider.

Either option would present potential risks for the Council as identified in section 5 below. Madeline McKenna Court is currently operating with an operating deficit. It is important to note that YHG are primarily a housing provider and do not have a track record in delivering this type of service. There are a number of steps that the Local Authority would take to mitigate and reduce this deficit.

- Income generated is currently £347,873 per annum and we would expect this figure to increase significantly in line with full occupancy levels. This would significantly increase the financial viability of the home
- There would also be a range of cost cutting initiatives that would be consistent with both our experience and similar models adopted by the local authority (i.e. Oakmeadow). Some of these areas include Agency and Overtime costs, Service Costs, administration, professional and marketing costs.

The proposed changes set out above would lead to the business running at a financial loss of between £60,000 - £80,000 in the first year on the assumption that 100% of the existing staff would be transferring across under TUPE regulations. There is a possibility that some staff may choose to seek voluntary redundancy prior to any transfer and if this is the case then the losses could be significantly lower. It is anticipated that the financial loss would be in the region of £25,000 in year 2 with break even levels met in year 3. Any liabilities in relation to redundancy will be managed by YHG.

3.4 One area that is currently being investigated is the fact that a capital grant was issued by the Home and Communities Agency (HCA) for the build costs of the property. This grant remains registered as a charge against the property and can be passed onto another housing provider should a transfer of deeds take place. However, the capital grant cannot be passed on to a Local Authority and would become immediately repayable. This is not particularly an issue for Halton Borough Council as that is separate to the purchase and is therefore clearly the responsibility of Your Housing Group. This may have an overall bearing on the final decision to sell as outlined in section 5.3 below.

3.5 Halton Borough Council currently pays for the Local Authority funded placements via the Community Care budget. This arrangement will continue irrespective of which option is agreed. If we choose not to purchase there will be an increase in the funding level for those people who are placed out of borough. If all residents move to homes out of area then this would cost an additional £81,120 per annum on the existing budget. There is a high possibility of this as we are currently operating at 98% occupancy within the care home sector.

4.0 **POLICY IMPLICATIONS**

4.1 There are no policy implications.

5.0 **OTHER/ FINANCIAL IMPLICATIONS**

5.1 *Option 1 – Halton to purchase and run Madeline McKenna*

If we made the decision as a Local Authority to purchase the building we would need to run the home for existing residents.

The relevant funding that would be required has been identified for the initial capital outlay of purchasing the site (Approximately £450k). The ongoing revenue costs would need to be considered and by choosing this option there is a significant risk that we will be running at a loss for at least 12 months as described in section 3,3.

The biggest risk with the business is that TUPE would apply and although Your Housing would pick up any liability in relation to any redundancy that the staff choose to take, however if we make the assumption that all the staff would transfer over then the overall staff cost would be in the region of approximately £411,000. Even taking into account that there are some vacancies we would still be expecting a loss for at least the first period of 12 months. Thereafter we would need to undertake negotiations with the existing staff and their Unions to look at designing a new business and staffing structure/ model for the future and see whether there is an Economic Technical or Organisational reason for a change (“ETO” reason).

This option does hold potential risks in the short-term, however it would secure the bed base within the care home sector in the borough and would support a number of vulnerable older people who would face a challenging move just prior to Christmas.

5.2 **Option 2 – Partnership with Community Integrated Care**

An additional option available to the Council if it were to purchase the residential home would be to enter into a partnership agreement with another stakeholder. Initial discussions have taken place with

C-I-C who are a 'not-for-profit' organisation. C-I-C have indicated that they may be willing to enter into some form of agreement in which we would own the building and they would deliver the services. A joint management arrangement would be agreed, to ensure that governance arrangements are led by the council (possibly through the existing Better Care Board) This option would require some significant scoping so that we could fully understand the risk to the Council as well as to the C-I-C. All of the legal implications are being worked on separately to this and will be available shortly. However, in principle C-I-C have agreed to be part of a workable agreement.

Property Services are drawing up a plan of all of the associated requirements. Some of these will depend on which decisions are made and which specific route we take in relation to the building. Once all of the necessary documents have been disclosed by Your Housing Group timescales will be agreed to complete the purchase. This will include any valuation, title documentation, relevant services etc.

HR will be required to develop a staff consultation plan and also to consider the TUPE implications as TUPE will apply. This will be carried out as soon as it is clear which option we will be following.

Option 3 – The Council does not make any offers to purchase Madeline McKenna Court:-

If the Council does not to make an offer then the home would likely be decommissioned by December 2016. As we have a very limited number of vacancies the existing residents would have no option but to be moved into another area. This would result in an additional cost of £81,120 per annum to the Council for the 20 residents, not to mention the stress and challenges that would be faced by the residents and their families.

The importance of this cannot be understated if we do nothing then we will be losing £81,120 that will be additional cost to the Community Care budget.

- 5.3 Halton Borough Council is expected to put forward a formal offer supported by intentions and business plan which shall be submitted to the Your Housing Group board by 17th June 2016 It will then be for the Board of Directors of Your Housing Group to decide on our proposal and any others that have been received and then agree a formal course of action. Although discussions with Your Housing have been positive to this point, the decision of the Board will be final and if that means our offer is rejected, then there will be limited means of redress.

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

6.1 **Children & Young People in Halton**

None identified.

6.2 **Employment, Learning & Skills in Halton**

None identified.

6.3 **A Healthy Halton**

None identified.

6.4 **A Safer Halton**

None identified.

6.5 **Halton's Urban Renewal**

None identified.

7.0 **RISK ANALYSIS**

7.1 Immediate risks are around:

- Availability of Finance;
- Potential losses in the first twelve – eighteen months
- The details of the contract between Halton and CIC in the case of a partnership agreement;
- Potential affecting the current residents of Madeline McKenna.

8.0 **EQUALITY & DIVERSITY ISSUES**

8.1 There are no Equality & Diversity issues.

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

None.

REPORT TO: Executive Board

DATE: 16 June 2016

REPORTING OFFICER: Strategic Director, People & Economy

PORTFOLIO: Health and Wellbeing

SUBJECT: Supported Accommodation (Vulnerable Adults)
Tender

WARD(S) Borough-wide

1.0 PURPOSE OF THE REPORT

1.1 This report gives an update to Executive Board on the implementation of Vulnerable Adults Supported Accommodation services and to seek approval to re-award three contracts following the withdrawal of contracts originally awarded to United Response.

2.0 RECOMMENDATION: That Executive Board

- 1) Approve the award of a three year plus one year extension contract to Community Integrated Care for delivery of services in Zone 5;
- 2) Approve the award of a three year plus one year extension contract to Clece Care for delivery of services in Zones 4 and 6;
- 3) Subject to Clece Care not being in a position to accept the offer of a contract to provide the services as in (ii) above, approve a contingency arrangement whereby the award of a three year plus one year contract is made to Community Integrated Care for delivery of services in Zone 4 and PossAbilities for delivery of services in Zone 6; and
- 4) Delegated powers be given to the Strategic Director, People and Economy and/or Director of Adult Social Services in conjunction with the Portfolio Holders for Health and Wellbeing and Resources, to manage any detailed negotiations relating to the award of contracts for these services.

3.0 SUPPORTING INFORMATION

3.1 The Supported Accommodation tender and process to award the contracts has been progressing since October 2015. The new contracts were agreed, inclusive of National Living Wage and sleep in rates; however previous

providers have increased the rates of pay for staff, prior to transfer of contracts, above the rates that the new providers had agreed.

This has resulted in a shortfall in finances for the new providers.

- 3.2 The initial tender consisted of 7 geographic zones (lots) plus an option to be included in a framework agreement for future business. Contracts were to be awarded for three years from June 2016 to May 2019 with an option to extend for a further 1 year subject to satisfactory performance.
- 3.3 The outcome of this tender was contracts were awarded as follows:
 - PossAbilities and United Response each being awarded 3 contracts
 - Community Integrated Care being awarded one contract.
- 3.4 PossAbilities and Community Integrated Care have advised of shortfalls of 1.72% and 0.94% respectively and which may be met from within the community care budget.
- 3.5 United Response have indicated an increase of 8.22% would be required to meet the shortfall. As the council have previously agreed 3.2% increase to meet these additional costs, it has been agreed these additional costs would not be affordable. Therefore United Response have been informed and the offer of contracts subsequently withdrawn.
- 3.6 Advice was sought from Procurement and Legal about re-awarding contracts for Zones 4, 5 and 6 as the intention was to award a maximum of 3 services to each provider.

The recommendation is therefore to award contracts in line with the original tender evaluation rankings as follows:

Lot (Zone)	Agency	Ranking
Lot 4 WA7 4	Clece Care	3
Lot 5 WA7 2	Community Integrated Care	3
Lot 6 WA7 5	Clece Care	3

- 3.7 Legal have also advised that should Clece Care be unable to deliver services in Zones 4 and 6, the Council would then have freedom to act and offer these Zones to PossAbilities and Community Integrated Care. Although this will result in one provider having a total of 4 services, it would ensure continuity of service provision for this vulnerable group of clients.

4.0 **POLICY IMPLICATIONS**

- 4.1 The method of procurement has complied with the Public contract Regulations, 2015 and the Council's own Procurement Standing Orders.

5.0 OTHER/FINANCIAL IMPLICATIONS

5.1 The financial implications are highlighted in 3.5 and 3.7 above and are allocated within the Directorate's budget. The tender process has given service providers the opportunity to ensure hourly rates are compliant with the Living Wage increases and that Sleeping Night Rates are in line with recent case law requiring payment of National Minimum Wage. By testing the market the Council has been able to ensure that the purchase of quality care represents value for money.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children & Young People in Halton

Appropriate accommodation for some young people through the transition planning stage is essential, with a particular focus on young people in care.

6.2 Employment, Learning & Skills in Halton

Halton's adult accommodation model works in partnership with other agencies to promote employment and skills, working towards greater independence of individuals.

6.3 A Healthy Halton

Individuals with additional needs or vulnerability can have disproportionate health related issues or life-long conditions. The current and future modelling will continue to promote health equalities

6.4 A Safer Halton

All providers will comply with Halton's Safeguarding Practice and Procedures and will ensure that individuals are aware how to stay safe, how to report incidents and to promote safe community inclusion.

6.5 Halton's Urban Renewal

None identified

7.0 RISK ANALYSIS

7.1 There is potential for a challenge by unsuccessful organisations, however this risk has been mitigated by the robust procurement process and re-awarding of contracts in line with ranking following tender evaluation.

7.2 As PossAbilities and Community Integrated Care are already working in the borough, should Clece Care be unable to deliver services in Zones 4 and 6 they will be picked up by the current providers.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 All successful providers will be required to demonstrate that they embrace and comply with the Equality Act, and services will be monitored to ensure this is the case.

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

None identified under the meaning of the Act.

REPORT:	Executive Board
DATE:	16 June 2016
REPORTING OFFICER:	Strategic Director, Community & Resources
PORTFOLIO	Transportation
SUBJECT:	Objection to Proposed 30mph Speed Limit, Lunts Heath Road, Widnes
WARDS:	Farnworth

1.0 PURPOSE OF REPORT

- 1.1 To report on an objection that has been received, following public consultation, on a proposed Traffic Regulation Order to introduce a 30mph speed limit on part of Lunts Heath Road, Widnes. Details of the proposed Order is supplied in Appendix 'B', accompanied by a plan at Appendix 'C'.
- 1.2 The report was considered by the Environment and Urban Renewal Policy and Performance Board (E&UR PPB) on 23rd March 2016, which supported the recommendation to make the Order and agreed that the matter be referred to the Executive Board for resolution.

2.0 RECOMMENDATION that:

- 1) **The Board approves the proposal to make a Traffic Regulation Order to implement a 30mph speed limit on those roads defined in Appendix 'B'; and**
- 2) **The objector be informed of the decision.**

3.0 SUPPORTING INFORMATION

- 3.1 Continuing housing development adjacent to Lunts Heath Road has led to requests from residents and a ward member that the speed limit be reduced to 30mph over the full length of the route, as retention of a 40mph speed limit on the section in question was inappropriate. Land to the south is now completely occupied by housing estates with multiple access points, and on-going building on the north side has resulted in there now being only a 300m length of frontage that is not occupied by residential developments. Accordingly, in December 2015, this Council advertised its intention of introducing a 30mph speed limit as requested.
- 3.2 Traffic counts are available for this route from the years 2002 and 2013 as follows:

Location	Date	Ave. daily 2 way flow
Wilmere Lane to Finsbury Park	July 2002	7831
Adjacent to Grosvenor Rd. (Church View)	July 2013	9442

The average daily flow has thus increased by 20% between the years 2002 to 2013 on Lunts Heath Road, whilst nationally over the same time period the number of licensed

vehicles has increased by 14.5%.

- 3.3 The national speed limit on lit roads such as Lunts Heath Road is 30 mph, however current DfT advice on setting speed limits states that “general compliance needs to be achieved without an excessive reliance on enforcement.” The mean speed of traffic recorded during the 2013 survey was 32mph, indicating that there would be a high degree of compliance with a reduced speed limit of 30mph.
- 3.4 Between the three years 2012 to 2014 inclusive, there were no road traffic collisions involving injury reported to Cheshire Police over the section of Lunts Heath Road for which a 30mph limit is now being recommended.
- 3.5 In keeping with its now essentially residential nature, the proposed speed limit would tie in with other areas to the east (Derby Road) and the western section of Lunts Heath Road which already has a 30mph speed limit. Drawing no. 9110 in Appendix ‘C’ shows the length to be covered by the restriction.
- 3.6 During the advertised consultation period, one objection was received, from a Lunts Heath Road resident, which is reproduced in Appendix ‘A’ with personal details removed. The objection relates to interpretation of the DfT’s Transport Circular 01/2013 (Setting Local Speed Limits) and whilst quoting extensively from this document, the focus of the objection is that application of a 30mph speed limit to Lunts Heath Road is not realistic or justified and that this Council has not complied with the DfT guidance.
- 3.7 The latter is not the case as Lunts Heath Road is a lit, single carriageway road which has become residential in nature through adjacent development and on which the existing mean traffic speed has been independently recorded at 32mph. Therefore, the introduction of a 30mph limit is entirely in line with current DfT guidance.
- 3.8 The formal consultations on the proposed speed limit change involved site notices, a notice in the local newspaper and the delivery of individual letters to affected households. The proposal has the support of Ward Councillors.

4.0 POLICY IMPLICATIONS

- 4.1 None.

5.0 FINANCIAL IMPLICATIONS

- 5.1 The cost of the proposed speed limit revision if implemented would be approximately £2000 which would be charged to the Traffic Management Revenue Budget.

6.0 IMPLICATIONS FOR THE COUNCIL’S PRIORITIES

6.1 Children & Young People in Halton

There are no direct implications on the Council’s ‘Children and Young People in Halton’ priority.

6.2 Employment, Learning & Skills in Halton

There are no direct implications on the Council’s ‘Employment, Learning & Skills in Halton’ priority.

6.3 A Healthy Halton

There are no direct implications on the Council’s ‘A Healthy Halton’ priority.

6.4 A Safer Halton

The proposed speed limit reduction could serve to restrict vehicle speeds and thus the severity of any road traffic collision that may occur on Lunts Heath Road.

6.5 Halton's Urban Renewal

There are no direct implications on the Council's 'Halton's Urban Renewal' priority.

7.0 RISK ANALYSIS

7.1 There is a variable and uncertain road safety risk associated with not introducing the proposed speed limit reduction, in that higher speeds could contribute to the severity of any accident that occurred on the route. The section of Lunts Heath Road in question has a very low incidence of traffic collisions.

7.2 The proposal was brought forward at the request of residents and their ward Councillor.

8.0 EQUALITY & DIVERSITY ISSUES.

8.1 There are no direct equality and diversity issues associated with this report.

9.0 BACKGROUND PAPERS

9.1 Report to Environment & Urban renewal Policy & Performance Board, 23rd March 2016 (Item 46) – Objection to Proposed 30mph Speed Limit, Lunts Heath Road, Widnes

Objector's name & address details withheld.

21 December 2015

Dear Mr Parr,

THE HALTON BOROUGH COUNCIL (LUNTS HEATH ROAD, WIDNES) (30 M.P.H. SPEED LIMIT) ORDER 2015

I wish to register my objection to the above named Order. My reason for objecting is that I have extensive experience of using Lunt's Heath Road at all times of day and in all conditions and consider the proposed speed limit reduction to be unrealistic and unjustified for the road in question. I consider that the proposed limit contravenes the advice given by central Government on the setting of speed limits.

I note the Council's statement of reasons for proposing the Order to be as follows:

"A reduction in the speed limit from 40 mph to 30 mph due to the changing nature of the route which is now largely residential."

My understanding is to identify, justify and progress a change in speed limit, Halton Council is required to conform to:

"The Department for Transport Circular 01/2013 (SETTING LOCAL SPEED LIMITS) "

which in SECTION 1: INTRODUCTION has the following statement as the first of the Key Points:

"Speed limits should be evidence-led and self-explaining and seek to reinforce people's assessment of what is a safe speed to travel. They should encourage self-compliance. Speed limits should be seen by drivers as the maximum rather than a target speed."

This is repeated and extended in Paragraph 3 - *"Effective speed management is part of creating a safe road management which is fit for purpose. It involves many components designed to work together to require, encourage and help road users to adopt appropriate and safe speeds below the speed limit, speed limits are a key source of information to road users, particularly as an indicator of the nature and risks posed by that road both to themselves and to other road users. Speed limits should, therefore, be evidence-led and self-explaining and seek to reinforce people's assessment of what is a safe speed to travel and encourage self-compliance. They should be seen by drivers as the maximum speed rather than a target speed at which to drive irrespective of conditions. It is often not appropriate or safe to drive at the maximum speed limit."*

The requirement for Halton Council to conform to this Circular is specified:

Paragraph 5 states – *"Local speed limits are determined by traffic authorities having regard to guidance issued by the Department for Transport."*

Paragraph 8 – *"This guidance is to be used for setting all local speed limits on single and dual carriageway roads in both urban and rural areas."*

The Circular identifies considerations in setting local speed limits, and these include:

Paragraph 23 – *"A study of crashes, their severity, causes and frequency, together with a survey of traffic speeds..."*

Paragraph 26 – *"Where there is poor compliance with an existing speed limit on a road or stretch of road the reasons for the non-compliance should be examined before a solution is sought. If the speed limit is set too low for no clear reason and the risk of collision is low, then it may be appropriate to increase the limit."*

The Circular identifies Underlying principles, including:

Paragraph 27 – *"The aim of speed management policies should be to achieve a safe distribution of speeds consistent with the speed limit that reflects the function of the road and the road environment. This should imply a mean speed appropriate to the prevailing road environment, and all vehicles moving at speeds below or at the posted speed limit, while having regard to the traffic conditions."*

Paragraph 28 – *"The estimated collision and injury savings should also be an important factor when considering changes to the local speed limit. Another key factor when setting a speed limit is what the road looks like to the road users."*

Paragraph 30 – *"The following will be important factors when considering what is an appropriate speed limit:*

- *history of collisions;*
- *road geometry and engineering;*
- *road function;*
- *composition of road users;*
- *existing traffic speeds;*
- *road environment."*

Paragraph 31 – *"Before introducing or changing a local speed limit, traffic authorities will wish to satisfy themselves that the expected benefits exceed the costs."*

"The speed limit appraisal toolkit will help assess the full costs and benefit of any proposed schemes"

Paragraph 35 – *"Mean speed and 85th percentile speed (the speed at or below which 85% of vehicles are travelling) are the most commonly used measures of actual traffic speed. Traffic authorities should continue to routinely collect and assess both."*

SECTION 5: THE SPEED LIMIT APPRAISAL TOOL

Paragraph 67 – *"In addition to enabling a local highway authority to decide whether or not to introduce a new speed limit scheme, the tool encourages transparency in the decision making process. It also provides a facility that encourages local highway authorities to adopt a more consistent process."*

Paragraph 73 – *"The output spreadsheets should be considered as a starting point for developing the appraisal into a case that can be readily understood and appreciated by a range of people."*

The Council has not provided any evidence in line with the above Guidance paragraphs to justify a change in the speed limit of an A-road which is an important west-east route along the northern edge of Widnes. There are few roads available which provide this connection, which the Council must have been aware of when agreeing to additional housing sites but no accommodation was made for this.

As indicated in the Guidance, the natural selection of a speed maximum by a driver depends on the condition of the road and its route. Lunt's Heath Road is wide, open and with few direct accesses on to it. Further, there is a grass verge between the road and the pavement along much of its length, distancing vehicles from pedestrians. At busy times of day, the expected speed will automatically reduce because of the impact on driving conditions. That is to say that the vast majority of drivers will amend their driving pattern to take into account any difficulties but when those difficulties are not present, normal progress can be made at a speed which is appropriate to the conditions.

If the Council has conformed to Government guidelines and has the data to support their case, I would be grateful to receive this and will, of course, give it due consideration. In the meantime, drivers have a right to expect speed limits to be applied on a consistent and rational basis across the country. Furthermore, unrealistically low speed limits will lessen drivers' respect for all limits, to the detriment of road safety generally.

I would be grateful if you will acknowledge receipt of this objection and advise me of the means by which it will be formally considered by Council Members.

Yours faithfully,

Mr David Parr, Chief Executive
Halton Borough Council
Municipal Building
Kingsway
WIDNES
WA8 7QF

Details of Proposed Order:

30mph Speed Limit.

Location	Description	Justification
Lunts Heath Road, Widnes	From the junction with Derby Road to a point 240 metres east of the junction with Cronton Lane. (Links to existing 30mph speed limit further west)	Reduction from 40mph due to changing nature of the route which is now largely residential.

Associated revocations: None

Exemptions: Standard

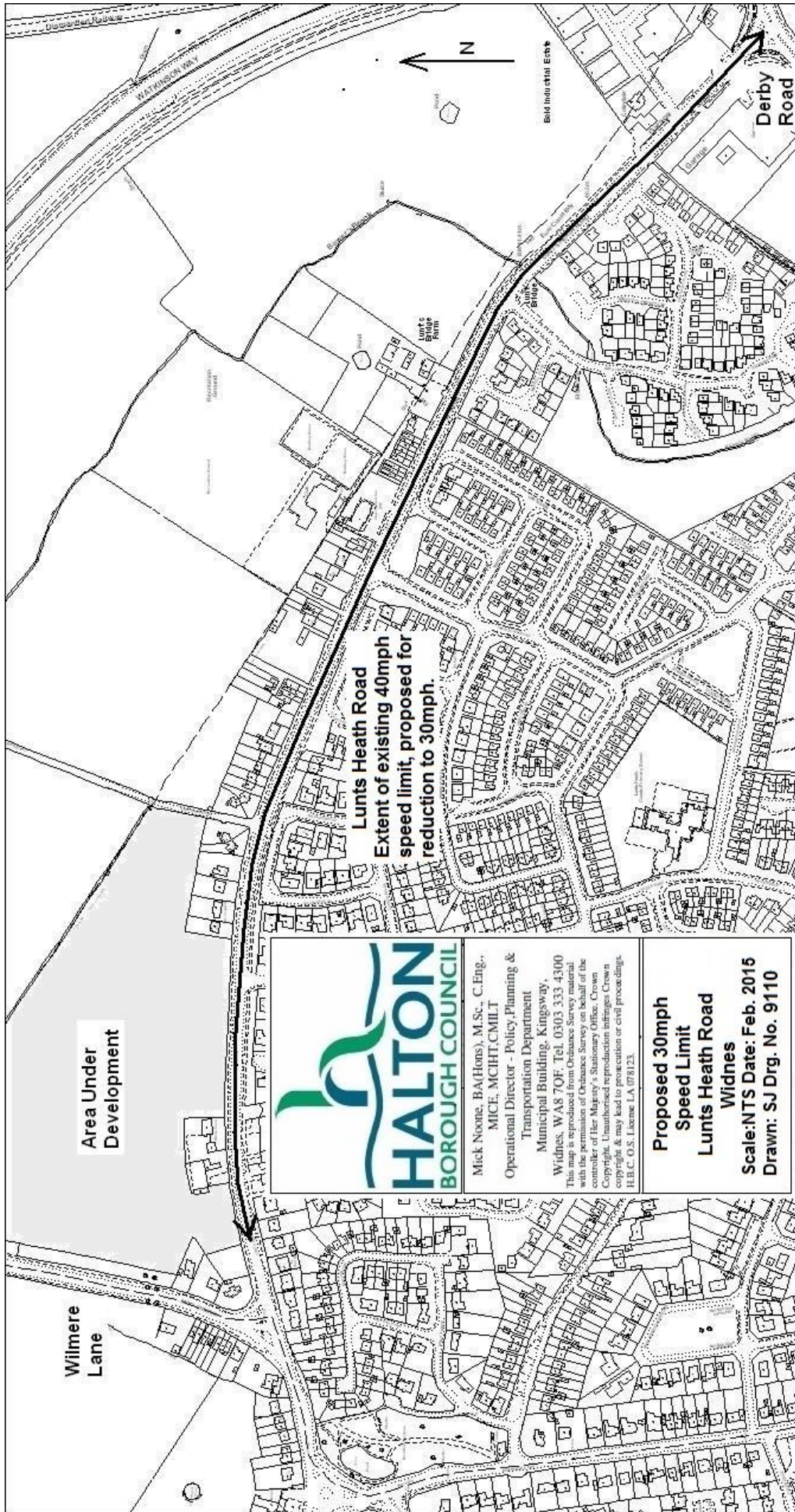
Statement of Reasons: As above.

Plans: Drawing number 9110 for deposit only. (Appendix 'C' below)

Date to be advertised: ASAP

Date to be effected: ASAP

Advertising code: 5400 1625 2544



REPORT TO: Executive Board

DATE: 16 June 2016

REPORTING OFFICER: Strategic Director, Community and Resources

PORTFOLIO: Transportation

SUBJECT: NEC Short Form Contract authorisation for Balvac Works

WARD(S) Borough-wide

1.0 PURPOSE OF THE REPORT

1.1 To inform the Executive Board that the Chief Executive in consultation with the Leader has authorised the entering into of a contract with Balvac under his Emergency Powers as per Paragraph 11, Delegation to Officers, p228 of the Halton Borough Council Constitution, version 15th April 2015.

2.0 **RECOMMENDATION: That Executive Board note that authorisation by the Chief Executive has been given for the entering into of a contract with Balvac, through the SCAPE Framework, for the procurement of the SJB Complex Major Maintenance Project.**

3.0 SUPPORTING INFORMATION

3.1 SCAPE is a public sector owned built environment specialist which has a suite of OJEU compliant frameworks for multiple areas of works. Each of these frameworks has been competitively tendered and awarded to a single winning tenderer respectively. One of the Frameworks is titled 'Civil Engineering Infrastructure' and was awarded in January 2015 to Balfour Beatty, which is the parent company of Balvac.

3.2 The Council has an Access Agreement to the SCAPE Framework. As approved by Executive Board last financial year, the Framework has successfully been utilised for the procurement of Bridge & Structures Maintenance Works and it is intended to utilise this Framework for the procurement of the Silver Jubilee Bridge Major Maintenance works which are anticipated to start this year and will continue for a confirmed three year period with a likely additional two year duration.

3.3 The 2016/17 work consists of two task orders, strengthening of the Top Hat of the edge girders and Maintenance painting of Span R1

and Runcorn trestle.

- 3.4 The SJB spans the River Mersey between Widnes and Runcorn. It was given Grade 2 listed status in 1988 and is the largest, local Authority maintained structure in the country. Due to the age of the SJB and the historical under investment prior to the formation of Halton as a Unitary Authority, the SJB and Complex require a continual programme of structural and maintenance works to maintain it in a steady state condition and hence be available for use.
- 3.5 The “Top Hat” detail above the edge stringer provides protection from saline (salt) attack during the salting / gritting of the road in cold weather conditions. These stringers would otherwise be in the “splash zone” of the carriageway. The condition of the “Top Hat” is generally sound but there are a number of locations, generally at joints, where extensive corrosion is underway. These areas will be addressed by the works.
The Span R1 and Runcorn trestle were last painted in 2001 and were due for maintenance painting after 12 years. This is now approximately 5 years overdue and requires a maintenance paint to ensure its condition remains good.
These 2 works orders will be competed in tandem to share onsite facilities and, therefore, reduce costs.
- 3.6 Pre-construction consultation and estimates have been completed which indicate the combined cost of the works will be ~£450k which will be funded from the LCR Growth Fund bid. The works are programmed to commence in June 2016 for 20 weeks. Works need to commence in June to avoid them lasting into the winter, where bad weather could potentially cause delays and hence increase costs.
- 3.7 As the works are for a value greater than £172,514 but less than £1m, and the Framework only has one contractor rather than a minimum of five, the Constitutional requirements which would have allowed the Operational Director to sign this contract could not be met and approval would normally have been sought from the Executive Board. However, in order to allow the contract to start at the beginning of June and avoid potential delays and increased costs (as referred to in 3.6 above), it was necessary to seek an Emergency Approval by the Chief Executive to allow a contract with Balvac to be signed and to allow works to commence. This action is now being reported to the Executive Board, as required, for information.

4.0 **POLICY IMPLICATIONS**

- 4.1 None

5.0 **FINANCIAL IMPLICATIONS**

5.1 The combined cost of the two schemes is circa £450k. This can be met from the 2016/17 Year 1 LCR Growth Fund .

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

6.1 **Children & Young People in Halton**

The Highway network is utilised and relied upon by Children and Young people in similar ways to any other demographic of the population.

6.2 **Employment, Learning & Skills in Halton**

It is recognised that a good transport network is essential for a successful economy and for the efficient and effective movement of people and goods in and through Halton.

6.3 **A Healthy Halton**

Provision of safe, reliable and accessible routes to all destinations by walking and cycling is vital to the future of Halton's residents and the quality of its environment.

6.4 **A Safer Halton**

Our highways provide safe and reliable access to jobs, services, schools, to get goods to the shops and allow us to make the most of our free time

6.5 **Halton's Urban Renewal**

Not applicable

7.0 **RISK ANALYSIS**

7.1 By not seeking an Emergency Approval from the Chief Executive, the contract start date would have delayed by nearly a month which could have resulted in delays and increased costs being incurred during the winter months.

8.0 **EQUALITY AND DIVERSITY ISSUES**

8.1 There aren't any equality and diversity issues in relation to this report.

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

None.

REPORT TO: Executive Board

DATE: 16 June 2016

REPORTING OFFICER: Operational Director – Finance

PORTFOLIO: Resources

SUBJECT: 2015/16 Financial Outturn

WARD(S): Borough-wide

1.0 PURPOSE OF REPORT

1.1 To report the final revenue and capital spending position for 2015/16.

2.0 RECOMMENDED: That

1) the report be noted.

2) the information within the report is taken into account when reviewing the medium term forecast and saving proposals for future years.

3.0 SUPPORTING INFORMATION

Revenue Spending

3.1 The final accounts for 2015/16 are nearing completion and the revenue spending position for each Department, subject to external audit, is shown in Appendix 1.

3.2 Overall the final outturn position shows an underspend of £0.067m against a budget of £101.452m. There have been a number of pressure areas against the Council budget throughout the year. The most significant of these was within the Children in Care Division, where demands upon the Service continue to be high, due to the numbers of children and related costs.

3.3 Budget savings for 2016/17 were implemented over three tranches, the first and second of which consisted of savings of £11.4m which were approved by Council in October and December 2015. As a result of some of these savings being implemented early, they have also provided part-year savings in 2015/16.

3.4 Total employee expenditure for the year was approximately £72m, which was £0.950m below the budgeted employee spend. The

variance is primarily due to the number of vacant posts which have occurred over the past year, some of which have been deleted from the structure in the new financial year as a means of achieving budget savings.

- 3.5 Included within the employees budget is a staff turnover savings target of 2.6%, which reflects the saving made between a member of staff leaving a post and the post being filled. The target for the year has been achieved in most Departments, with the exception of Economy, Enterprise & Property, Community & Environment, Planning & Transportation and Policy, People, Performance & Efficiency where there has been less staff turnover. The staff turnover savings target for 2016/17 has been increased to 3% in setting the 2016/17 budget.
- 3.6 Expenditure on supplies and services is £0.998m below the total budget of £23.271m, as spend continues to be limited to only essential items required to provide services. This underspend position was achieved despite the supplies & services budgets being cut by 8% following an approved budget saving proposal for 2015/16.
- 3.7 A number of underspends against the 2015/16 budget have been approved as one-off budget savings for 2016/17. These have been carried forward into 2016/17 when preparing the year-end accounts.
- 3.8 Within the overall net underspend for the year, the key budget variances are as follows;

- (i) **Children and Families Department (£2,883,000 overspend):-**
As highlighted throughout the year, a significant overspend against budget was expected for the Department. However, this is a significantly improved position from the previous financial year. There are a number of areas within the Department which have experienced spend pressures as follows;

Expenditure relating to out of borough residential placements was £1.352m (38%) higher than budget. This is a volatile budget which can change quickly as it is influenced by a number of factors, such as, unforeseen emergency placements and some long term placements ending earlier or continuing longer than originally anticipated. Whilst every effort is made to provide in-house placements this is not always possible and out of borough placements are usually at a higher cost.

Spend on out of borough fostering for the year is £0.352m (70%) above budget. Whilst every effort is made to use in-house foster carers, due to the needs of the child this is not always possible and therefore out of borough places are often required at a higher cost.

Special Guardianship Orders continue to have a significant financial impact and it is anticipated that this will continue to be the case for the foreseeable future. Expenditure on Special Guardianship Orders and Adoption was £0.866m (109%) above budget for the year.

Expenditure relating to Direct Payments/Individual Budgets was above budget by £0.278m (110%). Throughout the year the number of children receiving a direct payment or an individual budget has increased, although the number funded from a joint funding package with Halton Clinical Commissioning Group (HCCG) has decreased. The latter is due to HCCG tightening their criteria for Continuing Health Care eligibility.

Over the last two financial years £1.5m of the contingency budget has been transferred into the Children in Care budget, to help mitigate the overspend position. A further £0.7m has been included within the budget for 2016/17, to assist with meeting the demands upon the Service.

The level of demand is expected to continue during next year, as between January and March 2016 the number of children in care has continued to rise such that numbers within Halton now exceed the average for North West councils.

- (ii) **Economy, Enterprise & Property Department (£449,000 overspend):-** The year-end overspend position is due to the £1m savings target for 2015/16, which was set for the rationalisation of property assets, not being fully realised. Savings of £0.315m have so far been found against this target, but the timescales involved with rationalising property assets means that this process will continue into 2016/17 and possibly beyond.

Excluding the above target the Department has underspent by £0.236m against all other budget headings, the main reason for this was the limiting of supplies & services expenditure to only absolutely essential items.

- (iii) **Education, Inclusion & Provision Department (£340,00 underspend):-** Whilst the Department has seen net spend come in under budget for the year, there was particular pressure upon the school transport budget. This was overspent by £0.2m (22%), due to the increased demand for special educational needs transport provision. A review of the Service is currently underway, with the objective of making efficiencies but with minimal disruption to the provision provided.

The main areas of underspend for the Department were against employees, supplies & services and commissioned services budgets. The latter is due to contracts being recommissioned and

contract provision changing during the year. Saving proposals have been approved in this area for 2016/17.

- (iv) **Community & Environment Department (£290,000 overspend):-** As reported during the course of the year there are a number of income areas where the Department has struggled to meet its budgeted income targets. This included income from internal catering, sales and fees and charges. An income target was also set in 2015/16 for a concert at the Stadium, which it has not yet been possible to achieve. Altogether income generated by the Department was £0.295m below budget, this is a marginal shortfall against a total income target of £14.2m.

The cost of waste disposal contracts continues to be a pressure, with an overspend for the year of £0.27m. The cost of the leisure management contract was also £0.152m higher than budget, due to previous years savings which were not realised. However, from April 2016 the Service has been brought back in-house and it is expected that the net cost of providing the Service will reduce significantly.

- (v) **Finance Department (£504,000 underspend):-** A number of posts have been held vacant during the year which have contributed towards the Department's underspend. Certain posts have now been filled, whilst others have been removed from the staffing structure as 2016/17 budget savings.

A number of one-off New Burdens grants have been received during the year relating to work carried out by the Revenue and Benefits Division. This work has been carried out by existing staff which has resulted in the income contributing towards the underspend position and will be offered as one-off budget savings.

- (vi) **Legal & Democratic Services Department (£374,000 underspend):-** The underspend position is primarily due to employee costs being under budget, where posts have been held vacant and some were used to provide budget savings for 2016/17.

Supplies and services expenditure was below budget and this also forms part of the approved budget savings for 2016/17. In addition, expenditure on legal expenses has been less than expected due to a cap on the fees charged by barristers' chambers for case work.

The Operational Director was seconded temporarily for one day per week to Cheshire West and Chester council during the year, which has resulted in additional income being received.

- (vii) **Policy, Planning & Transportation (£461,000 underspend):-** The Department has seen a reduction in street lighting maintenance costs during the year, with the introduction of the LED street light replacement programme, combined with lower energy costs.

As the previous staff lease car scheme draws to an end, the number of users leaving the scheme has seen a greater reduction in costs than anticipated. These costs are met by deductions from salary for lease car users. The net reduction in costs relates to insurance premiums, which has been factored-in when setting the budget for 2016/17.

- (viii) **Corporate & Democracy (£1,637,000 underspend):-** Slippage in the capital programme and the current low interest rates, has meant a reduction in borrowing costs for the year.

The Treasury Management function has performed well over the year and has minimised the level of borrowings required for short term needs, whilst at the same time increased income has been generated from investments. Whilst investment rates overall show no sign of improving, the Council has been able to take advantage of some favourable deals which has resulted in external interest income being greater than anticipated.

A number of one-off grants have been received during the year which has also increased income. These include grants for small business rate relief and additional new homes bonus.

Reserves and Balances

- 3.9 The Council's Reserves and Balances have been reviewed in accordance with the Reserves and Balances Strategy and are considered reasonable given the scale of the financial challenges facing the Council.
- 3.10 Total revenue spending for the year was £0.067m below budget (compared to £0.178m in the previous year). As a result the Council's general reserve now stands at £5.391m. This is after using £3.5m of the general reserve towards funding the 2015/16 budget. The general reserve is now at its lowest level since 2003. Given the financial challenges and spending pressures facing the Council the balance is considered to be at a reasonable level, but it would not be considered prudent to make any further reductions to balance future budgets.

School Balances

- 3.11 School balances as at 31 March 2016 total £6.7m (compared to £7.8m last year-end). This is made up of £6.4m on Individual School Budgets and £0.3m of General School grants which will carry forward into

2016/17. There is also £1.6m of unspent Schools related funding held centrally which will carry forward into 2016/17.

3.12 The breakdown of spending for 2015/16 against Individual School Budgets (ISB) is given in the table below.

Individual School Budgets (ISB) 2015/16					
	Nursery Schools £'000	Primary Schools £'000	Secondary Schools £'000	Special Schools £'000	Total £'000
Balance b/f from 2014/15	94	5,139	1,557	671	7,461
ISB for 2015/16	1,015	47,262	22,731	5,081	76,089
Total Budget	1,109	52,401	24,288	5,752	83,550
Actual Expenditure	1,009	47,522	23,490	5,124	77,145
Balance c/f to 2016/17	100	4,879	798	628	6,405

Capital Spending

3.13 Appendix 2 presents details of spending against the 2015/16 Capital Programme. Capital spending totalled £28.747m, which is £2.096m below the revised capital programme of £30.639m (after anticipated slippage of 20%).

3.14 This represents 93% delivery of the revised capital programme. In overall terms this has been a positive outcome, although there has been slippage on several large projects and spend will continue to be incurred on them in 2016/17.

4.0 POLICY AND OTHER IMPLICATIONS

4.1 There are none.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

5.1 There are no direct implications, however, the revenue budget and capital programme support the delivery and achievement of all the Council's priorities.

6.0 RISK ANALYSIS

6.1 There are a number of financial risks within the budget. However, the Council has internal controls and processes in place to ensure that spending remains in line with budget.

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 There are 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

2015/16 REVENUE EXPENDITURE

Summary

Department/Directorate	Annual Budget £'000	Actual Expenditure £'000	Variance (overspend) £'000
Adult Social Services and Prevention & Assessment	26,057	26,031	26
Children & Families	19,235	22,118	(2,883)
Commissioning & Complex Care	12,711	12,709	2
Economy, Enterprise & Property	2,810	3,259	(449)
Education, Inclusion & Provision	14,197	13,857	340
People & Economy Directorate	75,010	77,974	(2,964)
Community & Environment	25,073	25,363	(290)
Finance	4,555	4,051	504
Legal & Democratic	525	151	374
ICT & Support Services	68	-126	194
Planning & Transportation	16,275	15,814	461
Policy, People, Performance & Efficiency	-148	-256	108
Public Health & Public Protection	1,018	1,017	1
Community & Resources Directorate	47,366	46,014	1,352
Mersey Gateway	39	-3	42
Corporate & Democracy	-20,963	-22,600	1,637
Total Revenue Expenditure	101,452	101,385	67

PEOPLE & ECONOMY DIRECTORATE

Adults Social Services & Prevention and Assessment Department

	Annual Budget £'000	Actual £'000	Variance (overspend) £'000
<u>Expenditure</u>			
Employees	6,599	6,571	28
Other Premises	136	120	16
Supplies & Services	367	360	7
Aids & Adaptations	113	143	(30)
Transport	17	11	6
Food Provision	28	28	0
Other Agency	23	28	(5)
Transfer to Reserves	2,139	2,139	0
Contribution to Complex Care Pool	17,119	17,117	2
Total Expenditure	26,541	26,517	24
<u>Income</u>			
Fees & Charges	-302	-298	(4)
Reimbursements & Grant Income	-398	-401	3
Transfer from Reserves	-46	-46	0
Capital Salaries	-145	-145	0
Government Grant Income	-782	-782	0
Total Income	-1,673	-1,672	(1)
Net Operational Expenditure	24,868	24,845	23
<u>Recharges</u>			
Premises Support	331	331	0
Asset Charges	176	176	0
Central Support Services	2,193	2,193	0
Internal Recharge Income	-1,560	-1,560	0
Transport Recharges	49	46	3
Net Total Recharges	1,189	1,186	3
Net Department Expenditure	26,057	26,031	26

Children & Families Department

	Annual Budget £'000	Actual £'000	Variance (overspend) £'000
<u>Expenditure</u>			
Employees	9,180	9,059	121
Premises	353	343	10
Supplies & Services	975	864	111
Transport	8	25	(17)
Direct Payments/Individual Budgets	252	530	(278)
Commissioned Services	342	345	(3)
Out of Borough Residential Placements	3,520	4,915	(1,395)
Out of Borough Adoption	80	94	(14)
Out of Borough Fostering	500	852	(352)
In House Adoption	268	361	(93)
Special Guardianship	527	1,300	(773)
In House Foster Carer Placements	1,753	1,980	(227)
Care Leavers	164	111	53
Family Support	117	147	(30)
Transfer to Reserves	52	52	0
Capital Financing	6	0	6
Total Expenditure	18,097	20,978	(2,881)
<u>Income</u>			
Fees & Charges	-183	-184	1
Dedicated School's Grant	-75	-75	0
Reimbursements & Other Grant Income	-949	-945	(4)
Government Grants	-64	-64	0
Transfer from Reserves	-443	-443	0
Total Income	-1,714	-1,711	(3)
Net Operational Expenditure	16,383	19,267	(2,884)
<u>Recharges</u>			
Premises Support Costs	288	288	0
Transport Support Costs	72	71	1
Central Support Service Costs	2,446	2,446	0
Asset Rental Support Costs	46	46	0
Net Total Recharges	2,852	2,851	1
Net Department Expenditure	19,235	22,118	(2,883)

Commissioning & Complex Care

	Annual Budget £'000	Actual £'000	Variance (overspend) £'000
<u>Expenditure</u>			
Employees	7,534	7,436	98
Premises	243	230	13
Supplies & Services	2,137	2,130	7
Carers Breaks	458	444	14
Transport	187	190	(3)
Contracts & SLAs	90	74	16
Payments To Providers	2,945	2,945	0
Emergency Duty Team	93	90	3
Grants To Voluntary Organisations	681	681	0
Other Agency Costs	62	77	(15)
Transfer To Reserves	419	419	0
Total Expenditure	14,849	14,716	133
<u>Income</u>			
Sales & Rents Income	-213	-227	14
Fees & Charges	-126	-99	(27)
CCG Contribution To Service	-365	-323	(42)
Reimbursements & Grant Income	-863	-867	4
Transfer From Reserves	-345	-345	0
Total Income	-1,912	-1,861	(51)
Net Operational Expenditure	12,937	12,855	82
<u>Recharges</u>			
Premises Support	184	184	0
Transport	450	530	(80)
Central Support Services	1,540	1,540	0
Asset Charges	79	79	0
Internal Recharge Income	-2,479	-2,479	0
Net Total Recharges	-226	-146	(80)
Net Department Expenditure	12,711	12,709	2

Economy, Enterprise & Property

	Annual Budget £'000	Actual £'000	Variance (Overspend) £'000
<u>Expenditure</u>			
Employees	4,449	4,489	(40)
Repairs & Maintenance	2,604	2,586	18
Premises	45	45	0
Energy & Water Costs	653	617	36
NNDR	521	501	20
Rents	404	393	11
Marketing Programme	27	25	2
Promotions	8	7	1
Supplies & Services	1,520	1,418	102
Agency Related Expenditure	5	5	0
Grants to Non Voluntary Organisations	339	339	0
Surplus Property Assets	(685)	0	(685)
Total Expenditure	9,890	10,425	(535)
<u>Income</u>			
Fees & Charges	-564	-584	20
Rent – Markets	-766	-781	15
Rent – Industrial Estates	-566	-587	21
Rent – Investment Properties	-655	-674	19
Transfer to/from Reserves	-987	-987	0
Government Grant Income	-2,390	-2,390	0
Reimbursements & Other Income	-436	-451	15
Recharges to Capital	-217	-197	(20)
Schools SLA	-498	-513	15
Total Income	-7,079	-7,164	85
Net Operational Expenditure	2,811	3,261	(450)
<u>Recharges</u>			
Premises Support Costs	1,924	1,924	0
Transport Support Costs	32	33	(1)
Central Support Service Costs	1,827	1,827	0
Asset Rental Support Costs	2,128	2,128	0
Repairs & Maintenance Income	-2,558	-2,558	0
Accommodation Income	-2,763	-2,763	0
Central Support Service Income	-1,839	-1,839	0
Net Total Recharges	-1,249	-1,248	(1)
Net Department Expenditure	2,810	3,259	(449)

Education, Inclusion & Provision

	Annual Budget	Actual	Variance (Overspend) £'000
	£'000	£'000	
<u>Expenditure</u>			
Employees	6,889	6,612	277
Premises	88	94	(6)
Supplies & Services	3,943	3,715	228
Transport	5	4	1
Commissioned Services	2,813	2,628	185
Schools Transport	920	1,125	(205)
Agency Related Expenditure	1,540	1,505	35
Independent School Fees	2,444	2,444	0
Inter Authority Recoupment	206	206	0
Pupil Premium Grant	61	61	0
Nursery Education Payments	2,917	2,917	0
Capital Finance- PFI Schemes	1,372	1,372	0
Capital Finance	242	241	1
Direct Revenue Financing	48	48	0
Transfer to Reserves	539	539	0
Total Expenditure	24,027	23,511	516
<u>Income</u>			
Government Grant Income - PFI Credits	-3,375	-3,375	0
Fees & Charges	-505	-559	54
Transfer from Reserves	-1,521	-1,521	0
Reimbursements & Other Income	-2,723	-2,443	(280)
Dedicated Schools Grant	-9,654	-9,654	0
Schools SLA Income	-246	-287	41
Inter Authority Income	-578	-578	0
Rent	-100	-112	12
HBC Support Cost	-79	-79	0
Total Income	-18,781	-18,608	(173)
Net Operational Expenditure	5,246	4,903	343
<u>Recharges</u>			
Premises Support Costs	205	205	0
Transport Support Costs	296	296	0
Central Support Service Costs	1,919	1,922	(3)
Asset Rental Support Costs	6,531	6,531	0
Net Total Recharges	8,951	8,954	(3)
Net Department Expenditure	14,197	13,857	340

Community & Environment

	Annual Budget £'000	Actual £'000	Variance (overspend) £'000
<u>Expenditure</u>			
Employees	13,262	13,311	(49)
Other Premises	1,196	1,156	40
Supplies & Services	1,655	1,540	115
Book Fund	142	136	6
Hired & Contracted Services	1,276	1,383	(107)
Food Provisions	725	714	11
School Meals Food	2,235	2,209	26
Transport	61	86	(25)
Other Agency Costs	572	426	146
Waste Disposal Contracts	5,168	5,439	(271)
Leisure Management Contract	1,496	1,648	(152)
Grants To Voluntary Organisations	309	293	16
Grant To Norton Priory	222	229	(7)
Rolling Projects	20	20	0
Transfers To Reserves	10	10	0
Capital Financing	221	222	(1)
Total Expenditure	28,570	28,822	(252)
<u>Income</u>			
Sales Income	-2,220	-2,029	(191)
School Meals Sales	-2,317	-2,439	122
Fees & Charges Income	-3,443	-3,171	(272)
Rents Income	-235	-292	57
Government Grant Income	-1,226	-1,233	7
Reimbursements & Other Grant Income	-554	-607	53
Schools SLA Income	-79	-83	4
Internal Fees Income	-120	-181	61
School Meals Other Income	-2,327	-2,343	16
Meals On Wheels	-196	-155	(41)
Catering Fees	-225	-122	(103)
Capital Salaries	-53	-45	(8)
Transfers From Reserves	-1,222	-1,222	0
Total Income	-14,217	-13,922	(295)
Net Operational Expenditure	14,353	14,900	(547)
<u>Recharges</u>			
Premises Support	1,947	1,947	0
Transport Recharges	2,390	2,133	257
Departmental Support Services	9	9	0
Central Support Services	3,175	3,175	0
Asset Charges	3,590	3,590	0
HBC Support Costs Income	-391	-391	0
Net Total Recharges	10,720	10,463	257
Net Department Expenditure	25,073	25,363	(290)

Finance

	Annual Budget	Actual	Variance (overspend)
	£'000	£'000	£'000
<u>Expenditure</u>			
Employees	7,044	6,705	339
Supplies & Services	631	560	71
Other Premises	86	69	17
Insurances	1,319	1,319	0
Concessionary Travel	2,127	2,096	31
Rent Allowances	52,819	52,819	0
Non HRA Rebates	66	71	(5)
Discretionary Housing Payments	353	353	0
Local Welfare Payments	127	127	0
Bad Debt Provision	0	-16	16
Transfers to Reserves	751	751	0
Total Expenditure	65,323	64,854	469
<u>Income</u>			
Fees & Charges	-190	-155	(35)
SLA to Schools	-799	-748	(51)
NNDR Administration Grant	-166	-166	0
Hsg Ben Administration Grant	-782	-782	0
Council Tax Admin Grant	-208	-207	(1)
Rent Allowances	-51,871	-51,871	0
Clerical Error Recoveries	-1,416	-1,416	0
Non HRA Rent Rebates	-66	-70	4
Discretionary Housing Payments Grant	-344	-344	0
Reimbursements & Other Grants	-405	-459	54
Liability Orders	-485	-530	45
Transfer from Reserves	-430	-430	0
Total Income	-57,162	-57,178	16
Net Operational Expenditure	8,161	7,676	485
<u>Recharges</u>			
Premises	396	396	0
Transport	25	25	0
Asset Charges	19	19	0
Central Support Services	3,494	3,494	0
Support Services Income	-7,540	-7,559	19
Net Total Recharges	-3,606	-3,625	19
Net Department Expenditure	4,555	4,051	504

Legal & Democratic Services

	Annual Budget	Actual	Variance (overspend)
	£'000	£'000	£'000
<u>Expenditure</u>			
Employees	1,864	1,760	104
Supplies & Services	303	246	57
Civic Catering & Functions	27	26	1
Mayoral Allowances	22	18	4
Legal Expenses	215	146	69
Total Expenditure	2,431	2,196	235
<u>Income</u>			
Land Charges	-101	-98	(3)
License Income	-251	-278	27
Schools SLA's	-55	-78	23
Other Income	-28	-120	92
Total Income	-435	-574	139
Net Operational Expenditure	1,996	1,622	374
<u>Recharges</u>			
Premises Support	132	132	0
Transport Recharges	26	26	0
Central Support Recharges	425	425	0
Support Recharges Income	-2,054	-2,054	0
Net Total Recharges	-1,471	-1,471	0
Net Departmental Expenditure	525	151	374

ICT and Support Services

	Annual Budget	Actual	Variance (Overspend)
	£'000	£'000	£'000
<u>Expenditure</u>			
Employees	5,457	5,314	143
Supplies & Services	663	545	118
Computer Repairs & Software	490	491	(1)
Communications Costs	403	403	0
Other Premises	23	35	(12)
Capital Financing	1,776	1,785	(9)
Transfers to Reserves	75	75	0
Total Expenditure	8,887	8,648	239
<u>Income</u>			
Fees & Charges	-951	-912	(39)
Reimbursements & Other Grants	-244	-239	(5)
Internal Billing	-29	-29	0
Transfers from Reserves	-536	-535	(1)
SLA to Schools	-1,091	-1,091	0
Total Income	-2,851	-2,806	(45)
Net Operational Expenditure	6,036	5,842	194
<u>Recharges</u>			
Premises	397	397	0
Transport	27	27	0
Asset Charges	1,434	1,434	0
Central Support Services	1,121	1,121	0
Support Service Income	-8,947	-8,947	0
Net Total Recharges	-5,968	-5,968	0
Net Department Expenditure	68	-126	194

Policy, Planning & Transportation

	Annual Budget £'000	Actual £'000	Variance (overspend) £'000
<u>Expenditure</u>			
Employees	4,645	4,757	-112
Other Premises	228	109	119
Hired & Contracted Services	214	132	82
Supplies & Services	231	211	20
Street Lighting	1,854	1,504	350
Highways Maintenance	2,416	2,513	-97
Bridges	15	14	1
Fleet Transport	1,278	1,026	252
Lease Car Contracts	392	239	153
Bus Support – Hopper Tickets	122	122	0
Bus Support	760	760	0
Out of Borough Transport	51	16	35
Finance Charges	108	108	0
Grants to Voluntary Organisations	68	68	0
Transfers to Reserves	716	716	0
NRA Levy	60	60	0
Total Expenditure	13,158	12,355	803
<u>Income</u>			
Sales	-314	-243	-71
Planning Fees	-531	-595	64
Building Control Fees	-201	-230	29
Other Fees & Charges	-812	-765	-47
Rents	-8	-6	-2
Grants & Reimbursements	-432	-432	0
Efficiency Savings	-60	0	-60
School SLAs	-40	-42	2
Recharge to Capital	-312	-258	-54
Transfer from Reserves	-430	-430	0
Total Income	-3,140	-3,001	-139
Net Operational Expenditure	10,018	9,354	664
<u>Recharges</u>			
Premises Support	642	642	0
Transport Recharges	629	664	-35
Asset Charges	7,925	7,925	0
Central Support Recharges	1,906	1,906	0
Departmental Support Recharges	393	393	0
Departmental Support Recharges Income	-491	-491	0
Support Recharges Income – Transport	-3,734	-3,566	-168
Support Recharges Income	-1,013	-1,013	0
Net Total Recharges	6,257	6,460	-203
Net Department Total	16,275	15,814	461

Policy, People, Performance and Efficiency

	Annual Budget £'000	Actual £'000	Variance (overspend) £'000
<u>Expenditure</u>			
Employees	2,400	2,402	(2)
Employee Training	133	76	57
Supplies & Services	134	104	30
Agency Related	24	23	1
Total Expenditure	2,691	2,605	86
<u>Income</u>			
Fees & Charges	-79	-114	35
Reimbursements & Other Grants	-27	-39	12
School SLA's	-406	-381	(25)
Transfers from Reserves	-400	-400	0
Total Income	-912	-934	22
Net Operational Expenditure	1,779	1,671	108
<u>Recharges</u>			
Premises Support	104	104	0
Transport Recharges	5	5	0
Central Support Recharges	906	906	0
Support Recharges Income	-2,942	-2,942	0
Net Total Recharges	-1,927	-1,927	0
Net Department Expenditure	-148	-256	108

Public Health & Public Protection

	Annual Budget £'000	Actual £'000	Variance (Overspend) £'000
<u>Expenditure</u>			
Employees	3,033	3,018	15
Supplies & Services	305	313	(8)
Other Agency	21	17	4
Contracts & SLA's	5,228	5,233	(5)
Transfer to Reserves	15	15	0
Total Expenditure	8,602	8,596	6
<u>Income</u>			
Other Fees & Charges	-106	-105	(1)
Sales Income	-52	-47	(5)
Reimbursements & Grant Income	-57	-57	0
Government Grant	-9,588	-9,588	0
Transfer from Reserves	-67	-67	0
Total Income	-9,870	-9,864	(6)
Net Operational Expenditure	-1,268	-1,268	0
<u>Recharges</u>			
Premises Support	166	166	0
Central Support Services	2,163	2,163	0
Transport Recharges	21	20	1
Internal Recharge Income	-64	-64	0
Net Total Recharges	2,286	2,285	1
Net Department Expenditure	1,018	1,017	1

Mersey Gateway

	Annual Budget £'000	Actual £'000	Variance (Overspend) £'000
<u>Expenditure</u>			
Other Premises	86	291	(205)
Hired & Contracted Services	18	3	15
Supplies & Services	0	10	(10)
MGCB Ltd	724	456	268
Finance Charges	148	147	1
Total Expenditure	976	907	69
<u>Income</u>			
Grants & Reimbursements	-976	-949	(27)
Total Income	-976	-949	(27)
Net Operational Expenditure	0	-42	42
<u>Recharges</u>			
Central Support Recharges	39	39	0
Net Total Recharges	39	39	0
Net Department Expenditure	39	(3)	42

Corporate & Democracy

	Annual Budget £'000	Actual £'000	Variance (overspend) £'000
<u>Expenditure</u>			
Employee Related	392	364	28
Interest Payments	3,357	3,357	0
Members Allowances	777	769	8
Supplies & Services	153	115	38
Contracted Services	63	104	(41)
Contingency	0	0	0
Precepts & Levies	179	179	0
Capital Financing	3,307	3,153	154
Transfers to Reserves	3,164	3,164	0
Bank Charges	77	103	(26)
Audit Fees	140	129	11
Total Expenditure	11,609	11,437	172
<u>Income</u>			
External Interest	-848	-1,225	377
Government Grants	-4,988	-5,413	425
Fees & Charges	-109	-111	2
Reimbursements & Other Grants	-25	-576	551
Transfers from Reserves	-6,030	-6,140	110
Total Income	-12,000	-13,465	1,465
Net Operational Expenditure	-391	-2,028	1,637
<u>Recharges</u>			
Premises	7	7	0
Transport	3	3	0
Asset Charges	122	122	0
Central Support Services	1,840	1,840	0
Support Services Income	-22,544	-22,544	0
Net Total Recharges	-20,572	-20,572	0
Net Department Expenditure	-20,963	-22,600	1,637

APPENDIX 2

2015/16 CAPITAL EXPENDITURE

Summary

Departments/Directorates	Capital Allocation £'000	Actual Expenditure £'000	Variance (overspend) £'000
<u>People & Economy Directorate</u>			
Adult Social Services & Prevention and Assessment	960	793	167
Commissioning & Complex Care	435	127	308
Economy, Enterprise and Property	6,658	2,978	3,680
Schools Related	2,672	2,349	323
Total People & Economy Directorate	10,725	6,247	4,478
<u>Community & Resources Directorate</u>			
Community & Environment	5,981	3,088	2,893
ICT and Support Services	2,738	2,728	10
Mersey Gateway	11,228	10,404	824
Planning and Transportation	7,577	6,244	1,333
Public Health & Public Protection	16	16	0
Corporate & Democracy	34	20	14
Total Community & Resources Directorate	27,574	22,500	5,074
Less 20% Anticipated Slippage	-7,660	-	-
Total Capital Expenditure	30,639	28,747	1,892

PEOPLE AND ECONOMY DIRECTORATE
2015/16 Capital Expenditure

	Capital Allocation £'000	Actual Expenditure £'000	Variance (overspend) £'000
Adult Social Services & Prevention and Assessment			
Disabled Facilities Grant	500	443	57
Stair Lifts (Adaptations Initiative)	250	239	11
RSL Adaptations (Joint Funding)	200	111	89
Community Meals Oven	10	0	10
Total Adult Social Services & Prevention and Assessment	960	793	167
Commissioning & Complex Care			
ALD Bungalows	200	1	199
Lifeline Telecare Upgrade	100	0	100
Grangeway Court Refurbishment	75	58	17
Halton Carer's Centre	60	68	(8)
Total Commissioning & Complex Care	435	127	308
Economy, Enterprise & Property			
Castlefields Regeneration	635	456	179
3MG	3,493	684	2,809
Widnes Waterfront	200	0	200
Johnsons Lane Infrastructure	450	148	302
Decontamination of Land	6	0	6
Daresbury SciTech	5	12	(7)
Former Crossville Depot	200	276	(76)
Former Fairfield Site Demolition	6	6	0
John Briggs House / Police Station	200	48	152
Widnes Market Refurbishment	0	5	(5)
Signage at The Hive	5	0	5
Travellers Site – Warrington Road	1,363	1,302	61
Widnes Town Centre Initiative	21	6	15
Lower House Lane Depot – Upgrade	24	17	7
Disability Discrimination Act/Disabled Access	50	18	32
Total Economy, Enterprise & Property	6,658	2,978	3,680
Schools			
Asset Management (CADS)	5	3	2
Capital Repairs	1,013	1,005	8
Fire Compartmentation	62	61	1
Asbestos Management	20	20	0
Schools Access Initiative	75	64	11
Education Programme General	70	49	21
St Edwards – Basic Need	35	8	27
Inglefield – Basic Need	12	3	9
Fairfield – Basic Need	179	130	49
Responsible Bodies Bids	475	428	47
Halebank	30	20	10

St Bedes Junior – Basic Need	4	4	0
School Modernisation Projects	460	378	82
Ashley School	12	12	0
Two Year Old Capital	183	130	53
Universal Infant School Meals	2	1	1
Hale Primary	10	8	2
Ditton Primary Nature Project	25	25	0
Total Schools	2,672	2,349	323
Total Capital – People & Economy	10,725	6,247	4,478

COMMUNITY & RESOURCES DIRECTORATE

2015/16 Capital Expenditure

	Capital Allocation £'000	Actual Expenditure £'000	Variance (overspend) £'000
Community & Environment			
Stadium Minor Works/3G Equipment	42	50	(8)
Leisure Centre Refurbishment	225	0	225
Widnes Recreation Site	741	585	156
Norton Priory	2,843	1,135	1,708
Norton Priory Biomass Boiler	107	0	107
Children's Playground Equipment	138	112	26
Upton Improvements	13	0	13
Crow Wood Play Area	4	4	0
Runcorn Hill Park	138	666	(528)
Runcorn Cemetery Extension	9	0	9
Cremators Widnes Crematorium	109	188	(79)
Peelhouse Lane Cemetery	1,020	25	995
Peelhouse Lane Cemetery-Enabling Work	65	22	43
Open Spaces Schemes	160	211	(51)
Playground Third Party Funding	340	0	340
Litter Bins	27	26	1
The Glen	0	64	(64)
Total Community & Environment	5,981	3,088	2,893
ICT and Support Services			
IT Rolling Programme	2,738	2,728	10
Total ICT and Support Services	2,738	2,728	10
Mersey Gateway			
Early Land Acquisition Mersey Gateway	5,388	4,760	628
Development Costs Mersey Gateway	2,244	2,048	196
Loan Interest During MG Construction Period	3,596	3,596	0
Total Mersey Gateway	11,228	10,404	824
Planning & Transportation			
Bridge Assessment, Strengthening & Maintenance	967	967	0
Road Maintenance	1,261	1,261	0
Integrated Transport	908	908	0
Street lighting – Structural Maintenance	200	155	45
Street Lighting – Replacement Programme	850	694	156
Risk Management	120	115	5
Fleet Replacement	1,174	1,155	19
Surface Water Management Grant	122	9	113

Local Pinch Point – Daresbury Expressway	943	362	581
Section 106 Schemes	314	0	314
Peelhouse Lane Cemetery - Highways	54	19	35
STEPS Program	664	599	65
Total Planning & Transportation	7,577	6,244	1,333
Corporate & Democracy			
Brookvale Leisure Centre Biomass Boiler	9	9	0
Connect Widnes	25	11	14
Total Corporate & Democracy	34	20	14
Public Health & Public Protection			
The Halton Brew	16	16	0
Total Public Health & Public Protection	16	16	0
Total Capital – Community & Resources	27,574	22,500	5,074

REPORT TO: Executive Board

DATE: 16 June 2016

REPORTING OFFICER: Operational Director – Finance

PORTFOLIO: Resources

TITLE: Treasury Management Quarter 4 2015/16

WARDS: Borough-wide

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to provide an update regarding activities undertaken on the money market as required by the Treasury Management Policy.

2.0 RECOMMENDED: That the report be noted.

3.0 SUPPORTING INFORMATION

Economic Outlook

3.1 The following analysis of the economic situation has been provided by Capita Asset Services, the Council's treasury management advisors.

3.2 During the quarter ended 31st March 2016:

- The economic recovery struggled for momentum
- Household spending remained the primary driver of growth
- Soft pay growth was still at odds with a tightening labour market;
- Falling energy prices helped to keep inflation low
- The prospect of a rate hike before late 2016 remained unlikely
- The Federal Reserve held interest rates unchanged
- The European Central Bank (ECB) embarked on further quantitative easing
- The Chancellor pencilled in even more fiscal austerity in 2019/20.

3.3 UK GDP growth rates in 2013 of 2.2% and 2.9% in 2014 were the strongest growth rates of any G7 country; the 2014 growth rate was also the strongest UK rate since 2006 and the 2015 growth rate +2.1% was again a leading rate in the G7 though the US achieved a higher rate of +2.4%. Growth in quarter 1 of 2015 was weak at +0.4% (+2.9% y/y) though there was a slight increase in quarter 2 to +0.5% (+2.3% y/y) before falling back again to +0.4% (+2.2% y/y)

in quarter 3. Growth improved to +0.6% in quarter 4 (+2.1% y/y) but overall this was a disappointing outcome for the year which dashed earlier forecasts for a significantly higher rate. The economy now faces headwinds for exporters from the appreciation during 2015 of Sterling against the Euro, (which has only been minimally reversed in 2016), and weak growth in the EU, China and emerging markets, plus the dampening effect of the Government's continuing austerity programme and uncertainty created by the Brexit referendum coming up in June.

- 3.4 The Bank of England February Inflation Report included a forecast for growth for 2016 of 2.2% and 2.3% for 2017, down from 2.5% and 2.6% respectively. Nevertheless, this is still a reasonable rate of growth which is being driven mainly by strong consumer demand as the squeeze on the disposable incomes of consumers has been reversed by a limited recovery in wage inflation and falls in many prices, especially fuel, which has seen CPI inflation fall to, or near to, zero over the last quarter.
- 3.5 The February Bank of England Inflation Report forecast was notably subdued with inflation barely getting back up to the 2% target within the 2-3 year time horizon. However, with the price of oil taking a fresh downward direction and Iran expected to soon rejoin the world oil market after the lifting of sanctions, there could be several more months of low inflation still to come, especially as world commodity prices have generally been depressed by the Chinese economic downturn.
- 3.6 There are, therefore, considerable risks around whether inflation will rise in the near future as strongly as previously expected; this will make it more difficult for the Bank of England to make a start on raising Bank Rate during 2016, especially given the subsequent major concerns around the slowdown in Chinese growth, the knock on impact on the earnings of emerging countries from falling oil and commodity prices, and the volatility we have seen in equity and bond markets over the last year, which could potentially spill over to impact the real economies rather than just financial markets.
- 3.7 The American economy made a strong comeback after a weak first quarter's growth at +0.6% (annualised), to grow by no less than 3.9% in quarter 2 of 2015 before easing back to +2.0% in quarter 3 and to 1.4% in quarter 4, leaving growth in 2015 as a whole at 2.4%. While there had been confident expectations during the summer that the Fed. could start increasing rates at its meeting on 17 September, downbeat news during the summer about Chinese and Japanese growth and the knock on impact on emerging countries that are major suppliers of commodities, was cited as the main reason for the Fed's

decision to pull back from making that start. The nonfarm payrolls figures for September and revised August, issued on 2 October, were also disappointingly weak so the first increase did not eventually come until its December meeting. At that point, confidence was high that there would then be four more increases to come in 2016, but since then, more downbeat news on the international scene has caused a re-emergence of caution over the timing and pace of further increases.

- 3.8 In the Eurozone, the ECB fired its big bazooka in January 2015 in unleashing a massive €1.1 trillion programme of quantitative easing to buy up high credit quality government and other debt of selected EZ countries. This programme of €60bn of monthly purchases started in March 2015 and it was intended to run initially to September 2016. At the ECB's December meeting, this programme was extended to March 2017 but was not increased in terms of the amount of monthly purchases. The ECB also cut its deposit facility rate by 10bps from -0.2% to -0.3%. This programme of easing was then strengthened at its March meeting by cutting this rate further to -0.4% and its main refinancing rate from 0.05% to zero, and increased its monthly asset purchases to €80bn. This monetary easing has had a limited positive effect in helping a recovery in consumer and business confidence and a start to some improvement in economic growth. GDP growth rose to 0.6% in quarter 1 2015 (1.3% y/y) but has then eased back to +0.4% (+1.6% y/y) in quarter 2 and to +0.3% (+1.6%) in quarters 3 and 4. The ECB is also struggling to get inflation up from around or below zero towards its target of 2%. economic recovery was shown to have slowed by more than previously thought in Q3 2015 (quarter ended 30.9.15), with real GDP growth decelerating from a downwardly-revised 0.5% in Q2 (from 0.7%) to 0.4% (from 0.5%). The annual growth rate in Q3 was also revised down from 2.3% to 2.1%. The revisions were driven largely by weaker contributions from investment expenditure.

Interest Rate Forecast

- 3.9 The following forecast has been provided by Capita Asset Services.

	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19
Bank rate	0.50%	0.50%	0.50%	0.75%	0.75%	1.00%	1.00%	1.25%	1.25%	1.50%	1.50%	1.75%
5yr PWLB rate	1.90%	2.00%	2.10%	2.20%	2.30%	2.40%	2.60%	2.70%	2.80%	2.90%	3.00%	3.10%
10yr PWLB rate	2.40%	2.50%	2.60%	2.70%	2.80%	2.90%	3.00%	3.10%	3.30%	3.40%	3.50%	3.60%
25yr PWLB rate	3.20%	3.30%	3.30%	3.50%	3.50%	3.60%	3.60%	3.70%	3.70%	3.70%	3.80%	3.80%
50yr PWLB rate	3.00%	3.10%	3.10%	3.30%	3.30%	3.40%	3.40%	3.50%	3.60%	3.60%	3.70%	3.70%

Short Term Borrowing Rates

3.10 The bank base rate remained at 0.50% throughout the quarter.

	Start	Jan		Feb		Mar	
		Mid	End	Mid	End	Mid	End
	%	%	%	%	%	%	%
Call Money (Market)	0.48	0.48	0.48	0.48	0.48	0.48	0.48
1 Month (Market)	0.51	0.51	0.51	0.51	0.51	0.51	0.51
3 Month (Market)	0.59	0.59	0.59	0.59	0.59	0.59	0.59

Longer Term Borrowing Rates

	Start	Jan		Feb		Mar	
		Mid	End	Mid	End	Mid	End
	%	%	%	%	%	%	%
1 Year (Market)	1.07	1.03	1.00	1.00	1.00	1.02	1.01
10 Year (PWLB)	2.78	2.57	2.47	2.35	2.29	2.45	2.34
25 Year (PWLB)	3.45	3.31	3.18	3.14	3.16	3.15	3.11

3.13 Market rates are based on LIBOR rates published at the middle and end of each month. PWLB rates are for new loans based on principal repayable at maturity.

Borrowing and InvestmentsTurnover During the Period

	No of deals	Turnover £m
Short Term Borrowing	-	-
Short Term Investments	10	82

Position at Month End

	Jan £m	Feb £m	Mar £m
Total Borrowing	163	153	153
Total Investments	(178)	(168)	(158)
Call Account Balance	(16)	(10)	(9)

Investment Benchmarking

Benchmark	Benchmark Return %	Performance Jan - Mar %	Investment Interest Earned £000
7 day	0.36	0.49	19
1 month	0.38	0.00	-
3 month	0.46	0.77	29
6 month	0.62	0.74	91
12 month	0.89	0.77	195
Total			333

- 3.14 This shows the Council has over achieved the benchmark for most maturities for the last quarter. Due to the Council's strict treasury management guidelines only Counterparties with a very high credit score can be used for 12 months investments. For this reason returns are not as high as the benchmark return.

Budget Monitoring

Net Interest at 31st March 2016				
	Budget Year to Date £000	Actual Year to Date £000	Variance (o/spend) £000	Actual inc M Gateway £000
Investment	(388)	(719)	331	(1,490)
Borrowing	1,526	1,507	19	5,877
Total	1,138	788	350	4,387

- 3.15 As the borrowing and investments in relation to the Mersey Gateway scheme are to be capitalised they will have no effect on the revenue budget and have therefore been excluded from the budget monitoring figures above.

New Long Term Borrowing

- 3.16 No new loans have been taken in this quarter.

Policy Guidelines

- 3.17 The Treasury Management Strategy Statement (TMSS) for 2015/16, which includes the Annual Investment Strategy, was approved by the Council on 04 March 2015. It sets out the Council's investment priorities as being:

- Security of capital;
- Liquidity; and
- Yield

- 3.18 The Council will also aim to achieve the optimum return (yield) on investments commensurate with proper levels of security and liquidity. In the current economic climate and the heightened credit concerns it is considered appropriate to keep the majority of investments short term and to ensure all investments are in line with Sector's credit rating methodology.

Treasury Management Indicators

- 3.19 It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits. The Council's approved Treasury and Prudential Indicators were set out in the Treasury Management Strategy Statement and are reviewed in Appendix 1.

Debt Rescheduling

- 3.20 No debt rescheduling was undertaken during the quarter.

4.0 POLICY IMPLICATIONS

4.1 None.

5.0 FINANCIAL IMPLICATIONS

5.1 The financial implications are as set out in the report.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 There are no direct implications, however, the revenue budget and capital programme support the delivery and achievement of all the Council's priorities.

7.0 RISK ANALYSIS

7.1 The main risks with Treasury Management are security of investment and volatility of return. To combat this, the Authority operates within a clearly defined Treasury Management Policy and annual borrowing and investment strategy, which sets out the control framework

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 None.

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

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

Treasury and Prudential Indicators – 2015/16 - Quarter 4

Prudential Indicators	2014/15	2015/16	
	Full Year Actual £000	Original Estimate £000	Quarter 4 Actual £000
Capital Expenditure	32,157	40,202	29,488
Net Financing Need for the Year <i>(Borrowing Requirement)</i>	3,787	23,404	6,741
Increase / (Decrease) in CFR <i>(Capital Financing Requirement)</i>	853	20,208	4,000
Ratio of Financing Costs to Net Revenue Stream <i>(Proportion of cost of borrowing to Council's net revenue)</i>	2.9%	3.4%	2.9%
Incremental Impact on band D Council Tax (£) <i>(net cost of borrowing compared to tax base)</i>	8.19	17.21	2.07
External Debt	183,000	153,000	153,000
Operational Boundary <i>(Limit of which external debit is not expected to exceed)</i>	252,600	255,313	255,313
Authorised Limit <i>(Limit beyond which external debit is prohibited)</i>	270,000	270,000	270,000

Upper Limit for Interest Rate Exposure	Exposure Limit %	2014/15 Actual %	2015/16 Actual %
Fixed Rate	100	100	91
Variable Rate	30	-	9

Maturity Structure of Fixed Rate Borrowing	Exposure Limit %	2014/15 Actual %	2015/16 Actual %
Under 12 months	40	16	7
12 months to 24 months	40	5	7
24 months to 5 years	40	5	0
5 years to 10 years	40	0	0
10 years and above	100	73	86

Maximum Principal invested > 365 days	Investment	2014/15	2015/16
	Limit £000	Actual £000	Actual £000
Principal Sums Invested over 365 days	30,000	10,000	10,000

REPORT TO: Executive Board

DATE: 16 June 2016

REPORTING OFFICER: Operational Director – Finance

PORTFOLIO: Resources

SUBJECT: Liverpool City Region – 100% Business Rates Retention Pilot Area

WARDS: Boroughwide

1.0 PURPOSE OF REPORT

- 1.1 To outline the Government's offer for the Liverpool City Region to be a pilot area for 100% business rates retention and to report an urgent decision taken by the Chief Executive to accept the Government's offer.

2.0 RECOMMENDED: That

- 1) the proposal for the Liverpool City Region to be a pilot area for 100% business rates retention, as presented in the report be noted; and**
- 2) the decision taken by the Chief Executive under urgency powers, to agree to Halton's inclusion within the LCR pilot arrangement, be noted.**

3.0 SUPPORTING INFORMATION

Background

- 3.1 On 25th November 2015, as part of the 2015 Spending Review, the Chancellor of the Exchequer announced plans to reform the funding of Local Government by the end of the current Parliament in 2020. This would involve councils retaining 100% of the business rates they collect, rather than the current 50%.
- 3.2 The Government's stated aims in making this change to the funding regime are;
- (i) to provide councils with a greater incentive to grow local taxes by ensuring they receive the long term benefits of such growth;
 - (ii) to maintain a predictable income stream against which councils can take long term investment decisions; and
 - (iii) to ensure councils can continue to provide a full range of local services, whilst recognising that decisions about spending priorities should be made locally.

- 3.3 Whilst it is proposed under the new system that councils will retain 100% of their business rates, the Government's revenue support grant (RSG) and other specific grant funding for councils, will cease to be provided. This will ensure that at the national level the change in the Local Government funding regime is fiscally neutral.
- 3.4 As part of this change in the funding regime, Local Government will also be given additional responsibilities for funding services which are currently funded from either RSG or specific grants, for example Public Health and administration of housing benefits for pensioners.
- 3.5 In addition, new responsibilities may be given to councils for both the provision and funding of services which are currently funded and delivered by central government. For example support for older people through attendance allowance.
- 3.6 At this stage only limited details of the new arrangements have been announced, as the proposals have still to be fully developed by the Department for Communities and Local Government (DCLG) and will be subject to consultation over the coming months.

Business Rates Retention Pilot Areas

- 3.7 In March 2016 DCLG approached the Liverpool City Region (LCR) councils, to ask whether the six councils would be willing to act as a pilot area for development of the new 100% business rates retention system. The pilot area would require the six councils to operate 100% business rates retention individually, but following a standard system approach. It would not involve any form of pooling of business rates across the City Region.
- 3.8 The LCR Chief Finance Officers (CFOs) subsequently met with a representative from DCLG to explore the pilot area proposal.
- 3.9 It was made clear that DCLG do not have a blueprint for the new system, but they wish to work in partnership with two or three pilot areas and the local government representative bodies, including the LGA and Sigoma, to develop the system. In particular, they are keen to have pilot areas who have also agreed devolution deals. Therefore, Greater Manchester and the Greater London Authority have also agreed to become pilot areas.
- 3.10 The development of the pilot areas will include discussions regarding which additional service and funding responsibilities the councils might adopt and the timescales for doing so. It is anticipated that each pilot area may agree to adopt different responsibilities and may operate slightly differently, in order to establish the best form of arrangement to be rolled-out nationally.
- 3.11 DCLG recognise that councils will have concerns regarding the potential financial risks associated with implementation of the new business rates system. They will therefore ensure that appropriate measures are

developed to mitigate such risks and ensure that the new system is sustainable. The Secretary of State has acknowledged that the new system cannot operate without the continuation of some form of financial equalisation measures between councils and this was reiterated to the LCR CFOs by DCLG.

- 3.12 Under the current arrangements, the Council receives a Top-Up grant of £7.5m per annum year to reflect the fact that the business rates income generated is not sufficient to meet the Borough's needs. This is funded nationally by top-slicing the business rates generated and retained by more affluent councils. The continuation of such equalisation measures will therefore be critical for Halton with implementation of the new funding system.
- 3.13 As part of the development of the 100% retention system, DCLG will undertake a review of the Needs-Led Formula which currently provides the basis for the national equalisation measures. The pilot areas will also be asked to provide input to this review, which will be highly beneficial for the LCR councils as they all currently receive significant Top-Up grants and would therefore want to influence the development of that Formula.
- 3.14 The design of the new system will also be considered by DCLG, including the treatment of rating appeals, the safety net mechanism in case of significant loss of income, rate revaluation periods, arrangements for setting the multiplier (rate in the pound) and any specific arrangements such as for enterprise zones.
- 3.15 The pilot areas will be asked to provide input to the review of the system design, which will be important for the LCR councils particularly in terms of the safety net mechanism and the treatment of rating appeals (which currently has a significant cost).
- 3.16 During the pilot period, the arrangements may result in more resources being available to one or more of the LCR councils than would otherwise have been the case. In such circumstances, DCLG would use the additional resources to make good any losses suffered by other LCR councils. Any remaining excess resources will then be invested in projects designed to secure further economic growth for the benefit of the Liverpool City Region.

Four Year Grant Settlement Offer

- 3.17 On 10th March 2016 the Secretary of State for Communities and Local Government wrote to councils offering the option of a four year grant settlement, coupled with a requirement to publish an efficiency plan. This would cover the period 2016/17 to 2019/20, with 2016/17 (for which the final grant settlement has already been announced) acting as the base year.
- 3.18 The Government's commitment through the four year offer is to provide "minimum" grant allocations for each year up to 2019/20, based upon the indicative grant figures already provided for the coming three years. The

intention is therefore to provide councils with some degree of financial certainty. Should the national economic position deteriorate and the Government need to make additional austerity measures, they are providing some assurance (although not an absolute guarantee) that they will not reduce each council's grant allocations below this minimum level.

- 3.19 The grants to be included in the offer will be the Revenue Support Grant, Transitional Grant and the Rural Services Delivery Grant (Halton does not receive either of the latter). The proposal will not therefore include the Public Health Grant or other specific grants. In order to secure this offer, councils must also agree to publish an annual efficiency plan, but there will not be any prescriptive requirements regarding the format or content of the efficiency plan.
- 3.20 The indicative grant figures for Halton show grant reductions of £5.5m (17/18), £3.7m (18/19) and £3.7m (19/20). These would therefore become the maximum reduction under the four year offer. However, the Secretary of State's letter also gave a clear message that whilst this offer is optional he "cannot guarantee future levels of funding to those who prefer not to have a four year settlement." Councils have until 14th October 2016 to confirm if they wish to take-up this offer.
- 3.21 As part of the discussions regarding the LCR rates retention pilot area proposal, DCLG have guaranteed that during the pilot period each of the six councils will be financially no worse off than if they had taken-up the four year grant settlement offer. Therefore, there is no need for each of the LCR councils to take-up the four year grant settlement offer.

Conclusions

- 3.22 By the end of the current Parliament in 2020, the Local Government funding regime will change significantly, with councils retaining 100% of the business rates they collect and general RSG and specific grant funding ceasing.
- 3.23 During the period of the LCR pilot of 100% business rates retention, Halton's funding will be guaranteed by DCLG to be no worse than that which would have been received under the four year grant settlement offer. There is therefore no requirement for Halton to accept the Government's offer of a four year grant settlement, as it will not apply to the Council directly.
- 3.24 The LCR Chief Finance Officers concluded that there was nothing to be lost by agreeing to be a pilot area and a lot to be gained in terms of influencing the development of the new national system and in particular the review of the Needs-Led Formula relating to the national equalisation measures.
- 3.25 The DCLG proposal was considered by the LCR Leaders and Chief Executives on 1st April 2016 and an agreement signed by the Chief Executives with DCLG to establish a pilot area.

Timescales

- 3.26 The initial development of the pilot area will be undertaken between the LCR councils and DCLG during 2016/17 and begin operation from 1st April 2017. Further developments will follow during 2018/19 and 2019/2020, such as the adoption of new service and funding responsibilities.
- 3.27 It is still unclear whether the new system will be rolled-out nationally from 2019/20 or from 2020/21. However, DCLG have given an assurance that should the LCR pilot version of the system be considered more beneficial by the councils than the final national scheme, then the LCR pilot can continue for a further financial year following the roll-out of the national scheme.

4.0 POLICY IMPLICATIONS

- 4.1 None.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

- 5.1 There are no direct implications however, the funding for the Council's budget supports the delivery and achievement of all of the Council's priorities.

6.0 RISK ANALYSIS

- 6.1 As part of the LCR pilot area for 100% business rates retention, Halton's funding will be guaranteed by DCLG to be no worse than that which would have been received under the four year grant settlement offer.

7.0 EQUALITY AND DIVERSITY ISSUES

- 7.1 None.

8.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1072

Document	Place of Inspection	Contact Officer
DCLG Documents: "Piloting Early Implementation of 100% Rates Retention"	Municipal Building Widnes	Ed Dawson
"Multi-Year Settlements and Efficiency Plans"		

REPORT TO: Executive Board

DATE: 16 June 2016

REPORTING OFFICER: Strategic Director, Community and Resources

PORTFOLIO: Resources

SUBJECT: Discretionary Business Rates Relief Request

WARD(S) Borough-wide

1.0 PURPOSE OF THE REPORT

1.1 The purpose of this report is to inform the Board of a request for discretionary business rates relief from KRSS Limited in respect of Unit 8, Christleton Court, Manor Park, Runcorn.

2.0 RECOMMENDATION: That

- 1) The Board grants “in principle” 100% discretionary business rate relief for Unit 8, Christleton Court, Manor Park, Runcorn, initially for a period of six months, based upon the economic and job creation opportunities outlined in the report and subject to the conditions detailed in paragraph 3.8;**
- 2) Subject to recommendation 1, at the end of the first six month period, if satisfactory progress is evidenced towards the creation of at least six new sustainable jobs within twelve months, a further six months relief be awarded as set out in paragraph 3.8;**
- 3) The Strategic Director, Community and Resources in liaison with the Resources Portfolio Holder, be authorised to action the initial six months and subsequent six months discretionary business rates relief in respect of Unit 8, Christleton Court, once the premises have been added to the rating list and subject to the conditions detailed in paragraph 3.8.**

3.0 SUPPORTING INFORMATION

Background

3.1 In April 2013 the Government introduced a Business Rates Retention Scheme. Under this Scheme the Council retains 49% of the business rates income it collects up to a baseline level and also 49% of any growth in business rates income above that baseline. 1% of the business rates collected is paid over to Cheshire Fire and

Rescue Services, with the remaining 50% being passed over to central government.

- 3.2 The Scheme therefore offers councils a financial incentive to promote economic growth. Councils can increase their business rates revenue in the longer term, by offering discretionary rate relief for an initial period to encourage businesses to either relocate to the area, or encourage them to expand their existing business. The Council has historically considered applications for discretionary business rates relief on a case by case basis and where there are exceptional reasons for doing this.

Unit 8, Christleton Court, Manor Park.

- 3.3 KRSS Ltd is a sales and service company associated with laboratory instruments used in the analytical chemistry and biomedical markets. Their main customers are hospitals, universities, Government Departments research institutions, pharmaceutical, food and environmental companies.
- 3.4 The Company relocated to Unit 7, Christleton Court, Manor Park Runcorn from Warrington in June 2015. Prior to the relocation the company sought discretionary rate relief from the Council. The Board granted an initial six months rates relief, with a further six months subject to meeting certain conditions including the recruitment of ten new posts. This they achieved and as a result have been awarded the full twelve months rates relief.
- 3.5 KRSS Ltd is continuing to expand and have established three distinct trading companies at the Runcorn site. They have also established a joint venture with the University of East Anglia, which has resulted in the creation of high technology research facility at Manor Park and created a bespoke training academy.
- 3.6 The Company now employs 33 staff and are seeking to occupy the adjacent Unit 8 Christleton Court in order to increase both their manufacturing and service capabilities and to service their growing markets globally. They have therefore, approached the Council seeking a further twelve months 100% discretionary rate relief in respect of Unit 8.
- 3.7 Officers of the Council have met with the Company to evaluate their growth plans and to agree a series of realistic and deliverable outputs which would be conditional upon the award of any potential discretionary business rates relief.
- 3.8 To ensure that the Council would receive a reasonable return from granting discretionary business rates relief in respect of Unit 8, Christleton Court, Manor Park, the following output criteria would be applied:-

- The Company will occupy a commercial building of more than 15,500 sq.ft;
- The Company will use its best endeavours to create at least 6 new sustainable jobs within twelve months of commencing operations from the expanded Manor Park premises;
- All planning consents and other permissions will need to be in place;
- The Company will confirm that the business rates relief is State Aid compliant.

3.9 Unit 8 is not currently on the rating list as it is undergoing refurbishment. Once completed the Valuation Office Agency (VOA) will revalue the premises and add it to the rating list, upon which the Council will commence charging business rates.

3.10 As the property is not currently within the rating list it is not possible to award discretionary business rate relief at this stage. However, the Board could provide an “in principle” decision. This would be subject to KRSS Ltd completing their expansion into Unit 8 and the VOA including the premises in the rating list once more.

3.11 When Unit 8 was previously in the business rates list the annual business rates totalled £29,074. If discretionary business rates relief were granted, the cost of such relief to the Council would be £14,246 (49%) per annum.

3.12 It is proposed that business rate relief is granted initially for six months. A further six months of relief would only be awarded if the Company are able to provide evidence to Council officers of meeting the conditions set out in paragraph 3.8 above.

4.0 IMPLICATIONS FOR THE COUNCIL’S PRIORITIES

4.1 Children and Young People in Halton

None specifically applicable.

4.2 Employment, Learning and Skills in Halton

KRSS Ltd’s expansion plans involve recruiting at least six new staff.

4.3 A Healthy Halton

None specifically applicable.

4.4 A Safer Halton

None specifically applicable.

4.5 **Halton's Urban Renewal**
None specifically applicable.

5.0 RISK ANALYSIS

5.1 To ensure that the Council would receive a reasonable return from granting discretionary business rates relief in respect of these premises, the criteria set out in paragraph 3.8 above would be applied to this scheme:

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

6.1 There are none under the meaning of the Act.

REPORT TO: Executive Board

DATE: 16 June 2016

REPORTING OFFICER: Strategic Director - Community & Resources

PORTFOLIO: Resources

SUBJECT: Directorate Performance Overview Reports for Quarter 4
2015 - 16

1.0 PURPOSE OF REPORT

1.1 To report the Council's performance for the final quarter period to 31st March 2016. The report details progress against key objectives / milestones and performance targets, and describes factors affecting each of the Directorates.

2.0 RECOMMENDED: That

- 1) Executive Board note the information contained in the reports; and**
- 2) Consider the progress and performance information and raise any questions or points for clarification.**

3.0 SUPPORTING INFORMATION

3.1 It is essential that the Council maintains a planning and performance framework that allows the identification and on-going monitoring of key activities and performance measures that meet organisational needs. Performance management will also continue to be important in our demonstration of value for money and outward accountability.

3.2 The Directorate Performance Overview Reports provide a strategic summary of the key issues arising from performance in the relevant quarter for each Directorate and being aligned to Council priorities or functional areas. Such information is central to the Council's performance management arrangements and the Executive Board has a key role in monitoring performance and strengthening accountability.

3.3 Information for each of the Council's Directorates is contained within the following appendices:

Appendix 1 – People and Economy

Appendix 2 – Adult Social Care (People and Economy)

Appendix 3 - Community and Resources

4.0 POLICY IMPLICATIONS

4.1 The Council's Performance Management Framework will continue to form a key part of the Council's policy framework.

5.0 OTHER IMPLICATIONS

5.1 These reports would also be available to support future scrutiny arrangements of services by Members and Inspection regimes for Ofsted and Adult Social Care.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Existing and future performance frameworks at both local and national level are linked to the delivery of the Council's priorities.

6.2 The provision of Directorate Overview Reports to Executive Board, that include progress in relation to objectives/ milestones and performance indicators will support organisational improvement and accountability.

7.0 RISK ANALYSIS

7.1 The Council performance management framework allows the authority to both align its activities to the delivery of organisational and partnership priorities and provide appropriate information to all relevant stakeholders in accordance with the "transparency agenda". Performance Indicators are used by external agencies and the public at large in informing any judgement they make as to how the authority is currently performing.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 There are no specific equality and diversity issues relating to this report.

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

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

Directorate Performance Overview Report

Directorate: People and Economy
Reporting Period: Quarter 4, 01 January 2016 – 31 March 2016

1.0 Introduction

- 1.1 This report provides an overview of issues and progress within the Directorate that have occurred during the period of the report. The way in which traffic light symbols have been used to reflect progress to date is explained within Appendix 1 (section 8).
- 1.2 Please note initials have been provided to indicate which officer is responsible for the commentary to aid Members, as requested by the Children and Young People Policy and Performance Board. A key is provided at the end of the report in Appendix 1 (section 8).

2.0 Key Developments

2.1 Schools Causing Concern – Intervening in failing, underperforming and coasting schools (AMc)

In March 2016, following the Education and Adoption Act 2016 provided new intervention powers for the Secretary of State and expanded the types of maintained schools eligible for interventions to include coasting schools (definition will come later). The Secretary of State will exercise these powers through the Regional Schools Commissioner (RSC). RSCs can now take formal action in any school that falls within the definition of coasting having considered the school position and whether there is a suitable plan in place and the capacity to bring improvement. Local authorities can still monitor and challenge schools where there are concerns and can intervene in maintained schools however it is expected that they work with the RSC in these circumstances. RSCs will be able to issue a warning notice where it is considered the Local Authority has not acted swiftly or robustly enough or lacks capacity to act. The Schools Causing Concern Guidance has now been revised in line with the Education and Adoption Act 2016, and the new arrangements take effect from 18th April 2016. Please use this link to access details of the Education & Adoption Act 2016: <http://www.legislation.gov.uk/ukpga/2016/6/contents/enacted>

2.2 Ofsted Joint Targeted Area Inspections (AMc/TC)

In February 2016 the new Joint Targeted Area Inspections of services for vulnerable children and young people (JTAI) was launched. Ofsted, the Care Quality Commission, Her Majesty's Inspectorate of Constabulary and Her Majesty's Inspectorate of Probation will jointly assess how local authorities, police, health, probation and prison services are working together in an area to identify, support and protect vulnerable children and young people. Each inspection will look in detail at a specific theme. The first inspections are focusing on child sexual exploitation and children missing from home, care or education. Once these have been completed at the end of the summer the next area of focus will be identified. Please use this link to access the guidance: <https://www.gov.uk/government/publications/joint-inspections-of-child-sexual-exploitation-and-missing-children-february-to-august-2016>

2.3 Efficiency Programme (AMc)

As part of the Efficiency Programme a number of divisional restructures have occurred within the Education, Inclusion and Provision Department. In addition, a number of officers have now left the authority either through voluntary early retirement, resignation, redeployment, or promotion. The former 14-19 Division is now incorporated within the Policy, Provision and Performance Division. Operational management of the Halton Play Service has been returned to the Play Councils Management Committee and a light-touch support approach will be provided by the Division. Teams sitting within the Policy, Provision and Performance Division

have been restructured and streamlined to reflect service priorities and lines of reporting adjusted to reflect the new structure.

As a result of this the overall workforce within the department is now reduced. It will be important for workloads to be prioritised and regularly reviewed to ensure that policy and performance officers are focusing on key statutory responsibilities, and supporting those teams with key statutory responsibilities. This will include preparation for a number of potential Ofsted inspections where appropriate and timely support from Policy and Performance teams will be vital. The Policy, Provision and Performance Division will also continue to work with Early Years providers to ensure that they are in a position to deliver the extended entitlement for 2 year old provision of 30 hours per week from September 2017.

2.4 Pan-Cheshire Missing from Home and Care Service Award (AMc)

The Pan-Cheshire Missing from Home and Care service received a Children and Young People Now award for Partnership working across Cheshire.

2.5 Troubled Families (AMc)

Halton achieved 100% payment by results for phased one of the national Troubled Families programme. We are now working towards phase 2 and links with the early intervention and the complex dependency programme.

2.6 Teenage conceptions (AMc)

The rate of under-18 conceptions in England has declined by 51% since 1998, exceeding the goal of the original teenage pregnancy strategy according to data released 9 March by Office of National Statistics. Figures released for 2014 show that 22.8 per 1000 young women under 18 became pregnant, compared with 46.6 per 1000 in 1998, with numbers dropping from 41,089 to 21,282. The under-16 rate has also declined to 4.4 per 1000. Both are now at their lowest level since 1969 when records began. Halton has seen a reduction for the fourth consecutive year and has reduced its teenage conception rate by 42.9% since 1998. There were 72 conceptions in Halton during 2014, compared to 126 conceptions in 1998.

2.7 Social Care Innovation Fund (TC)

The Department for Education (DfE) has announced a further round of bids for the Social Care Innovation Fund. Halton is developing a number of bids in partnership with other local authorities as part of the Liverpool Region.

2.8 Children in Need and Child Protection Team Manager Capacity (TC)

All Children in Need teams including the new iCART service, have permanent full time managers at both tiers (Practice and Principal). There has also been a significant reduction in agency staff across all Children in Need teams. These have been replaced by permanent staff.

2.9 Single Assessment timescales performance (TC)

End of year performance for the timescale for completing Single Assessments by children's social care has shown a marked improvement from earlier in the reporting year. All teams have had this as an area of focus for improvement. Systems and processes are in place to monitor closely, on a weekly basis, to continue this good performance for the coming reporting year.

2.10 Term Maintenance Contracts (WR)

Tenders were returned in January 2016. Since then an evaluation process has been taking place. It is anticipated that the new contracts will be let by the end of April 2016, with new contracts commencing 1 June 2016.

2.11 Accommodation moves (WR)

Works are now complete in respect of bringing the new Integrated Front Door Service into the Municipal Building. The new team consisting of 28 officers, comprising of Police, health and council officers are in the process of moving into the building on the 1st floor.

2.12 Liverpool City Region Business Growth Grant Programme (WR)

The Liverpool City Region Growth Grant programme is now closed. The council has recently completed a comprehensive programme monitoring exercise to quantify private sector leverage and jobs created/safeguarded against programme targets. The Halton programme secured private sector investment of £3,290,354. To date 96.5 jobs have been created against a target of 102 and 25 jobs safeguarded against a target of 75. However, businesses in receipt of grants have until March 2017 to realise the job outputs.

2.13 Liverpool City Region Growth Hub (WR)

Halton Growth Hub Partnership, made up of Halton Borough Council and Halton Chamber of Commerce and Enterprise, successfully tendered to deliver the governments Growth Hub initiative in Halton. Funding was secured, via Liverpool City Region (LCR) Local Enterprise Partnership to deliver the Growth Hub for Year one of a three year contract. A subsequent tender has been submitted to secure funding for Year two of the initiative. The Halton Growth Hub Partnership have recruited a dedicated Halton Growth Hub Broker. The Halton Growth Hub Broker has initiated a gap analysis of current business support provision locally, undertaken to review local usage of the pan-Merseyside 'Evolutive' Client Record Management (CRM) system and has begun to engage with local companies.

3.0 Emerging Issues**3.1 White Paper – Education Excellence Everywhere (AMc)**

On 17 March 2016 the Secretary of State launched "Education Excellence Everywhere" which alongside the Department of Education Strategy "World-class education and care" set out the government's plans for education and care over the next five years. The proposed reforms will reduce and redefine the future role of the local authority. One of the seven key priorities outlined within the White paper is that there should be a school-led system with every school an academy and that there be a new clearly defined role for local government focused on ensuring every child has a school place, ensuring the needs of vulnerable pupils are met and acting as a champion for all parents and families. Please use this link to access the white paper: <https://www.gov.uk/government/publications/educational-excellence-everywhere>. Please use this link to access the strategy: <https://www.gov.uk/government/publications/dfe-strategy-2015-to-2020-world-class-education-and-care>

3.2 National Funding Formula (AMc)

On 7 March 2016 the Department for Education (DfE) launched a consultation on the introduction of a national funding formula for schools. The consultation is in two phases and responses to the first phase had to be submitted by 17 April 2016. The first phase of the consultation sought views on the principles that underpin the formula and the pupil characteristics and schools factors to include. Views were also sought on the following key areas:

- The introduction of a school level national funding formula where the funding each pupil attracts to their school is determined nationally

- The implementation of the formula from 2017-18, allocating funding to local authorities to distribute for the first two years and then to schools directly from 2019-20
- The creation of a central schools block for local authorities' ongoing duties
- Ensure stability for schools through the minimum funding guarantee and by providing practical help, including a restructuring fund.

The consultation cut across both the Easter break and the school holidays which meant the opportunity for local consultation was reduced. Responses were submitted by the Local Authority and the School Forum. Please use this link to access the consultation feedback: <https://www.gov.uk/government/consultations/schools-national-funding-formula>

3.3 High Needs Funding Formula (AMc)

High needs funding is for children and young people with special educational needs or disabilities who need extra support at school, college or alternative provision settings. On 7 March 2016 the DfE launched the consultation on revising the arrangements for funding high needs. As with the consultation on national funding formula, the consultation is in two stages with responses to stage one to be submitted by 17 April 2016. The consultation considered a different methodology to the formula for funding local authorities. It also made suggestions on changes to the distribution of high needs funding to schools, colleges and other institutions. It suggested that unlike the core funding for schools, funding for high needs be distributed and managed by the local authority. Please use this link to access the consultation:

<https://www.gov.uk/government/consultations/high-needs-funding-reformOFSTED>

3.4 Ofsted thematic review of Early Years (AMc)

On 4 April 2016, Ofsted commenced a 2015-16 survey inspection programme on disadvantaged children in early years (aged 0-5). This is a national survey and Halton has been selected as one of the two North West authorities to be sampled. Ofsted will look at the approaches Halton is taking to support disadvantaged children and families in early years, speaking to officers and visiting a range of settings. The findings of the survey will be published later in the year.

3.5 Ofsted Local Area SEND inspection (AMc)

In October 2015 a consultation document was published which outlined Ofsted and the Care Quality Commission proposal for inspecting how effectively local areas fulfil their responsibilities towards children and young people who have special educational needs and or disabilities. The consultation ended in January 2016. All local areas will be inspected over a five year period with inspections teams which will include a HMI lead, a CQC inspector and a local authority Ofsted Inspector. Local areas will be expected to know how effective they are in identifying and meeting the needs of children and young people with SEN and or disabilities and must be able to demonstrate this. The new inspection process will commence in May 2016 however to date the local area SEND inspection framework and the local authority SEND inspection handbook have yet to be published. Please use this link to access the consultation: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/467416/CONSULTATION_DOCUMENT_Local_area_SEND_consultation_FINAL_2015_10_12.pdf

3.6 Childcare for working parents (AMc)

On 4 April 2016 the DfE launched a consultation on the its offer of 30 hours free childcare for working parents of 3-4 year olds. The consultation is seeking the views from parents and professionals on how the offer will be delivered. The consultation looks at how the entitlement will be delivered and how it will meet and be responsive to the needs of parents. The DfE are particularly interested in hearing opinions on areas including:

- How places might be delivered more flexibly;
- Provision for children with special educational needs and or disabilities;
- The role and responsibilities of local authorities in securing places;
- Information about childcare for parents;
- The grace period for parents.

The consultation closes on 6 June 2016. Please use this link to access the consultation:

<https://www.gov.uk/government/consultations/30-hour-free-childcare-entitlement>

3.7 Corporate Accommodation (WR)

Following on from the detailed analysis of the occupancy levels of our main corporate office accommodation the report in respect of a review of Property Assets across the Council was approved by management team in March 2016. The report sets out a number of principles with regards to generating more savings and income from our property portfolio over the next few years. The main aspects of the report are to continue to reduce the property portfolio over a period of time, create a number of agile working hubs across the borough for use by officers and to carry out further work in order to consolidate the wider estate in due course, with a target of 40% saving in accommodation costs.

3.8 European Programme 2014-20 (WR)

Public sector partners across the Liverpool City Region have submitted an European Regional Development Fund bid under Priority Axis 3 "Place Marketing, Inward Investment". Halton Borough Council is leading on the development of a specific advance manufacturing and engineering proposition on behalf of the wider City Region. The Council has indicated that it will provide cash match, not exceeding £25,000 each year, for a three year period. SciTech Daresbury have also submitted a bid under the same call supported by Halton Borough Council.

3.9 Area Based Review (WR)

An area based review of adult learning is due to commence in April 2016. It is unclear at the point of writing what the full scope of the review will be, and therefore how involved the Divisions Adult Learning Team will be involved.

3.10 Work and Health Programme (WR)

Further work to refine the co-design and co-commissioning of the new Work and Health programme will take place from April onwards. The Divisional Manager and Operational Director will continue to support the implementation of the other skills elements of the Devolution Deal.

4.0 Performance Overview




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









Priority: Integrated Commissioning of Services to meet the needs of children, young people and families in Halton

Key Milestones and Measures

<p>SCS CYP05: Percentage of 16-18 year olds not in education, employment or training</p> <table border="1"> <caption>SCS CYP05 Data</caption> <thead> <tr> <th>Year</th> <th>Halton (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>8.5</td> <td>8.5</td> </tr> <tr> <td>2014/15</td> <td>6.5</td> <td>8.5</td> </tr> <tr> <td>2015/16</td> <td>5.1</td> <td>8.5</td> </tr> </tbody> </table>				Year	Halton (%)	Target (%)	2013/14	8.5	8.5	2014/15	6.5	8.5	2015/16	5.1	8.5	<p>SCS SH04: Reduce the number of Young People who repeatedly run away in Halton</p> <p>Need data confirming for the chart to show comparable data across the two year period. Check with Clare Myring</p>				<p>SCS CYP15: Under 18 conception rate, rolling quarterly average</p> <table border="1"> <caption>SCS CYP15 Data</caption> <thead> <tr> <th>Year</th> <th>Halton (%)</th> <th>Target (%)</th> <th>England average (%)</th> <th>NW Average (%)</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>55</td> <td>55</td> <td>38</td> <td>43</td> </tr> <tr> <td>2010</td> <td>58</td> <td>55</td> <td>35</td> <td>40</td> </tr> <tr> <td>2011</td> <td>42</td> <td>55</td> <td>32</td> <td>37</td> </tr> <tr> <td>2012</td> <td>40</td> <td>55</td> <td>28</td> <td>34</td> </tr> <tr> <td>2013</td> <td>33</td> <td>55</td> <td>25</td> <td>31</td> </tr> <tr> <td>2014</td> <td>30</td> <td>55</td> <td>24</td> <td>29</td> </tr> </tbody> </table>				Year	Halton (%)	Target (%)	England average (%)	NW Average (%)	2009	55	55	38	43	2010	58	55	35	40	2011	42	55	32	37	2012	40	55	28	34	2013	33	55	25	31	2014	30	55	24	29
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2014/15	6.5	8.5																																																								
2015/16	5.1	8.5																																																								
Year	Halton (%)	Target (%)	England average (%)	NW Average (%)																																																						
2009	55	55	38	43																																																						
2010	58	55	35	40																																																						
2011	42	55	32	37																																																						
2012	40	55	28	34																																																						
2013	33	55	25	31																																																						
2014	30	55	24	29																																																						
Current progress	Target	Quarterly Progress	Direction of Travel	Current progress	Target	Quarterly Progress	Direction of Travel	Current progress	Target	Quarterly Progress	Direction of Travel																																															
5.1% (Jan 2016)	8.5%			There are 27 individuals that have created 111 episodes with the highest volume from Children In Care (CIC) and Children in Care of other local authorities (CICOLA) young people.	29.6 (Q3)	54.7																																																				

Ref	Milestones	Quarterly progress
CED02a	Early Years Childcare sufficiency undertaken annually and action plan implemented, and ensure a range of support for the growing population of funded vulnerable two year olds is appropriate within Early Years Foundation Stage settings.	
CED02b	Basic needs analysis undertaken for school place provision in primary and secondary sector, and appropriate capital funding streams determined to support any required investment.	
CED02c	Review of Specialist provision available for Halton children and young people.	
CED02d	Review and evaluate the commissioning statement to take account of the changing post 16 landscape and LEP priorities.	
CED03a	Review, implement and evaluate the joint commissioning of a Missing from Home and Child Sexual Exploitation Cheshire service by March 2016.	
CED03b	Review the function of the CSE team and effectiveness of the protocol.	
CED03c	Identify opportunities for joint commissioning SEN support and provision.	
CED03d	Strengthen the capacity of commissioned services to provide direct work to children and adult victims of domestic abuse.	
CED04a	Evaluate outcomes of current interventions (e.g. Teens and Tots, C-Card schemes, and identify actions, including new ideas and interventions required to meet targets, related to reductions in teenage conceptions	

CED04b	With Public Health, ensure young people are aware of sexual clinics and how to access them	
CED04c	Ensure the most vulnerable young people, (e.g. Children in Care, Young Offenders, disengaged young people) are aware of the risk associated with substance misuse	
CED04d	Further develop and evaluate substance misuse treatment pathways between hospitals and community services	

Ref	Measure	14/15 Actual	15/16 Target	Current	Direction of Travel	Quarterly progress
SCS CYP07	Rate of CYP admitted to hospital for substance misuse	17.62	24.6	21.8 (Q3)		
CED005	Take up of Early Years Entitlement for vulnerable 2 year olds	500	550	536		
SCS CYP13	Percentage of young people progressing to Higher Education	27% (2012/13 latest data available)	25%	25% (13/ 14)		
CED010	Timeliness of return interviews conducted with those missing from home/care	N/A	72 hours	72 hours	N/A	
CED012	Percentage of referrals to Children's Social Care identifying CSE as a concern where the CSE screening tool has been used (where referrer be a professional).	N/A	N/A	1 case referred, 16 screening tools completed	N/A	N/A
CED013	Percentage of young people who have received direct work to reduce risks of CSE report feeling safer	N/A	N/A	100%	N/A	N/A
CED014	Percentage of social workers and managers attending basic awareness CSE training	Two representatives from Children's Social Care have attended the CSE training this quarter.				
CED030	Percentage of Principal Manager and Practice lead posts filled by permanent staff	N/A	95%	100%	N/A	
CED031	Social Work vacancy rate for FTE	10.6	5	All posts filled or recruited to with start dates to be confirmed		
CED032	Agency rate for Social Work for FTE	17.1	2	There were 10 agency social workers in post 31 March.		

Supporting Commentary (key measures and notable exception reporting)

Not in education, employment or training: The proportion of young people aged 16-19 not in education, employment or training continues to be reduce. Performance at 5.1% is equivalent to 236 young people. (16 yr old 2.6%, 17 yr old 4.6%, 18 yr old 8.1%).

Missing from home or care and Child Sexual Exploitation: This quarter there have been 184 notifications from the Police and 10 from social care of children missing from home or care. This is an increase from the previous quarter. Return interviews are undertaken within 72 hours as per the target and this is due to an increase in staff as there are now two case workers. The procurement tender exercise was completed in July 2015 for both Missing from Home and Care and Child Sexual Exploitation. Catch 22 is the commissioned service across Halton and Cheshire West and Chester. Performance report cards have been created for each local authority area for both Missing and Child Sexual Exploitation. The CSE team has been reviewed and it was agreed that CSE, the identification, prevention and management of CSE should be addressed via the already existing pathways. The effectiveness of the protocol are being reviewed in conjunction with auditing activity on CSE cases. 100% of children concluding their direct work with the commissioned service this quarter reported feeling safer at point that they were closed.

School place provision: A basic needs analysis has been undertaken resulting in confirmation that, currently, the Local Authority operates with circa 9% surplus capacity within the Primary sector and circa 12% surplus capacity within the secondary sector. It is anticipated this will change to 8% Primary surplus and 18% Secondary sector for 2015/16. The data is monitored twice per year using

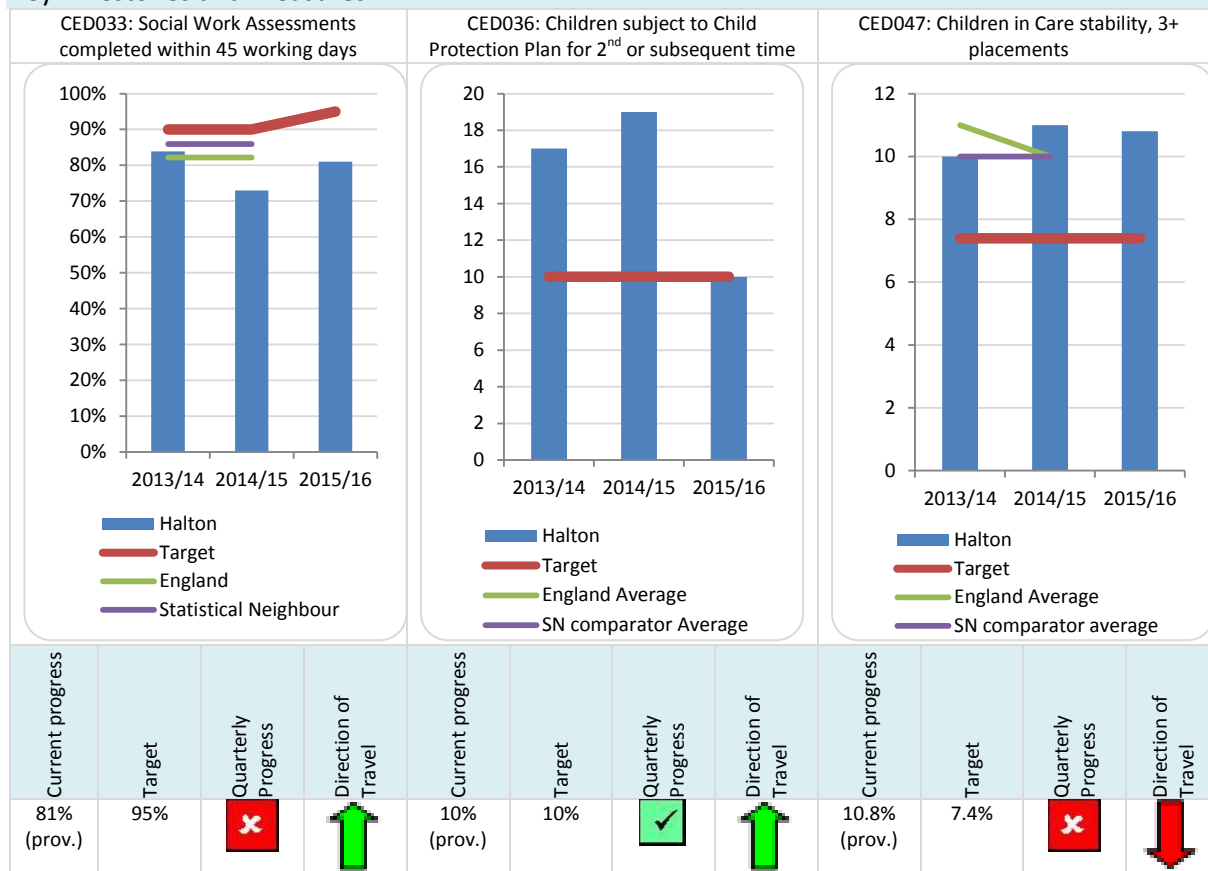
the Schools Census data and takes into account pupil migration (both in and out of borough) and new house build.

SEND and Specialist provision: The review and restructure of the SEND service has been completed and Specialist provision is now being looked at. A task and finish group have been set up and action plan drawn up. Specialist provision will be developed in line with the need predicted for 2020. Halton have jointly commissioned a service for advocacy and mediation with Cheshire West and Chester that may be expanded regionally. Halton are in the process of examining further opportunities for joint commissioning through our Sensory service.

Domestic Abuse: The domestic abuse family service has been recommissioned with Catch 22 as the new provider. Gateway DA training will take place for the adult and new family service in May 2016. Substance misuse: Pathways between community treatment services and hospitals are monitored to ensure links are being maintained. Regular 1:1 and group sessions with Children in Care and Young Offenders informing them of the risk of substance misuse are undertaken and this is monitored quarterly.














Priority: Effectively supporting the child through the Halton Levels of Need framework when additional needs arise

Key Milestones and Measures



Ref	Milestones	Quarterly progress
CED01a	Develop, implement and monitor the action plan in response to the Ofsted inspection of children’s services in November 2014.	
CED01e	Through the annual conversation, ensure that the performance of all children’s centres is in line with expectations. This will need to take into account any changes as a result of changes to Ofsted frameworks.	
CED07a	Monitor and review effectiveness of marketing, recruitment and retention strategy.	
CED08a	Evidence of reducing referrals to Children’s Social Care and improved outcomes for children and young people evidenced in performance outcomes.	
CED08b	Improve outcomes for families involved in Troubled Families project, as evidenced by maximising the payment by results income	
CED08c	Develop Halton’s offer in line with the Complex Dependency bid.	
CED08d	Continue to develop Halton’s Early Intervention through multi-agency processes and teams at a locality level.	
CED08e	Implement and roll out of the e-CAF system.	
CED08f	Effectively use the performance information to ensure that Early Intervention is responsive to the trends of those being referred to Children’s Social Care.	

Ref	Measure	14/15 Actual	15/16 Target	Current	Direction of Travel	Quarterly progress
CED034	Social Work Assessments completed within 15 working days	N/A	N/A	15%	N/A	N/A
CED035	Child Protection (CP) Plans lasting 2 years or more	0%	0%	2.5% (provisional)		
CED037	Child Protection cases reviewed in timescale	98%	100%	100% (provisional)		

Ref	Measure	14/15 Actual	15/16 Target	Current	Direction of Travel	Quarterly progress
CED038	Children in care cases reviewed in timescale	99%	100%	99% (provisional)		
CED039	Pre-proceedings diversions: Percentage of cases where pre-proceedings work diverted children in care	N/A	N/A	21	N/A	N/A
CED040	Average caseload per social worker	Expected to be available once the new social care workforce return has been collected, figures expected July 2016.				
CED041	Timescales for cases in court, within 26 week timescale	N/A	N/A	Reported Q1 2016-17	N/A	N/A
CED042	Number of multi-agency interventions (e.g. CAF) which are in place and operating	224	350	331 (provisional)		
CED043	Number of children involved in early intervention (e.g. CAF) during the year	455	N/A	593		N/A
CED044	Rate of referrals to Children's Social Care per 10,000 0-18 yr. olds	525	N/A	336 (provisional)		N/A
CED045	Number of parents who have received a package of targeted parenting support (through a parenting course or 1:1 Support)	Available July 2016.				
CED048	Stability of Children in Care: long-term placements	67%	78%	75%		
CED051	Percentage of Children in Care under section 20	35%	18%	13% (provisional)		
CED052	Percentage of Children in Care placed with parents	15%	8%	10% (provisional)		
CED053	Timeliness around permanency arrangements for children in care (adoption, SGO, other permanency arrangements)	Permanency plans are scrutinised by Managers and Independent Reviewing Managers to ensure that there is no drift or delay.				
CED054	Percentage reduction of external provision for children in care to reduce spend	Projections indicate that another 13 young people will exit external provision during the coming year, although there are likely to be other young people needing to be placed.				
CED055	Timeliness of placements for Children in Care for adoption	100%	N/A	88% (provisional)		N/A

Supporting Commentary (key measures and notable exception reporting)

Timeliness of assessments: 1075 of 1320 children's social care single assessments were completed within timescales. This is good performance compared to previous years and demonstrates a significant improvement in the final quarter of the year. 15% of the assessments were completed within 15 working days.

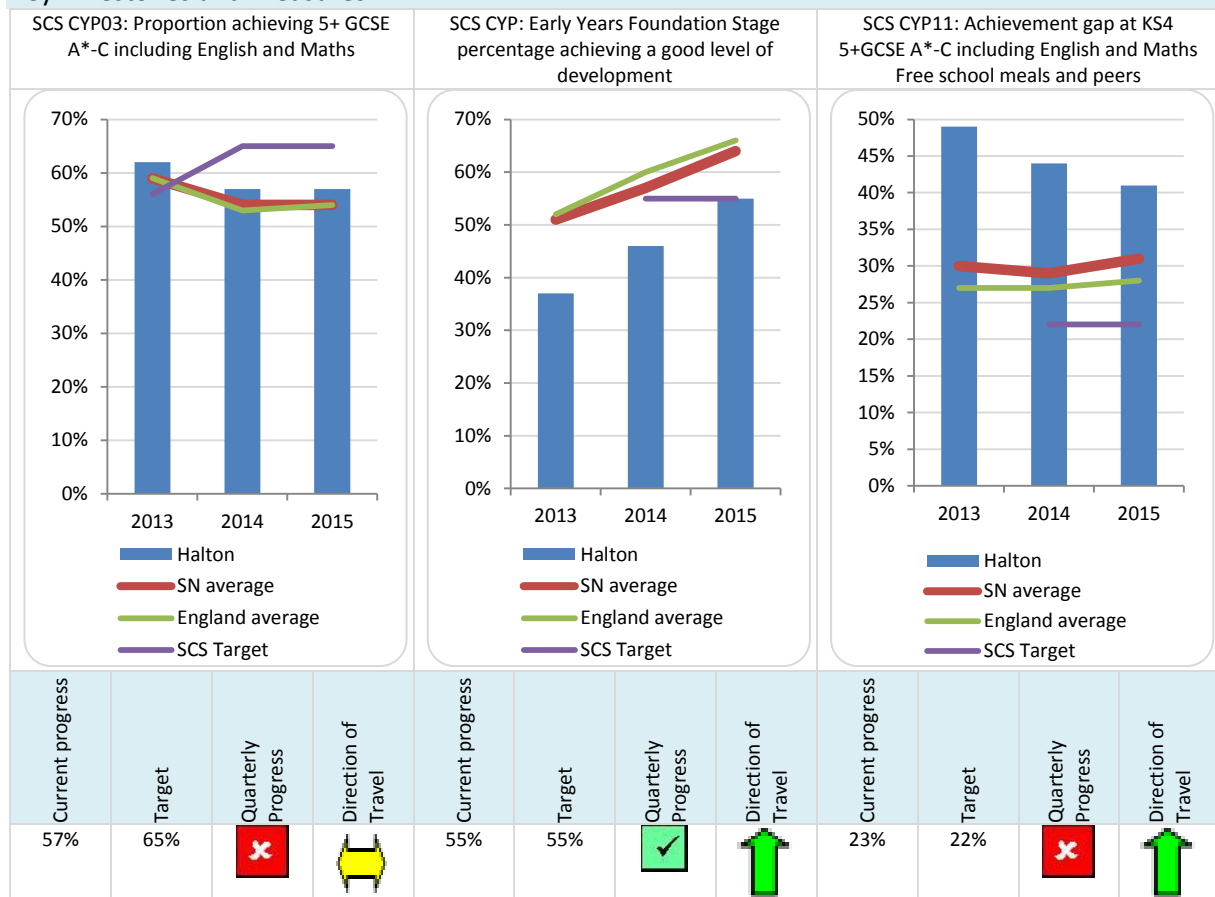
Children in care stability: The shortage of foster carers, particularly for older and more complex children, has had an impact on placement choice and the subsequent stability of placements (3+ placements in 12 months). Recruitment plans are being reconsidered for the coming year and regional collaboration is being explored to support this. In terms of long-term stability performance remains more positive, and sustaining long term placements is a priority.

Recruitment and Retention: Regional work is underway on reviewing the effectiveness of marketing, recruitment and retention. A protocol for the recruitment and rates for agency workers has been implemented and is reducing costs.

Complex Dependency and integrated working: iCART was launched on 4 April 2016 with the integration of agencies to provide one front door for services for children and families. The next phase will be to develop multi-agency locality teams. The eCAF system has been implemented for locality teams in the local authority. This will be rolled out during the year to other agencies.

Priority: Improving achievement and opportunities for all through closing the gap for our most vulnerable children and young people




















Key Milestones and Measures



Ref	Milestones	Quarterly progress
CED01b	Complete RAG categorisation process for all EYFS settings by October 2015 and identify actions, including levels of support and intervention, required to improve inspection outcomes.	
CED01c	Based upon data analysis and feedback from the Cross Service Monitoring Group undertake categorisation process for all schools by October 2015 and identify actions, including levels of support and intervention, required to improve inspection outcomes.	
CED01d	Instigate a dialogue with Ofsted and LEP leads to inform commissioning statement priorities.	
CED05a	Undertake a review of outcomes for Early Years.	
CED05b	Conduct the annual analysis of school performance data for all primary, secondary and special schools during September to December 2015 (with further reviews undertaken at key points in the performance data release cycle).	
CED05c	Ensure appropriate deployment of school improvement support for identified schools and settings, including school to school support as appropriate.	
CED05d	Develop a post 16 monitoring framework that evaluates the breadth and quality of post 16 provision with Greater Merseyside leads.	
CED06a	Analyse, evaluate and report end of Key Stage achievement outcomes, including success in closing the gap by December 2015, and identify areas of need and support for Children in Care, Free school meals and non-free school meals.	
CED06b	With schools, monitor the impact of the Pupil Premium in closing the gap between Free school meals pupils and non-free school meals pupils nationally.	
CED06c	Refine and evaluate the education and health care plan process with a report and recommendations produced by September 2015.	
CED06d	Analyse the levels of absence, including persistent absence, across all phases on a termly basis.	
CED06e	Analyse the outcomes for children who have accessed the 2 year old entitlement to ensure this provision is closing the gap between the most vulnerable children and their peers.	

Ref	Milestones	Quarterly progress
CED09a	Monitor the implementation of the Care Leaver Action plan.	
CED09b	Monitor the implementation of the multi-agency strategy for Children in Care (CIC).	
CED09c	Achieve improved outcomes for children in care and care leavers.	

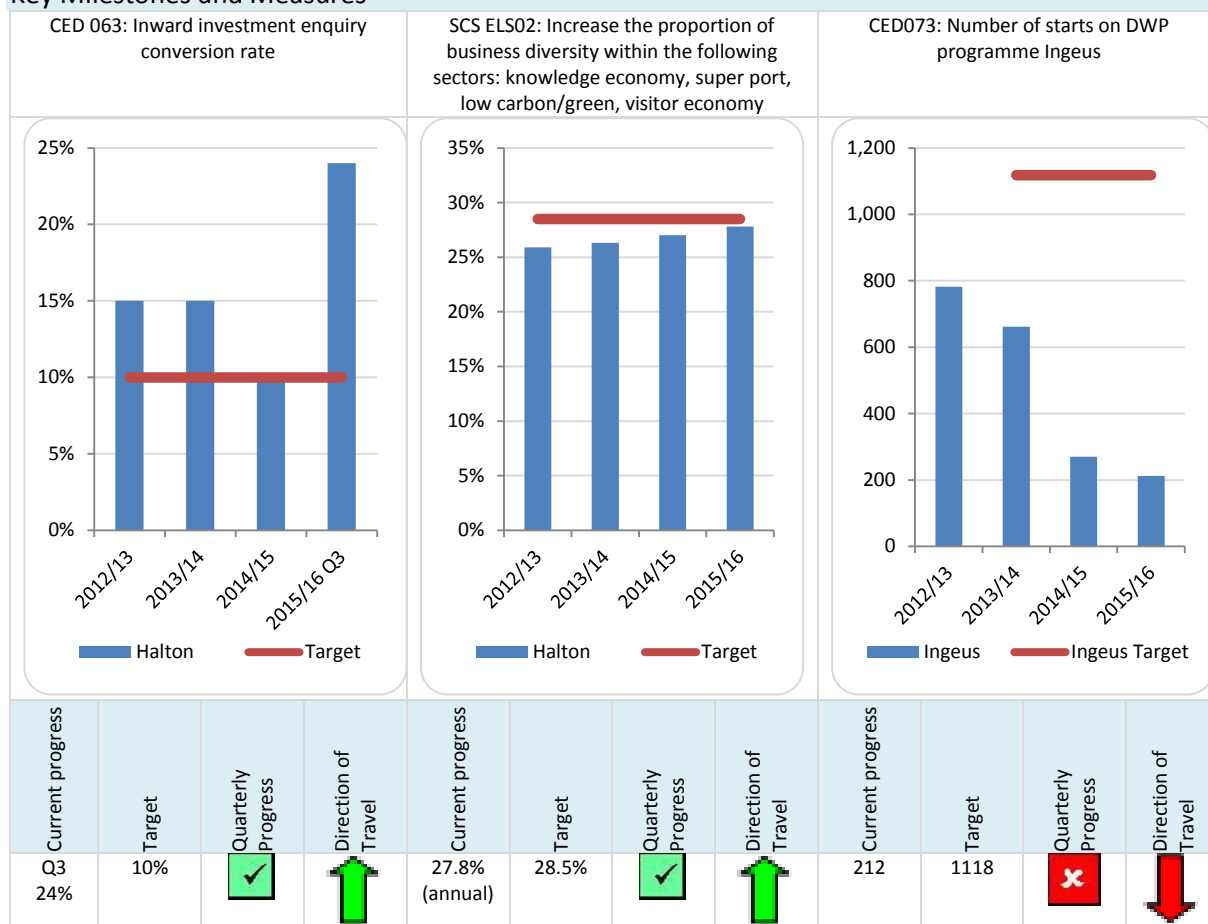
Ref	Measure	14/15 Actual	15/16 Target	Current	Direction of Travel	Quarterly progress
SCS CYP02	Proportion achieving L4+ KS2 Reading, Writing and maths	79%	82%	79%		
SCS CYP16	Percentage of children in care achieving expected outcomes	N/A	N/A	Refer comment (Q3)	N/A	N/A
SCS CYP12	Identification of SEN at 'School Support'	Information is available on the Local Offer website for schools to help with identification of pupils requiring additional support. This is under review from specialist staff.				
CED001	Percentage of maintained schools with overall effectiveness of Good or Outstanding	81%	82%	89%		
CED002	Percentage of Children's Centres with overall effectiveness of Good or Outstanding	86%	100%	86%		N/A
CED003	Proportion of children living in 10% most deprived LSOA engaging with Children's Centre services	87%	100%	Data expected July 2016	N/A	N/A
CED004	Percentage of Early Years settings (day care, Pre-schools, Out of school clubs and childminder) with overall effectiveness of Good or Outstanding	83%	83%	DN 87% PS 88% OSC 100% CM 76%	N/A	N/A
CED006	Achievement of Level 2 qualification at 19	88%	88%	87% (2014/15)		
CED007	Achievement of Level 3 qualification at 19	52%	53%	57% (2014/15)		
CED008	Inequality gap in achievement at L3 by age of 19 FSM	24%	26%	15% (2014/15)		
CED009	Inequality gap in achievement at L2 by age of 19 FSM	17%	16%	28% (2014/15)		
CED015	Percentage of primary schools below the floor standard	12%	4%	8% (2015/16)		
CED016	Percentage of secondary schools below the floor standard	0%	0%	0% (2015/16)		
CED017	Increase the percentage of pupils making at least expected progress in English from KS2 to KS4	N/A	74%	71%	N/A	
CED018	Increase the percentage of pupils making at least expected progress in Maths from KS2 to KS4	N/A	69%	61%	N/A	
CED019	Progress by 2 levels at KS2 Reading	N/A	91%	91%	N/A	
CED020	Progress by 2 levels at KS2 Writing	N/A	94%	93%	N/A	
CED021	Progress by 2 levels at KS2 Maths	N/A	92%	90%	N/A	
CED022	Achievement gap at KS4 5+ GCSE A*-C including English and Maths FSM and peers	24%	22%	23%		
CED023	SEN/non-SEN achievement gap at KS2 Reading, Writing and Maths	40.0% (13/14)	33%	57.0% (2014/15)		

Ref	Measure	14/15 Actual	15/16 Target	Current	Direction of Travel	Quarterly progress
CED024	SEN/non-SEN achievement gap at KS4 5+ GCSE A*-c including English and Maths	45.6% (13/14)	27%	45.6% (2014/15)		
CED025	Secondary school persistent absence	2.5%	5%	5.1%		
CED026	Rate of permanently exclusions from school	0.05%	0.35%	0.04%		
CED027	Absence of Children in Care	8%	4%	5%		
CED028a	Absence of Children in Need	14%	10%	10%		
CED028b	Absence of Children subject to Child Protection Plan	9%	5%	13%		
CED029	Close the gap in achievement between those previously in receipt of 2 year old early years entitlement and their peers at EYFSP	16%	12%	21%		
CED046	Emotional and behavioural health of Children in Care	Data expected July 2016				
CED049	Care Leavers in suitable accommodation at 19, 20, 21	83%	90%	93% (provisional)		
CED050	Care Leavers in Education, Employment or Training	50	65%	93% (provisional)		
CED057	Percentage of pupils placed in KS1/KS2 Resource Base for a year that have made 2 sublevels progress in Reading, Writing and Maths is over 60%	0.22%	0.35%	0.05% (end of March 2015)	N/A	


Supporting Commentary (key measures and notable exception reporting)






























Attainment performance 2015: Attainment performance is reported in depth through an annual report to Children and Young People Policy and Performance Board. In terms of meeting targets there were a number where despite good performance and improvement, the ambitious targets were not met.





Priority: Driving the economic prosperity of Halton to the benefit of residents and the workforce
Key Milestones and Measures



Ref	Milestones	Quarterly progress
CED10a	Commence demolition of Widnes Police Station by December 2015	
CED10b	Commence Sci-Tech Daresbury Tech Space by April 2015	
CED10c	Commence lease agreement at St Michael's Golf course by May 2015	
CED10d	Completion of road at Johnson's Lane by March 2016	
CED10e	Identify end user of Bayer site by March 2016	
CED10f	Complete viability appraisals on Crosville Site by June 2015	
CED10g	Commence Crosville Development by March 2016	
CED10h	Commence Phase 2 Castlefields Lakeside Development by July 2015	
CED11a	Undertake evaluation of Business Support Programme by September 2015	
CED11b	Development of a marketing and promotions plan for the boroughs markets by June 2015	
CED12a	Work with colleagues to roll out a digital inclusion strategy across the borough by March 2016	
CED12b	By March 2016 provide a comprehensive programme of training through targeted 'Inspire' and 'Continuous Improvement Workshops'	
CED12c	Submit proposal for year 2 delivery of the Youth Employment Gateway (Work Factor) programme by November 2015	
CED12d	Complete the annual Matrix review to retain Matrix accreditation across the ELS division by December 2015	
CED12e	Deliver year 5 of the A4e/Ingeus Work Programme contracts (initially 5 year contracts) by June 2015	

Ref	Milestones	Quarterly progress
CED12f	Secure extension to the A4e/Ingeus Work Programme contracts (initially 5 year contracts) by June 2015	

Ref	Measure	14/15 Actual	15/16 Target	Current	Direction of Travel	Quarterly progress
SCS ELS01	Increase the number of active enterprises within the borough	2945 (2014)	2800	3240 (2015)		
SCS ELS03	Increase the number of people classed as self-employed	6.1%	7.25%	7.5%		
SCS ELS04	Reduce the proportion of people with no qualifications	11%	11%	10% (Jan 14 to Dec 14)		
SCS ELS05	Increase the percentage of people achieving NVQ Level 4 and above	25%	25%	26% (Jan 14 to Dec 14)		
SCS ELS09	Increase the gross weekly earnings by residents	£458.50 (2014)	To close the gap to the CIPFA nearest Statistical Neighbour	£484.70 (2015)		
CED058	Greenhouse gas emissions indicator	23,078 tonnes CO ² e	20,913 tonnes CO ₂ e (revised target)	21,124 tonnes CO ² e		
CED059	Reduce the average unit cost per workstation year on year	£5,160	£4,754.94	£1,160		
CED060	Occupancy of HBC industrial Units	89%	90%	94%		
CED061	Occupancy of Widnes Market Hall	85%	95%	82%		
CED062	Number of inward investment enquiries per annum	239	250	Awaiting data	N/A	N/A
CED064	Number of funding enquiries per annum	113	110	Awaiting data	N/A	N/A
CED065	Proportion of successful funding bids	N/A	25%	Awaiting data	N/A	N/A
CED066	Number of new apprenticeship starts in Halton Borough Council	5	5	13		
CED067	Overall success for learners through the adult learning programme	90.07%	90%	93.2%		
CED068	Number of tutors graded good or outstanding	80% (14/15 Academic year)	82%	86%		
CED069	Number of schools and nurseries engaged in family learning	N/A	28	23	N/A	
CED070	Number of residents supported to get online	New measure	380	2949	N/A	
CED071	Number of new (additional) interventions undertaken by the service	N/A	3	3	N/A	
CED072	Number of starts on DWP programme PeoplePlus (Previously A4E)	115	454	94		

Ref	Measure	14/15 Actual	15/16 Target	Current	Direction of Travel	Quarterly progress
CED074	Achieve 128% performance against DWP targets on A4e Work Programme contract for customer groups Payment Group 1, Payment Group 2, Payment Group 6a, Payment Group 6b	New Measure	128%	All PG groups (PG1 – PG9) = 177.10% PG1 = 133.9% PG2 = 202.6% PG6a = 92.9%		
CED075	Achieve 128% performance against DWP targets on A4e Work Programme contract for customer groups Payment Group 1, Payment Group 2, Payment Group 6a, Payment Group 6b	New Measure	128%	All PG groups (PG1 – PG9) = 188% PG1 = 163% PG2 = 192% PG6a = 295%		
CED076	Monthly reviews of performance of the Work Programme contract undertaken	100%	100%	100%		
CED077	Number of new starts into permitted/paid work for local people with disabilities	44	15	42		

Supporting Commentary (key measures and notable exception reporting)

Police station and Magistrates Court: The Council completed on the purchase in January 2016 and soon after the contractor took possession of the site and commenced with the demolition work. Additional asbestos has been discovered on site which has caused a delay; the revised anticipated completion date is now towards the end of July 2016.

Bayer site: The Council has had positive discussions with BIS regarding the strategic nature of the site and a way forward has been agreed.

Digital Inclusion: A framework has been developed, however due to other competing priorities, this work has not yet been completed. Digital support interactions recorded by frontline library staff including 1:1 sessions, attendance at IT clinics in all four libraries and attendance at work clubs for since 1 July 2015 to 31 March 2016 has seen 2949 residents supported to get online.

Annual Matrix review: An extension was granted for the annual review. This has since been met.

Family Learning: Ten schools took part in Family Learning during spring term, and four were new to the programme during this reporting period.




Investment enquiries: Data is awaited for the end of the year.

5.0 Financial Summaries

5.1 The Council's 2015/16 year-end accounts are currently being finalised. The year-end position for each Department will therefore be made available via the Intranet by 30th June 2016.




6.0 Appendix 1 – Explanation for use of symbols

6.1 Symbols are used in the following manner:

Progress		Milestone	Measure
Green		Indicates that the milestone is on course to be achieved within the appropriate timeframe.	Indicates that the annual target is on course to be achieved.
Amber		Indicates that it is uncertain or too early to say at this stage whether the milestone will be achieved within the appropriate timeframe.	Indicates that it is uncertain or too early to say at this stage whether the annual target is on course to be achieved.
Red		Indicates that it is highly likely or certain that the objective will not be achieved within the appropriate timeframe.	Indicates that the target will not be achieved unless there is an intervention or remedial action taken.

6.2 Direction of Travel Indicator

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

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

6.3 Key for Operational Directors

WR	Wesley Rourke, Operational Director, Economy Enterprise and Property Service (EEP)
AMc	Ann McIntyre, Operational Director, Education, Inclusion and Provision Service (EIP)
TC	Tracey Coffey, Operational Director, Children and Families Service (CFS)

Directorate Performance Overview Report

Directorate: Communities Directorate

Reporting Period: Quarter 4 – Period 1st January – 31st March 2016

1.0 Introduction

1.1 This report provides an overview of issues and progress within the Directorate that have occurred during the fourth quarter 2015/16.

2.0 Key Developments

2.1 There have been a number of developments within the Directorate during the fourth quarter which include:

I COMMISSIONING AND COMPLEX CARE SERVICES

Supported accommodation – vulnerable adults

Procurement for a new framework agreement has been completed and new contracts will commence in June 2016. Services provision will change from the current model of agencies delivering dispersed provision across the Borough to a dedicated provider for each of seven zones. This will enable providers to deploy staff more efficiently whilst maintaining quality services. The new rates include the impact of the national living wage/national minimum wage increases and sleep in support.

The Council is finalising agreements with Halton Housing Trust for the 5 specialist bungalows at Barkla Fields and Signature Supported Housing for 12 apartments at 5 Widnes Road. This will be a valuable resource for adult social care which will be able to nominate tenants for the properties to meet the accommodation and complex support needs of some of Halton's most vulnerable adults.

Mental Health Services

Review of the 5Boroughs Acute Care Pathway and Later Life and Memory Service: following the recent review of the above services; a number of multiagency work streams have been set up to take forward the review recommendations. The Council and CCG are fully involved in these developments, which are overseen locally by the Halton Mental Health Delivery Group.

CQC inspection of 5BoroughsPartnership NHS Trust: this detailed inspection took place across the whole footprint of the 5Boroughs in summer 2015. The final report has now been submitted to the 5Boroughs; mental health services were rated as good throughout; two other areas – forensic inpatient services and end of life care services – required improvement and are the subject of an internal action plan.

Other developments in the Commissioning and Complex Care Department

Halton and St Helens Emergency Duty Team (EDT): following approaches from two local authorities to join the existing partnership to deliver the EDT across Halton and St Helens, and an understanding that the current requirements for the service have changed substantially since it was first set up in 2007, a review of the service delivery has been undertaken. This has concluded that it is not currently feasible to extend the service to include more partners, not least because of the complexity of incorporating additional IT systems. Internal work is now taking place to consider whether, in the medium term, the current model of service delivery should change.

II PREVENTION AND ASSESSMENT SERVICES

Oak Meadow

Oak Meadow Community Support Centre received an unannounced visit from CQC on 29th December and a second announced visit on 5th January 2016. It has received an overall rating of good across all areas – safe, effective, caring, responsive and well led. Comments from people included ‘I could have sat here and felt sorry for myself but they have given me hope for my future’. Work is ongoing to ensure that the service maintains standards and further improves on them.

Transforming Domiciliary Care

Work is under way to develop and redesign domiciliary care in the borough. The current workstreams include looking at an outcome based model of care, understanding the local market, identifying infrastructure requirements and co-production of the overall project. The first phase is to complete a needs assessment and then submit a funding application to an appropriate body by July 2016.

“Making a Difference” a strategy

The “Making a Difference” a strategy for transforming care management in Halton that is aimed at staff and partner agencies, continues to be developed. The overall purpose has been to provide a shared vision of the future of care management services and provide us with a plan to shape our future, over the next five years. This Care Management strategy has stemmed from the growing need to identify a future vision of assessment and care management services that are fit for purpose to meet the many challenges at national and local level whilst maintaining high quality, effective and safe practice. A key strand has been the successful development of, a “Progression Routes Policy and Procedure.” It demonstrates Halton is committed to developing the careers of Social Workers through vocational and academic routes. Adopting a stepped advancement pathway that allows for the successful recruitment, retention and succession planning of social work staff within the Borough. This created a new role of Advanced Social Worker, which will support practice and supervision, as required within the Professional Capability framework. We are currently, recruiting to two new posts.

Another important area to highlight is a regular “Social Work Matters Forum” where the Principal Social Worker meets with social workers to ensure the professionalism and voice of social work is supported within the integrated working environment. Social Workers are meeting in “Action Learning Sets” to enable opportunity for reflective learning, research, and support evidence based practice. The forum will receive a visit from the chief social worker Lyn Romeo in July. Lyn Romeo issued her Annual Report in

March this year which references the good practice being undertaken in Adult social work in Halton.

Making it Real in Personalisation

In Care Management Services as part of 'Personalisation' we will be running a follow up event in June to evaluate the work that has been done with the 'Making it real' agenda regarding us marking our progress in Halton towards personalised, community based support. We will be co-producing a workshop with people using services that will help check our progress and completion of work.

Making Safeguarding Personal

The Local Government Association and ADASS (Directors of Adult Social Services) published an evaluation of Making Safeguarding Personal (MSP). This is the approach embedded within the Care Act and has moved safeguarding investigations from a process driven approach to one which focusses on outcomes for the person involved. The new IT system went live in July 2015 and the report on outcomes has been presented to the Safeguarding Adult Board.

3.0 Emerging Issues

3.1 A number of emerging issues have been identified during the fourth quarter that will impact upon the work of the Directorate including:

I COMMISSIONING AND COMPLEX CARE SERVICES

Mental Health Services

Social Work for Better Mental Health: this is a national programme from the Department of Health designed to clarify the roles and functions of social work in mental health services across the country. Halton, along with Sefton Borough Council, is an early implementer site for this work. This follows the publication of national guidance in relation to this issue in 2014.

Two meetings have taken place, facilitated by the authors of the national guidance, and two more are planned. The facilitators will then produce a report with recommendations for the future, and this will then be incorporated into the partnership between the Borough Council and the 5BoroughsPartnership to deliver social work services within the Trust.

Direct Payments in Mental Health: following an internal review of the low uptake of direct payments within Halton's mental health services, the Halton Disability Partnership has been commissioned to work directly with people who use mental health services, to offer them practical support and encourage them to take up this form of help. It is expected that this will lead to an increase in the take-up of direct payments.

II PREVENTION AND ASSESSMENT SERVICES

Rapid Clinical Assessment Team (RCAT)

The new RCAT is due to go live in Halton from Monday 4th April 2016.

RCAT will be available following a referral from a Halton based GP, for acutely unwell over 75s, who require a Care of the Elderly Consultant opinion.

The interim model being introduced from the 4th is a consultancy only service, with any diagnostics or treatment changes for patients being implemented by the GP.

Referrals to service will be accepted between 9am – 4pm, Monday to Friday.

As previously outlined the service introduced is an interim model pending the development of the service via EMIS Web, when the service will then be able to manage a caseload of patients including accessing diagnostics directly and providing treatment.

Expansion of Care Home Support Team

The Care Home Support Team has been operating in Halton since July 2013.

The Team currently consists of 2 full time equivalent nurses employed by Bridgewater Community Healthcare NHS Foundation Trust.

It is evident that the work that the Team has undertaken with the Care Homes within Halton has generated positive outcomes for Service Users, but there are issues associated with capacity to be able to continue to support and work with the Care Homes to develop further etc. As such discussions are ongoing with Bridgewater to explore the feasibility of expanding the Team.

Care at Home Service

In response to the current strategic challenges within the domiciliary care market an 'in house' care service is being developed to undertake a pilot locally to meet the needs of people with complex health conditions. The intention is to provide some additional capacity within the sector for a three month period to allow some proposals for change to strengthen and develop the local care market to be considered and progressed.

Community Multi-Disciplinary Team (MDT)

There is ongoing development of a Community Multi-Disciplinary Team (MDT) approach in Halton. This is being introduced to help the management of people with Complex Needs and intends to Improve the health and well-being of people with complex needs, building on the current Social Care In Practice Model. We are working with GP's and CCG colleagues to look at integrate approaches, including assessment, IT, team working.

SALT

SALT (Short and Long Term Support) was introduced as a return for the year end 2014/15, which replaced Referrals, Assessments and Packages of Care return and Adult Social Care Combined Activity Return. SALT differs from its predecessors in that it attempts to track in a more meaningful way a client/carer's journey through social services from referral to service provision by identifying significant events (for example planned/unplanned hospital episodes, change of residence or safeguarding concern) and key outcomes of users (e.g. long term support, long term support ended/temporarily suspended). Several ASCOF measures are drawn from the SALT return and these provide performance information on the critical issues of:

- Self-directed support and direct payments
- Learning disability (LD) service users in paid employment and living in their own home or with their family

- Permanent Admissions to Residential / Nursing Care

Data for Self-directed Support and LD users in paid employment and settled accommodation is drawn from long term support services only, a significant difference from how these measures were generated previously. For statutory reporting purposes, the following service types are now categorised as short term support – Adaptations and Equipment including Telecare. As such these users have been excluded from these measures.

Given that SALT is only in its second year, the data needs to be looked at with some consideration for data quality issues due to differences in interpretation and how data capture systems have been configured. There will also be some discrepancies with comparability across previous years because base data used for ASCOF measures has changed – number of service users receiving self-directed support in 2013/14 included service types which are considered short term support in 2014/15 onwards, thus decreasing the potential number of clients receiving self-directed support.

Preliminary regional benchmarking has highlighted variances which point to interpretation issues and lack of clarity in Health and Social Care Information Centre guidance documents. These issues are due to be discussed in more detail within the North West performance leads group.

Figures for permanent admissions to residential / nursing care are different from those reported in Better Care Fund and to AQuA_ADASS benchmarking due to the fact that SALT tables report the intention to place client into care (outcome of an assessment/review) rather than actual placements made.

Reports will continue to be monitored for accuracy following year end returns.

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 2015/16 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 will be undertaken and progress reported against the application of the risk treatment measures in Quarters 2 and 4.

Progress against high priority equality actions







There have been no high priority equality actions identified in the quarter.

6.0 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 Communities Directorate. The way in which the Red, Amber and Green, (RAG), symbols have been used to reflect progress to date is explained at the end of this report.

Commissioning and Complex Care Services

Key Objectives / milestones

Ref	Milestones	Q4 Progress
CCC1	Continue to monitor effectiveness of changes arising from review of services and support to children and adults with Autistic Spectrum Disorder. Mar 2016. (AOF 4) (KEY)	
CCC1	Continue to implement the Local Dementia Strategy, to ensure effective services are in place. Mar 2016. (AOF 4) (KEY)	
CCC1	Continue to work with the 5Boroughs NHS Foundation Trust proposals to redesign pathways for people with Acute Mental Health problems and services for older people with Mental Health problems. Mar 2016 (AOF 4) (KEY)	
CCC1	The Homelessness Strategy be kept under annual review to determine if any changes or updates are required. Mar 2016. (AOF 4, AOF 18) (KEY)	
CCC2	Ensure Healthwatch is established and consider working in partnership with other Councils to deliver this. Mar 2016 (AOF 21)	
CCC3	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. Mar 2016. (AOF 21 & 25)	

Supporting Commentary

CCC1 - Children and adults with Autistic Spectrum Disorder:

The current autism strategy is presently being reviewed to identify gaps in services. The redesign of transition between children and adult services (due to be completed in June 2016) will further enhance support to children and young people with a diagnosis of autism.

CCC 1 Dementia Strategy:

The procurement process for the Dementia Community Pathway redesign is underway, with the provider interviews scheduled for April 2016, with the contract due to commence 1st May 2016. In the intervening period a waiver has been accepted by Procurement for a period of 1 month

(31st March – 30th April 2016) to extend the existing provider contract until the new contract commences.

The Admiral Nurse service is now operational and actively promoting the service to engage with partners and generate referrals

The Dementia Action Alliance continues to engage with partners and public to promote local dementia related activity and seek insight from people living with dementia and their carers. The event held during the quarter attracted over 60 people, professionals and carers to educate around food, nutrition and supportive meal times for people living with dementia.

CCC 1 Mental Health:

The review of the Acute Care Pathway and the Later Life and Memory Service was completed and published at the end of 2015, with a number of recommendations for change, designed to improve service delivery. Working groups have now been set up, both internally within Halton and more widely across the 5Boroughs, and the council is fully involved in each of these. The outcomes of these groups is monitored by the Halton Mental Health Delivery Group.

CCC 1 Homelessness Strategy:

The homelessness strategy 2014 – 2018 is a working document that captures future change, trends, and demands. A further consultation event is due to be held September 2016 to review the action plan, which will involve both statutory and voluntary agencies to determine the level of achievement and key priorities for next 12 months.

The main priorities identified for 2016/17 are Health and Homelessness, and Complex needs and a number of initiatives have been developed to improve the level of agency integration and service area provision. The focus will be around the key priorities, with additional emphasis placed upon achieving the objectives outlined within the St Mungo's report, which will be incorporated within the reviewed strategy action plan. The purpose of the review is to ensure that the working document is current and reflects legislative and economical change.

As part of the homelessness strategy a further youth strategy is being developed to identify key area services for young people. A consultation event was held mid-2016 and the CLG consultant is working directly with Halton to identify key objectives and good practice.

The reconfiguration of services has improved the overall service delivery and effectiveness of the supported accommodation within the district. The temporary accommodation provision within Halton is deemed sufficient to meet both present and future demands and will enable the Authority to fully comply with changing legislation and statutory duty, with emphasis placed upon Homelessness Prevention.

The Gateway single point of access for support and accommodation needs is proving successful and reduced the level of assessment duplication amongst providers. The system captures client movement, placement and support across the Halton district; with additional information that indicates if clients are accessing services across the sub regional Authorities.

Recently two services being YMCA and Grangeway Court went out to tender and new services were awarded with effect from 1/4/2016. The YMCA contract was awarded to Creative Support and the Grangeway Court contract was awarded to P3, both services are proving to be successful with many changes implemented to improve service delivery and value for money.

CCC 2 HealthWatch:

Healthwatch Halton is the independent consumer champion created to gather and represent the views of the public. Over the past year Healthwatch has:

- been present at Party in the Park, both Urgent Care Centres, CCG Health Forum events, Age UK MM support groups, SPARC at Riverside College, Halton Disability Partnership and many others.
- consulted their membership and the wider community on topics such as Flu, Domiciliary Care, MSK, End of Life Services, Hospital Discharge, Urgent Care Centres and Dentists. The Flu

survey garnered 149 responses.







- Undertaken 'enter & view' visits to the following carer homes; Oakmeadow Community Support Centre, St Luke's Nursing Home, St Patrick's Nursing Home, Croftwood Care Home and Beechcroft Care Home
- Undertaken 'enter & view' visits to the following hospital trusts; Warrington & Halton Hospitals NHS Foundation Trust, Ward B12 Warrington Hospital, Ward B14 Warrington Hospital , Cheshire Merseyside & Treatment Centre Halton Hospital and Ward B1 Intermediate Care Ward Halton Hospital.
- In partnership with Healthwatch Warrington and 4 other local Healthwatch, made visits to: Hollins Park Hospital, Peasley Cross Hospital Mental Health Unit, St Helens, Leigh Infirmary Mental Health Unit, Whiston Hospital Mental Health Unit, Brooker Centre - Halton General Hospital.

As of the end of December 2015, 1426 members.

CCC 3 Review and development of commissioning strategies to align with Public Health and Clinical Commissioning Groups:

Progress continues to be made on this agenda and detailed work to align contracting and commissioning will continue throughout the financial year 2016/17.

Key Performance Indicators

Ref	Measure	14/15 Actual	15/16 Target	Q4 Actual	Q4 Progress	Direction of travel
CCC 3	Adults with mental health problems helped to live at home per 1,000 population	2.64	3.0	2.37		
CCC 4	The proportion of households who were accepted as statutorily homeless, who were accepted by the same LA within the last 2 years (Previously CCC 6).	0	1.2	0		
CCC 5	Number of households living in Temporary Accommodation (Previously NI 156, CCC 7).	19	11	10		

Supporting Commentary**CCC 3 Adults with mental health problems helped to live at home per 1,000 population:**

Following service redesign within the 5Boroughs and the increasing development of shared care within primary care services, the numbers of people dealt with by the Trust has reduced. This has also meant that the numbers of people seen by social work staff have also reduced. The work of delivering the recommendations into the review of the Acute Care Pathway will consider this and make recommendations for future service delivery.

CCC 4 The proportion of households who were accepted as statutorily homeless, who were accepted by the same LA within the last 2 years:

The Authority places strong emphasis upon homelessness prevention and achieving sustainable outcomes for clients.

The Authority will continue to strive to sustain a zero tolerance towards repeat homelessness within the district and facilitate reconnection with neighbouring authorities.

CCC 5 Number of households living in Temporary Accommodation:

The Housing Solutions Team has taken a proactive approach to preventing homelessness. There are established prevention measures in place and the Housing Solutions team fully utilise and continue to promote all service options available to clients.







The changes in the TA process and amended accommodation provider contracts, including the mainstay assessment process, has had a positive impact upon the level of placements.

The emphasis is focused on early intervention and empowerment to promote independent living.

The improved service process has developed stronger partnership working and contributed towards an effective move on process for clients.

Prevention and Assessment Services

Key Objectives / milestones

Ref	Milestones	Q4 Progress
PA 1	Monitor the effectiveness of the Better Care Fund pooled budget ensuring that budget comes out on target (AOF 21 & 25) March 2016 (KEY)	
PA 1	<i>Integrate frontline services with community nursing (AOF 2, 4, & 21) March 2016</i>	
PA 1	<i>Develop and implement the Care Management Strategy to reflect the provision of integrated frontline services for adults (AOF 2,3 & 4) March 2016</i>	
PA 1	Implement the Care Act (AOF 2,4, 10, 21) NEW March 2016 (KEY)	
PA 1	Develop an integrated approach to the delivery of Health and Wellbeing across Halton (AOF 2, 4, 21) March 2016	
PA 2	Continue to establish effective arrangements across the whole of adult social care to deliver personalised quality services through self-directed support and personal budgets. Mar 2016. (AOF 2, AOF 3 & AOF 4)	

Supporting Commentary

PA 1 Better Care Fund:

The pooled budget is on target for a small underspend at year end.

PA 1 Integrated provision of frontline services:

Social Care in Practice (SCiP) is now fully operational across the whole of the Borough. Work continues on the development of Multi-Disciplinary Team working and this will continue into 2016/17.

PA 1 Develop a Care Management Strategy:

The Care Management Strategy is now in place, it has been agreed at respective Boards. It is now at a phase where the action plan is being implemented.

PA 1 Implement the Care Act:

All key stages of the first phase of the implementation of the Care Act have been completed. Additional training in relation to the Care Act and the law has been identified and procured and will be delivered in May 2016.







PA 1 Integrated approach to the delivery of Health and Wellbeing across Halton:

Integrated approach is now in place.

PA 2 Personalisation/Self-directed Support:

To enable effective arrangements for 'Personalisation' across adult social care, we have a steering group to take forward the 'Making it Real' agenda. Work has been ongoing from when TLAP (Think Local Act Personal) initially supported us to facilitate a 'Making It Real Live' event. From the event we developed an action plan and leads have worked on task finish groups. A follow up event is now planned for June. Care Management continues to review processes and procedures and provide training to staff to ensure compliance with the care act which is focused on personalisation and a training programme is planned.

Key Performance Indicators

Ref	Measure	14/15 Actual	15/16 Target	Q4 Actual	Q4 Progress	Direction of travel
PA 1	Numbers of people receiving Intermediate Care per 1,000 population (65+)	80	77	(Q4= 406; 1622) cumulative		
PA 2	Percentage of VAA Assessments completed within 28 days	86.8%	85%	85% (estimated, further data quality work ongoing to confirm this)		
PA 6a	Percentage of items of equipment and adaptations delivered within 7 working days	95.5%	97%	99%		

Supporting Commentary**PA 1 Numbers of people receiving Intermediate Care per 1,000 population (65+):**

The Q4 figure is provisional. There have been amendments to previous quarter figures which have meant an increase in some referral figures. Up to date figures for IC referrals for each quarter during 2015/16 are as follows: Q1 = 401, Q2 = 401, Q3 = 414.

PA 2 Percentage of VAA Assessments completed within 28 days:

This target has been achieved, albeit the figure is slightly lower than 2014/15; this is due to data loading issues; this will be addressed by a more detailed analysis of the completed safeguarding investigations for 2015/16, with a view to providing mandatory training for operational staff and support surgeries undertaken by the performance and carefirst teams to reduce the risk of these issues reoccurring in the future.




PA 6a Percentage of items of equipment and adaptations delivered within 7 working days:

This indicator has achieved in excess of its target figure; performance has improved compared to last year's figure. We are still missing information from Housing

Maintenance Solutions, which was a new contract during the year.




APPENDIX: Explanation of Symbols

Symbols are used in the following manner:

Progress		<u>Objective</u>	<u>Performance Indicator</u>
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 at this stage</u> , 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 performance is better as compared to the same period last year.
Amber		Indicates that performance is the same as compared to the same period last year.
Red		Indicates that performance is worse as compared to the same period last year.
N/A		Indicates that the measure cannot be compared to the same period last year.

Performance Overview Report – Community & Resources Directorate

Reporting Period: **Quarter 4 – 1st January 2016 to 31st March 2016**

1.0 Introduction

- 1.1 This report provides an overview of issues and progress within the directorate that have occurred during the period.

2.0 Key Developments

- 2.1 There have been a number of developments within the Directorate during the period which include:-

Finance

Financial Management

1. Government announced the 2016/17 final Settlement Funding Assessment on 08 February 2016. For Halton there was no change in the funding assessment from that announced as part of the provisional settlement. The final assessment for 2016/17 includes Revenue Support Grant of £22.3m, a reduction of 23% from the 2015/16 allocation.
2. The 2016/17 net budget of £98.5m was approved by Council on 02 March 2016. The net budget will be part funded from an increase of 3.9% to Council Tax, inclusive of a 2% precept to cover additional spend on Adult Social Care services. The 2016/17 council tax requirement is £41.2m, Band D council tax is £1,250.97, the fourth lowest in the North West.
3. The Medium Term Financial Forecast has been updated for 2017/18, 2018/19 and 2019/20. The funding gap for the three years as included in the budget report is £34.8m. The forecast is based on a number of assumptions and will be updated as new information comes to light during the year.
4. The Council's net spend position to the end of quarter three was reported to Executive Board on 25 February 2016. Net expenditure was only £39,000 under the profiled budget to date figure of £70.1m. Capital spending as at 31 December 2015 totalled £19.9m, which is 65% of planned capital spend for the financial year, after allowing for 20% slippage of the capital programme between years.

Revenues & Benefits & Customer Services

5. In the Quarter 3 Monitoring report the future rollout of Universal Credit to the full digital service was highlighted to commence in May 2016, and at that point we were still waiting to be informed when Halton would be affected. DWP has recently informed us that Widnes and Runcorn Job Centres will be delivering the full digital UC service from July 2016.
6. During the year there has been a steady but relatively low flow of enquiries concern UC. This can be expected to increase significantly as a national "roll out" continues with Halton the only authority in the region to have an "open gateway" from July 2016. The enquiries received have been problematic and difficult to resolve and until the system is refined and firmed up this can be expected to be the case. The team are currently awaiting specialist training for this substantive change.

7. Surveys show high levels of satisfaction with HDL service. Since April 2015, more than 2,000 customers have completed a survey giving their views about the service they have received when at an HDL one-stop-shop or when speaking to the contact centre. The survey has revealed that 90% of customers were either satisfied or very satisfied with the service and 80% were happy with waiting times.
8. Contact Centre management have been working on the project team for the new Integrated Front Door Service for Children's Social Care as the Contact Centre is the initial point of contact for all Children's Social Care calls from the public and professionals. The new service will now be co-located with the Contact Centre and Adult Social Care's Initial Assessment team so that there is a truly integrated approach to these vulnerable clients. The new iCART team is a multi-agency team with colleagues from Health, Police, Fire, Education Welfare, Adult Social Care, Early Intervention Support Workers and Children's Social Workers. The Contact Centre staff will continue to load referrals onto Carefirst 6 and from there a multi - agency assessment will be carried out. Training has been carried out with the Contact Centre staff and the new service will be launched in April 2016.

Welfare Rights

9. The demand for assistance with form completion and appeals continues to grow. This is especially so for existing Disability Living Allowance (DLA) claimants of working age whose benefit will cease and they have to apply for a Personal Independence Payment. This benefit has quite different rules and particularly those with severe mobility impediments can become significantly worse off. This has led to a surge in demand for form completion and appeal advice, assistance and representation.
10. There has been a low but steady flow of enquiries concerning Universal Credit. This can be expected to increase significantly as a national "roll out" continues with Halton the only authority in the region to have an "open gateway" from July 2016. The enquiries received have been problematic and difficult to resolve and until the system is refined and firmed up this can be expected to be the case. The team are currently awaiting specialist training for this substantive change.
11. The links with Macmillan Cancer Support both nationally and regionally continue to become stronger and recent meetings with Halton CCG have fostered a closer working relationship. Macmillan now regularly run free professional training for staff working in this area.
12. The team's debt advisor continues to be a highly valued source of specialist expertise. The demand for assistance with Debt Relief Orders is especially high and as an approved intermediary this resource is in short supply.

Audit & Operational Finance

13. The Council has recently completed a procurement exercise to renew its insurance services for motor and ICT infrastructure, property, business interruption and contract works, and the Council's Fidelity Guarantee and new contracts will commence as of 01st April 2016.
14. One of the Council's former insurers, MMI, ceased writing new business in September 1992. Until May 2013, MMI continued to pay claims in full in the anticipation that a solvent run-off of the company would be achieved. As an alternative to liquidation the business of the company was being wound up by means of a Scheme of Arrangement with its creditors. The Council is a scheme creditor and is therefore subject to the financial implications of the outcome of the run-off.
15. The Scheme Administrator confirmed in May 2013 that an initial call under the scheme would be made. The Council was required to pay an initial levy of 15% (£177,854) of the total value of claims settled by MMI on its behalf since September 1993.
16. The MMI Scheme Creditors Committee has recently agreed to increase the levy from 15% to 25%. This means that the Council will only receive funding for 75% of the value of any future claims settled by MMI after 1 April 2016 with the remainder being self-funded by the Council. The Council will also

receive a further Levy Notice that will be calculated at 10% of all payments made by MMI on the Council's behalf since 30 September 1993.

People, Policy, Performance and Efficiency

17. Two hundred staff, who previously delivered the Council's external contract for leisure services have been successfully transferred onto the authority's payroll and structure in accordance with 'Transfer of Undertakings (Protection of Employment) Regulations 2014.
18. Arrangements have been made within the HR / Pay system to ensure the Council's compliance with the National Minimum Wage and these will be updated following the conclusion of the Local Government Pay Award.
19. Service redesign and staffing reductions have continued to year-end and the focus will remain upon improving outputs that support the business operations of the Council.
20. Following the Highways Efficiency Review focussed training sessions have been provided to new managers to enhance / refresh their skills base and support them in the delivery of their new roles.
21. The Council has achieved Direct Certificate of Attainment from the Institute of Leadership and Management (ILM) which will enable a smoother delivery of ILM qualifications. The L & D Team have also successfully moved to a proactive service delivery model which whilst providing a core offer to maintain essential generic skills across the Council also allows tailored interventions which meet customer demands.
22. Reviews of Highways and the Halton Supported Housing Network have now been completed, generating sustainable revenue savings of around £230,000.
23. In addition, the revised framework for acquiring and using agency workers within the Council has been developed during 2015/16, with a new electronic requisition and approval process implemented April 2016.
24. A new Organisational Development Strategy for the Council, entitled 'Unlocking our Potential' has now been finalised. It covers the period 2016-2020 and is designed to help the Council to continue to develop staff, within the challenging environment in which we now operate. In addition they have supported the development and recent launch of the Halton Foundation which will support third sector sustainability within Halton.
25. Partnership arrangements have now been reviewed and revised with the roles of various Boards, including the Halton Strategic Partnership Board and the Health and Wellbeing Board being reviewed to develop and updated and more efficient arrangement.

ICT and Administration Support Services

26. The Records Management Unit has continued to move from strength to strength with more departments utilising the facility and creating further saving across the authority. The process to destroy documentation once scanned and archived is fully underway with the measurement of destruction now being measured in tonnage.
27. Physical network connections to the Police and the NHS health network have been made allowing key front line users to now connect from either NHS/Police or Council premises to their own systems with greater levels of ease and reduced complexity – allowing the effective delivery of the Halton Complex Dependency Unit through services located in the Municipal Building.
28. The delivery of the income manager project completed on time and to budget, this was a major 8 month project to enhance and develop the main external payment facilities into the authority – such a

development will now enhance Web payments and improve point of sale facilities as well as internal financial process

Legal and Democratic Services

29. A considerable amount of support has been required to support the Councils reintegration of the Leisure Contract from April 2016.

Community & Environment

Open Space Service

30. The model boating lake at Runcorn Hill Park was drained and its edges re-built during Q4 as part of the Lottery Funded restoration project. The lake was brought back into use by the Easter weekend and a formal opening ceremony will take place in quarter 1 of 2016/17. Adjacent paths have been resurfaced and new paths built in the adjacent areas. The locks at Spike Island were also brought back into use following a £80,000 refurbishment.
31. During 2015 - 16 Lottery Funding was used to host a number of educational and conservation events and during quarter 4 739 people took part in events which included orienteering, conservation tasks, educational visits and an Easter Family event.
32. Design work began on a replacement building for the life expired structure at Crow Wood Park and work also began for a new car park at Clinton Woods Nature Reserve. It is expected that the design work will be completed by during quarter 1 of 2016/17, with works scheduled to begin during quarter 3.
33. A new skate park has been completed at The Glen, Palacefields and an opening ceremony will take place in Q1 of 2016/17.

Catering, Stadium and Registration Services

34. The final quarter of 2015 - 16 saw the busiest period since the opening of the Brindley Theatre in 2004 with 85 shows being attended by 22,732 people. Both the Bar and Café revenues have increased and moving forward bookings are showing a very positive trend.
35. Significant work has been ongoing within Registration Services with 70 Ceremony Reservations being taken following the Wedding Fayre which was held in February which hosted 46 exhibitors. Additionally the requirements of National Best Practice have now been fully implemented and Halton is one of the first registrars in the country to develop a cashless office which offers the convenience of online payments and will help to reduce the Council's operating costs.
36. Work continues to digitally scan all Registers back to 1837, including births, deaths and marriages and staff continue to progress well in achieving their National Qualifications.
37. Following an initial decision by Liverpool Ladies Football Club to move administration and day to day training to another venue they have, after 8 weeks, decided to return to the Select Stadium. The stadium is also home to Everton Ladies, Widnes Town FC and American football team Runcorn Spartans and community use of the artificial pitch continues to increase and be used by significant numbers on a daily basis.
38. A new tender has been completed to replace the existing floodlighting which is not of a standard to support broadcasting in HJD or 3D. This will improve our marketability, with for example Sky TV, at only a marginal energy cost.
39. A number of large well attended annual events were held in Quarter 4 including the Widnes Past Players Annual Dinner, the Mayors Ball, and the Rainbow Ball. The Maureen King Pink Ball also raised over £7,000 for the breast cancer charity

40. In addition the Mersey Link Back to Work Conference in January attracted over 900 delegates and in February Liverpool Diocese NW Conference, attended by the Arch Bishop of Liverpool, attracted over 350 delegates.
41. The new Legends Bar is increasing in popularity following the introduction of live acts on a Saturday evening and this is being supported by promotional activities to raise awareness of the venue.
42. During the 2015 – 16 year the school meals service has seen an increase in provision whilst maintaining costs within budget and Halton has one of the highest productivity rates in the country.
43. Additionally Halton has one of the highest levels of the uptake of free school meals with rates of 85% in infant, 60% in Junior and 57% in Secondary schools.
44. Although the school meals price rose slightly in 2015 there was only a slight reduction in demand and prices will be frozen for the coming financial year.

Library Service

45. Libraries Deliver: Ambition for Public Libraries in England 2016-2021

The document, which has been compiled by the Leadership for Libraries Taskforce and is currently subject to consultation, sets out a vision of the value and impact of public libraries - a national network that delivers transformation and progress for people, communities and the nation.

46. The Library Strategy Priority areas continue to be delivered as planned and as illustrated below

- Over the Easter holidays Digitech Labs took place at Halton Lea and Widnes libraries giving young people an opportunity to have a go at computer programming, circuits and online music creation. Code clubs for 8-12 year olds start in April.
- One-on-one IT support drop in sessions continue in all libraries and as part of the Society of Chief Librarians Universal Information Offer, all staff have now begun a Universal Credit online training programme to ensure they have the knowledge and skills to support customers to get online and manage their UC accounts.
- Koha user group has been established to explore developments and future opportunities to continuously improve the system that supports the library catalogue and circulation of stock. Also from the start of April Halton now offers digital access to newspapers and magazines for library customers and is available in all libraries with remote access coming soon.
- Following on from the successful pilot programme of service delivery in a number of care / residential homes, this service has now been extended to 6 more sites across the Borough. With the delivery of the first monthly sessions we saw 40 people, joined 9 new members and issued 55 books.

Other activities in this strand included a talk about memory boxes and the Books on Prescription for Dementia scheme provided to the memory service group dementia carers' course in Runcorn at Castlefields Community Centre and attendance at regular sessions run by Age UK, using library resources.

- As part of the Society of Chief Librarians Universal Health Offer, the Reading Well Books on Prescription project is being expanded and a new collection released aimed at young people. Shelf Help contains titles recommended by young people and health professionals. Following a national launch, a local launch will take place at Halton Lea Library on 20th April 2016.
- Halton's Library Strategy and Development Manager is now the national lead on the Society of Chief Librarians Universal Learning Offer providing an opportunity to participate in discussion and debate, and contribute to the national agenda on behalf of Halton. In addition the Council's Digital Development Officer attended a series of workshops demonstrating how libraries can

engage with technology and this has influenced development of digital learning opportunities in Halton's libraries.

Waste and Environmental Improvement

47. The chargeable garden waste collection service came into effect from 1st June 2015. Overall, there was a very positive response to the introduction of the charge with 15,372 households subscribing to the service by the end of Q4; which represents a take-up rate of 37% of eligible households. As a number of householders requested to pay for additional bins to be emptied the total number of paid subscriptions for the service was 15,939 which resulted in income of £411k. The income received from subscriptions was sufficient to cover the operational, management and administrative costs associated with providing the service; meaning that the objective of making the service self-financing was achieved.
48. The 2016/17 subscription period commences on 1st June and all households offered the service will be delivered a leaflet advising them of the need to subscribe to receive the service after this date.
49. A number of changes have been made to the Community Involvement Service, which is made up of three service areas; Community Development, Community Centres and Area Forums.
50. The changes were made to provide further efficiencies whilst improving service delivery and involved remodelling the existing establishment for the Community Centres service to better support the service delivery, and reconfiguring the Community Development and Area Forum Project Support Services to align the Community Development and Area Form functions into one function. The changes resulted in efficiency savings of over £30k.
51. In March, a community event was held at Upton Community Centre which provided an opportunity for local residents to access information, advice and guidance from key services and agencies. Adult Learning staff members were also in attendance to assist with digital access with approximately 80 residents and young people attending to browse the stalls in the Centre. A post-event evaluation exercise is being undertaken with service providers being asked to complete a feedback questionnaire to help inform a decision about holding future events.
52. Plans are being finalised for the introduction of a new pilot food waste collection service which will commence at the beginning of June. Three areas will be included in the pilot to allow a good spread of household types to be covered. The results of the pilot will be used to help inform a decision on the potential roll out of the service to other areas of the borough and Members of the Board will receive future updates on the scheme.
53. A new initiative aimed at tackling underage drinking and related anti-social behaviour is being introduced in Halton. The Community Alcohol Partnership (CAP) is a partnership between alcohol retailers local authorities, the police, schools, alcohol services and communities, and is based upon the realities of how young people obtain alcohol.
54. The CAP is an opportunity to focus on the issues around alcohol and young people and work with the local residents and businesses to reduce alcohol consumption and anti-social behaviour. Consideration is also being given to addressing the use of legal highs in the CAP, in particular the use of nitrous oxide canisters and the impact that has on young people, local residents and the local environment.
55. CAPs are developed with and within individual communities. Each partnership is tailored to suit local needs and activity is designed to meet local objectives around three main themes; enforcement, education and public perception.
56. Evidence shows that whilst some young people buy alcohol themselves from shops, pubs and bars, more obtain it from parents and other adults. Therefore CAP recognises that retailers are part of the solution rather than part of the problem and traditional enforcement activity cannot, by itself, be the answer.

57. CAP focuses on promoting positive change through education and work on public perception, developing unique local partnerships that bring together everyone with an interest in challenging underage drinking in a co-ordinated effort to tackle the issues collectively in a particular locality.
58. The CAP initiative will initially be introduced as a pilot within an area identified as experiencing problems of under aged drinking and associated anti-social behaviour which could be rolled out across the rest of the Borough depending upon the outcomes.

Planning and Transportation

Traffic and Risk & Emergency Planning / Health & Safety

59. The new Permit Scheme for Streetworks became operational on 14th March 2016 and is improving the control of roadworks.
60. The Permit Scheme has been introduced to give the authority better control over when those statutory undertakers, who are looking to complete works within the borough, can actually carry out the work. If they fail to comply, there are financial penalties that we can apply.
61. The Pegasus crossing (a crossing for pedestrians, cyclists and horses) across A56 at Daresbury near Keckwick Lane has been commissioned. The Pegasus crossing is part of the sustainable travel routes, funded via the Liverpool City Region (LCR) and Local Growth Fund (LG) Sustainable Transport Enhancement Packages 2015/16, and helps to link the bridleway route in Keckwick Lane to Daresbury Lane. The crossing also links SciTech to Daresbury village where employees are able to catch buses and some employees park with the agreement of the church.
62. The Zebra crossing on High Street, Runcorn, near the NatWest Bank, has been installed, with positive feedback received from members of the public. The crossing was installed following requests from the public via local councillors.

Logistics

63. Agreement has been reached with the majority of local bus operators on the re-imburement rate as part of the English National Concessionary Travel Scheme (ENCTS) for the two year period 2016-18. Negotiations continue with one remaining operator and it is anticipated agreement will be reached in the coming weeks. The reimbursement rate is the percentage of the applicable adult fare that is paid to the bus operators for every journey made by a concessionary pass holder.

Policy and Development Services

64. The Building Control collaboration with Knowsley Council remains effective and savings are being achieved for the 'Out-of-Hours' call out service for dangerous structures, which covers two boroughs.
65. Fee income is now covering budgeted costs and this is a key measure of success in securing a zero net budget business model based on commercial principles for the Service. Additionally, the Council benefits from having the resource to undertake statutory duties such as dangerous structure assessment and safety at sports grounds and events such as Creamfields. These additional duties are also covered by the fee income, giving significant benefits at nil cost.

Planning & Transport Policy

66. To support Liverpool City Region (LCR) Devolution, progress has been made at the Housing and Spatial Planning Board in agreeing priorities with elected members on the following two joint work streams:

- 1) Single Spatial Planning Framework

Consultants (GL Hearn) have been appointed to undertake the Strategic Housing and Employment Land Market Assessment (SHELMA) that will be a central evidence base document for the Single Spatial Framework, individual local plans, the LCR Housing Strategy and regeneration plans.

2) Housing Strategy

A tender and brief have been prepared to for the commissioning of an LCR Housing Strategy. A proposal has been drafted considering the merits of an LCR LA commercial housing company to do the following:

- a) Building new homes on Council owned land
- b) Buying up and developing other land
- c) Buying up and renovating existing property
- d) Selling homes on a commercial basis
- e) Acting as a high quality, socially responsible private landlord
- f) Offering innovative routes into home ownership such as Rent-to-Buy, shared ownership etc.

- 67. A list of future transport infrastructure schemes of regional and district prominence has been prepared as part of the LCR Transport infrastructure pipeline scheme. A detailed report has now been submitted to senior officers to comment on before finalising.
- 68. Preparation for future Sustainable Transport Enhancement Packages (STEP) capital schemes has begun as part of a wider LCR approach to developing to a directory of sustainable infrastructure requirements in preparation for future funding opportunities.
- 69. Halton has acted as a critical friend for Merseytravel, which is coordinating the preparation of a bid to Sustrans, on behalf of the LCR. Sustrans is a leading UK charity that works with families, communities, policy-makers and partner organisations so that people are able to choose healthier, cleaner and cheaper journeys, with better places and spaces to move through and live in.
- 70. This bid is to gain access to 20 days support from their national time-bank programme. If successful, the LCR will benefit from mapping/auditing of its current green network, and community engagement to identify particular problem areas (e.g. those inaccessible, overgrown paths and corridors).
- 71. Halton reviewed and commented on the application with particular reference to the benefits this service could bring to the Healthy New Towns project in identifying new or alternative solutions to making the Halton Lea area more accessible on foot or bicycle, and in turn linking up to the area's existing assets. This will help support any future funding opportunities that may arise by providing an evidence base of what possible infrastructure maybe required.
- 72. Merseytravel is currently reviewing its monitoring and modelling contract, which provides a range of information from traffic modelling to cycle monitoring. Currently, Halton has limited access to this contract, however, any future arrangements will include Halton, and therefore we have shared our potential requirements with Merseytravel.
- 73. Currently, Halton has little quantifiable evidence (data) of cycling apart from national surveys, and has to commission any traffic modelling requirements on a needs basis. The potential to become part of the Merseytravel contract is being proactive in that we should, in the future, have data available to support funding and highways planning decisions, thus making this area of work more efficient and effective.
- 74. Consultation on the scope of the Delivery and Allocations Local Plan closed in March 2016. It is expected internal consultation on the draft policies will begin in May 2016.
- 75. Site visits for the annual monitoring of housing, retail and employment completions have been undertaken. Results are being input and collated and will be reported in the next Quarter.

76. The Council is now required to hold a register of interest in custom / self-build development. This allows people interested in self-building a house for use as their main residence to register their interest, providing for the first time local information on demand for plots. This information will inform the local plan.

Highway Development

77. Part 1 of the Highway Asset Management Plan was authorised by the Environment and Urban Renewal PPB meeting on 13th January 2016 for review before further submission to the Executive Board meeting on 7th April 2016.

Highways

78. In January 2016, Executive Board approved a report requesting authorisation, in compliance with the Constitution, to enter into a contract with Balvac to complete footpath reconstruction works at Moore Lane, Moore and footbridge deck replacement works at Halton Lea adjacent to the McDonald's restaurant. A further report is due to go to Executive Board for approval for the completion of the LCR SJB Major Maintenance works via SCAPE by Balvac in Q1 2016-17.
79. The Growth Fund letter has now been received confirming the funding for the SJB Major Maintenance works which are to be carried out by Balvac, via the SCAPE framework, over the next 3 years and, as per 2.5.1 above, is progressing to the anticipated start on site of June 2016. The funding is for approx. £3.9M over the 3 year period.

Public Health

80. In terms of cancer Halton is currently working across wider Merseyside authorities alongside PHE on a Bowel Cancer Screening Campaign to encourage individuals to 'Use your Kit'. Halton Health Improvement Health Trainers are now ringing patients who have not completed their bowel screening test and talking them through the procedure and this has resulted in an improved uptake.
81. The cancer breast screening unit is temporarily located within the grounds of Halton Select Stadium, for the remainder of the current screening round (until May 2016). If this venue proves successful it is hope that this will become a permanent location for future screening rounds, and provide an opportunity to improve the uptake and engage women attending in other health promoting activities.
82. Public Health and the CCG have recruited a paediatrician, who will start working in April 2016 in the community. The aims of the pilot are to increase access to paediatric expertise within the community for families and, importantly, for health professionals.

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:-

Finance

Financial Management

- a) The Education Funding Agency has announced the first of a two part consultation regarding the introduction of a national funding formula (NFF) for primary and secondary schools and academies to be introduced from 2017/18. The first consultation is about the principles, funding factors and methodology for the NFF. The second consultation to be published later in the year will focus on how to balance different factors in the NFF and the impact of the formula on funding for individual areas and schools. Halton will submit a response to the consultation and contribute to responses from LCR and Sigoma.

Revenues, Welfare Rights and Halton Direct Link / Contact Centre

- b) At year-end and since the changes made to the level of unoccupied property discounts and the replacement of Council Tax Benefit with the Council Tax Reduction Scheme (CTRS) in April 2013 the increased amount to be collected has significantly impacted on collection rates. Collection from CTRS claimants, who have limited finances, has been impacted, as debtors still have arrears from previous years as well as new-year liability.
- c) In the March 2016 Budget the Government announced that they will permanently double the Small Business Rate Relief (SBRR) from 50% to 100% from 1st April 2017. The threshold for that relief will increase from £6,000 rateable value to £12,000 rateable value. This will increase the number of applications which the Team will have to process. In addition, there are plans to introduce frequent business rates revaluations.
- d) The rationalisation of the premises used by HM Courts & Tribunals Service means that disability tribunals are expected to be moved from Halton to St Helens. This will cause problems for clients in terms of "access to justice" and to the team in terms of continuing to provide a quality service.

Audit and Operational Finance

- e) The Local Audit and Accountability Act 2014 brought to a close the Audit Commission and established transitional arrangements for the appointment of external auditors and the setting of audit fees for all local government and NHS bodies in England. On 5 October 2015 the Secretary of State Communities and Local Government (CLG) determined that the transitional arrangements for local government bodies would be extended by one year to also include the audit of the accounts for 2017/18. This means that the Council will be responsible for appointing its external auditor from 2018/19.
- f) The Local Government Association (LGA) has successfully lobbied for legislation to include provision for the establishment of a sector-led body to procure future external audit contracts. The LGA has confirmed that it intends to support the appointment of Public Sector Audit Appointments Ltd (PSAA) as the sector-led body for local government. Analysis by the LGA indicates that this option would be far cheaper for councils than every council procuring their external auditor separately.

It would avoid the need for hundreds of separate procurement exercises and also has the advantage that it would save the time and cost which would otherwise be required to establish an Independent Auditor Panel to appoint the external auditor. The Council has therefore expressed a non-binding interest in participating in the LGA's sector led approach. A formal decision to opt-in will however be required at a later stage

People, Policy, Performance and Efficiency

- g) The service has largely retained SLA's with the borough's schools into 2016/17, to provide Payroll, Recruitment & Contracts, and Employee Relations advisory services. This is however subject to future change following government announcements on the wholesale transition of maintained schools to academies over the next four to six years, and could have a significant impact on income to the division.
- h) The variety of ways in which services approach restructuring has been considered, and variation does not lend itself to an effective process. To address this, a Restructuring Protocol is being developed and will be progressed during the coming months.
- i) As work has progressed it has become clear that the extent of change post efficiency Reviews can be significant in relation to the residual management resources that are available within the service areas. As a result, and given the depth and breadth of expertise now available since the new People, Policy, Performance and Efficiency Division was formed, the future format of Efficiency Review work can be enhanced further to include post implementation support to services.
- j) An Apprenticeship Framework for the Council, which provides guidance to managers on the setting up of apprenticeship placements, recruitment, remuneration and contractual aspects of apprenticeship employment. This will be progressed throughout Q1 of 2016/17 and will help the council to respond to the Apprenticeship target, and will also form part of the Councils long-term approach to human resourcing.

ICT and Administration Support Services

- k) The delivery of the new Halton Desktop platforms for all Corporate users as well as Halton's Schools will continue to consume a major part of the teams resource over the coming quarter through what is now a key testing phase leading to deployment for all corporate services. The Schools development will be planned for quarter 2 with deployment linked to the new School year in September.

New business opportunities are a key focus with discussions underway with Mersey Travel and two other neighbouring unitary authorities for the use of the Agresso financial management package. Halton's existing partners continue to develop their requirements and work in this area remains a key focus for the team.

Negotiations are now underway to define the new requirements for the authorities Microsoft Enterprise Licensing agreement, a tender was placed and all responses are currently under evaluation.

Legal and Democratic Services

- l) During the coming months elections will be held for the Municipal and Police and Crime Commissioner and the European Referendum and arrangements have been effectively implemented. In addition the revised Council Constitution will be presented to Annual Council in May 2016.

Planning and Transportation

Traffic and Risk & Emergency Planning / Health & Safety

- m) The restructure within the Street Lighting and Traffic Management teams, following the Efficiency Review, has resulted in smaller teams and a small number of vacancies to fill.
- n) The coordination of the works for the Mersey Gateway is increasing to try and minimise the impact of the works on the travelling public. This is continuing to prove a challenge as works are underway at multiple sites throughout the Borough in order to meet the completion date.

The Ditton roundabout area will become more challenging as the existing roundabout is removed as part of the Mersey Gateway works. This will also be the case for Watkinson Way between Ashley Way and the Bridge where traffic will initially be in contra flow, then diverted along Hutchinson Street and Wandsworth Way. The works at M56 Junction 12 should be completed in May 2016, when the fully signalised roundabout will be operational.

- o) For the closure of the Central Expressway, Northway within Halton Lea has been opened to two-way traffic and this change has had a positive impact, providing a better link in the area between West Lane, East Lane and the Post Office at Crown Gate. The change will be made permanent when other works in the area are complete.

Policy & Development Services

- p) The Housing and Planning Bill is being debated in the Lords. The most recent debates have the key messages:
 - LA's can play a key role in building more homes. Local authorities should be able to develop a locally responsive mix of housing tenure that works towards supporting home ownership, expanding stock where it is most needed and meeting demand, while reducing welfare spending.
 - As local planning authorities, councils need the power and flexibility to shape the number and type of Starter Homes within and across developments. This should be alongside different types of affordable homes and in line with local plans to meet local assessments of need and viability, which is crucial for securing community support for development.
 - A Lords amendment has changed the period after which the 20% Starter Homes discount does not have to be repaid, from 5 years to 20 years on a sliding scale of 5% per annum.
- q) The Spending Review in November 2015, made available £2.3 billion of funding to support the delivery of up to 60,000 starter homes. A key part of this funding is to be used for a new £1.2 billion Starter Home Land Fund to prepare brownfield sites for at least 30,000 starter homes by 2020.
- r) The aim of the Fund is to support the acquisition, remediation and de-risking of suitable land for starter home developments that can then be built out by developers. High remediation and other de-risking costs can make some small brownfield sites unviable for developments with a significant proportion of starter homes, and targeted public interventions to remediate and de-risk will help release more land for starter homes

The Fund will operate over the next three financial years, to ensure construction of starter homes is happening from 2018 onwards. Receipts from the subsequent sale of remediated land to private developers will then be used to support the delivery of more starter homes later in the Spending Review period.

The Fund will also build upon the experience of up to £36 million funding made available this financial year to prepare land for a first wave of starter homes. A large proportion of this funding is now being used by the Homes and Communities Agency to acquire suitable sites while up to £8 million has been offered to local authorities to remediate and de-risk their own land for starter homes.

- s) The Technical consultation on the implementation of planning changes seeks views on the proposed approach to implementing the planning provisions in the Housing and Planning Bill, and some other planning measures. The consultation is open until 15th April 2016 and if implemented, the proposed changes will require HBC to revise areas of service provision and maintain specific registers about land. These additional duties will be implemented using existing resources.

Major Site Delivery

- t) Alstom UK Ltd has submitted a planning application (15/00549/FULEIA) for the three phase construction of a purpose built transport and technology facility (Use Class B2). The facility will in total cover approximately 46, 000 sq. m with associated access, car parking, HGV parking, service yards, rail sidings, landscaping, sub-station and associated engineering operations.
- u) Development continues at a quick pace with David Wilson Homes, Morris, and Bloor all active within Sandymoor. The Homes and Communities Agency (HCA) is undertaking a community consultation during January on proposals for the local centre and primary school site. Discussions are also underway with HCA on future phases at Sandymoor including the Wharford Farm site.

Redrow has three live planning applications for the majority of the Daresbury site allocated for housing in the Core Strategy. The Local Planning Authority is awaiting the testing of the economic viability submissions by Redrow, as currently Redrow's applications do not meet many of the policy requirements, and Redrow cite viability as the reason for this.

- v) The Tech-Space building at Sci-Tech Daresbury is at an advanced stage of construction. Work is also underway to open up additional plots adjacent to the A56.

Contaminated Land

- w) Part 2A and the Contaminated Land Inspection Strategy Implementation of the Contaminated Land Inspection Strategy have been hampered by Central Government's removal of funding for both investigations and remediation. Whilst there is some internal budget available for small and largely in-house investigations and assessments, there is a genuine concern that if major problems are identified requiring significant remedial works by the Authority there will not be a funding source.

Public Health

- x) Breach of cancer treatment referral timescales
62 day breaches for referral to a cancer treatment are now being reported through the Halton System Resilience Group which includes the CCG and adult social care. The 62 day referral is currently below target and it is unlikely that Halton will achieve the 85% target set. Breaches are now being reported through the Halton System Resilience Group which includes the CCG and adult social care. These will continue to be investigated to understand the root causes.

4.0 Risk Control Measures

- 4.1 Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements. As such Directorate Risk Registers were updated in tandem with the development of the suite of 2015 – 16 Directorate Business Plans.

Progress concerning the implementation of all Directorate high-risk mitigation measures was reported in Quarter 2.

Risk Registers are currently being reviewed for 2016 – 17 in tandem with the development of next year's Business Plan.

5.0 High Priority Equality Actions

Equality issues continue to form a routine element of the Council's business planning and operational decision making processes. Additionally the Council must have evidence to demonstrate compliance with the Public Sector Equality Duty (PSED) which came into force in April 2011.

The Council's latest annual progress report in relation to the achievement of its equality objectives is published on the Council website and is available via:




[http://www3.halton.gov.uk/Pages/councildemocracy/pdfs/EandD/Equality - objectives progress report - April 2013.pdf](http://www3.halton.gov.uk/Pages/councildemocracy/pdfs/EandD/Equality_-_objectives_progress_report_-_April_2013.pdf)

6.0 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 Management







Key Objectives / milestones

Ref	Milestones	Q4 Progress
FS 01	Report Medium Term Financial Strategy to Executive Board, November 2015	
FS 03a	Complete the Draft Statement of Accounts for certification by Chief Financial Officer by 30th June 2015 .	
FS 03b	Publish the Statement of Accounts by 30th September 2015 .	

Supporting Commentary

To allow for details of the 2015/16 CSR to be included the Medium Term Financial Strategy was reported slightly later than planned on 09th December 2015. The Draft Statement of Accounts was certified and shared with the External Auditor as planned and the final document was published on the Council's website following approval by the Business Efficiency Board.

Key Performance Indicators


Ref	Measure	14 / 15 Actual	15 / 16 Target	Q4 Actual	Q4 Progress	Direction of travel
FS LI 04	Proportion of Council Tax that was due that was collected.	95.47%	94.75%+	95.21		
FS LI 05	The % of Business Rates which should have been received during the year that were received.	97.04%	95.00%+	96.89		
FS LI 06	Exceed investment returns for the period higher than the LIBID benchmark for 7 day, 1 month, 3 month, 6 month and 12 month investments.	95.47%	94.75%+	Benchmark Rates Exceeded		

Supporting Commentary

The collection of Council Tax continues to be adversely affected by national reforms and a number of short-term occupations have impacted upon the collection of Business Rates although both remain above local collection rates. Although the processing of Benefit applications is showing a slightly downward trend as a result of new process demands it remains within targeted levels.

Investment returns have remained positive during the period.



Human Resources & Organisational Development**Key Objectives / milestones**











Ref	Milestones	Q4 Progress
HRLD 01	On-going enhancements to i-Trent system capabilities March 2016	

Supporting Commentary

I-Trent capabilities have been further enhanced to ensure legislative compliance for 2016 – 17 with an upgraded pension reporting capability being deployed to maximise the efficiency of internal work processes.

Key Performance Indicators

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q4 Actual	Q4 Progress	Direction of travel
HRLD LI 01	The number of working days / shifts lost due to sickness (Corporate).	10.44	10	9.05		

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q4 Actual	Q4 Progress	Direction of travel
HRLD LI 05	The percentage of top 5% of earners that are:					
	a) women	55.62	50	54.78		
	b) from BME communities	1.85	1.5	2.06		
	c) with a disability	0.71	8.0	0.82		
HRLD LI 06	% of the total workforce declaring that they meet the definition of disability within the Equality Act 2010.	1.44	10.0	54.78		
HRLD LI 07	Ethnic Minority staff as a % of the total workforce.	1.22	1.0	2.06		









Supporting Commentary



The number of days lost to sickness absence has continued to fall by 13% when compared to last year and by 19.4% when compared to 2013-14. Further work in this area is now being undertaken to identify opportunities for further improvement.

Staffing profiles are inevitably subject to variation and the Council will continue to approach recruitment in an inclusive and non-discriminatory way.

ICT Infrastructure

Key Objectives / milestones

Ref	Milestones	Q4 Progress
ICT 01a	Continued Enhancement of the virtualization platform to enhanced or new technologies, March 2016 .	
ICT 01b	Further development of Cloud Services Platform, March 2016 .	
ICT 01c	SharePoint and Records Management enhancements March 2016 .	
ICT 01d	Continued Social Care Systems Service Support Programme March 2016 .	
ICT 01e	OC and Desktop OS Replacement Programme March 2016 .	
ICT 01f	Continued Lync Enhancement Programme March 2016 .	
ICT 01g	Interactive Web Services Enhancement and further SharePoint Integration March 2016 .	
ICT 01h	Further development of commercial ICT opportunity within desktop, hosting and DR provision March 2016 .	

ICT 02d	Continued development of document management and distribution services - March 2015.	
ICT 04a	Conduct & Evaluate point of contact Satisfaction survey for ICT & Support Services - March 2015.	









Supporting Commentary

Work on the Virtualisation Platform, which will realise considerable benefits over the coming years, is now at a crucial stage with major components now in place and being tested.

The Cloud services platform continues in its development and will enhance remote access and security and enhancements to SharePoint have now been successfully deployed including those to records management interfaces.

All other objectives have been delivered as planned and, as referred to earlier in the report, commercial activity remains a focus as we move into the new financial year.

Key Performance Indicators


Ref	Measure	14 / 15 Actual	15 / 16 Target	Q4 Actual	Q4 Progress	Direction of travel
ICT LI 01	Average availability of the Council's operational servers (%).	99	99	99		
ICT LI 02	Average availability of the Council's WAN infrastructure (%).	99	99	99		
ICT LI 04	% of all responsive repairs completed within 2 working days.	86	80	80		
ICT LI 08	Average working days from delivery to completion of a new PC.	5	10	10		

Supporting Commentary

Progress against all measures has been achieved within targeted levels.

Legal & Democracy





Key Objectives / milestones

Ref	Milestones	Q4 Progress
LD 02a	To ensure that all members have been given the opportunity of having a MAP meeting.	

Supporting Commentary

MAP meetings are continually taking place throughout the calendar year.



Key Performance Indicators

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q4 Actual	Q4 Progress	Direction of travel
LD LI 03	Average Time taken to issue prosecutions from receipt of full instructions (working days).	10	10	10		
LD LI 05	Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days).	1	3	1		

Supporting Commentary

Performance at year-end remains at expected levels

Policy, Planning & Transportation**Key Objectives / milestones**

Ref	Milestones	Q4 Progress
PPT 01a	Deliver 2015/16 major bridge maintenance works programme. March 2016.	
PPT 03	To deliver the 2015/16 LTP Capital Programme March 2016.	





Supporting CommentaryIntegrated Transport:











- Schemes delivered in Q4 include: Hale Road / Ditton Road signal junction improvement to provide a Toucan Crossing on the STEP Mersey corridor cycle route.
- Reconstruction of Kingsway central reserve is in development and to take place in 16/17.

Highway Maintenance:

The carriageway and footway programmes of resurfacing and reconstruction have been phased over the course of the year and delivery to the full budget allocation has been completed.

Key Performance Indicators

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q4 Actual	Q4 Progress	Direction of travel
PPT LI 02	Net additional homes provided.	501	552	471 (2015/16)		
PPT LI 03	Number of affordable homes delivered (gross).	254	138	146 (2015/16)		

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q4 Actual	Q4 Progress	Direction of travel
PPT LI 04	Processing of planning applications as measured against targets for:					
	a) 'Major' applications	75%	60%	100%		
	b) 'Minor' applications	43.75%	80%	70%		
	c) 'Other' applications	85.71%	80%	86%		
PPT LI 11	Damage to roads and pavements (% dangerous damage repaired within 24 hours).	98%	98%	100%		
PPT LI 12	Average number of days taken to repair street lighting fault: non-DNO (Street lights controlled by the authority).	5	5	6		

Supporting Commentary

PPT LI 02 & 03

474 gross completions - 142 of these were affordable homes (30%) (compared to 260 (51%) gross in 2014/15)

- 1 demolition
- 1 loss from conversions
- 1 loss from change of use
- 471 net completions (Compared to 501 net completions in 2014/15)

147 units currently under construction (compared to 74 under construction in 2014/15).

PPT LI 04

Majors are on target and above designation criteria (designation criteria increasing to 50% of decisions within 13 weeks and is being extended to apply to non-major decisions (amendment in the Housing & Planning Bill). Minor applications below 80% target due to the close working with applicants to overcome objections raised during the processing of the application. In the light of the Housing Bill changes, officers will now encourage applicants to formally request 'extension of time' where applicants need more time to amend submissions.

PPT LI 11

Figures confirmed via monthly KPI results from Contractor.




PPT LI 12

Target not met due to staff changes at the contractor. This has been raised with the contractor, who has arranged for additional dedicated resources.




Public Health

Key Objectives / milestones



Ref	Milestone	Q4 Progress
PH 01	Prevention and early detection of cancer: Working with partner organisations to improve early detection of the signs and symptoms of cancer.	

Ref	Objective	
PH01a	Work with PHE to ensure targets for HPV vaccinations are maintained in light of national immunisation Schedule Changes and Service reorganisations.	
	<p>Supporting commentary</p> <p>Initial preliminary results show that first dose HPV vaccination are above 90% target for year, and dose 2 is already almost at target despite not being formerly reported until 2017. We will continue to engage with current school nurse providers to support high level delivery.</p>	
PH01b	Working with partners to identify opportunities to increase uptake across the Cancer Screening Programmes by 10%.	
	<p>Supporting commentary</p> <p>Halton is currently working across the wider Merseyside authorities area alongside Public Health England (PHE) on a Bowel Cancer Screening Campaign to encourage individuals to 'Use your Kit'. The campaign features TV, Radio as well as visible promotional materials on Street signs, bus shelters, buses, taxis etc. The evaluation is ongoing and previous evaluation of the marketing campaign has proven effective elsewhere.</p> <p>Breast screening uptake at 71.4% is above the national target of 70%. There is still wide practice variation for uptake across the Borough. The service is offered from a mobile screening unit. Until recently the unit was located at the Highfield Hospital site, but due to essential demolition work, was forced to move location at short notice. The unit will be based in Warrington for a period of time which may adversely affect uptake in the short term. We are working with the unit to identify a longer term solution to relocate more locally as soon as possible.</p>	
PH01c	Ensure Referral to treatment targets are achieved and minimise all avoidable breaches.	
	<p>Supporting commentary</p> <p>62 day breaches for referral to a cancer treatment are now being reported through the Halton System Resilience Group which includes the CCG and adult social care. Individual breaches by hospitals continue to be investigated and analysed so that the root causes for the delays can be assessed and mitigated. 62 Day referral is currently above target indicators. Public Health and CCG are currently working with Trusts to improve reporting and system wide assurance.</p> <p>A new Health and Wellbeing Cancer Action plan is being developed to address system wide issues which should help develop a system approach to reducing breaches.</p>	


Ref	Objective
PH 02	Improved Child Development: Working with partner organisations to improve the development, health and wellbeing of children in Halton and to tackle the health inequalities affecting that population.



Ref	Milestone	Q4 Progress
PH02a	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 March 2016 .	
	<p>Supporting commentary</p> <p>Work is underway with the Health Visiting Service to ensure that the additional components of the national Healthy Child Programme will be delivered to all eligible families. For example, each child aged 24 – 30 months will have a health developmental check, the results of which will be shared with the early years setting to inform their assessment of the child and services will collaboratively put in place a support package as required. Also the ‘BabyClear’ smoking cessation programme is being delivered in Halton to enhance smoking cessation support to all pregnant women.</p> <p>Public Health and the CCG are working with the local hospitals to place a paediatrician in the community. The pilot aims to increase access to paediatric expertise within the community for families and importantly for health professionals. This will build knowledge and expertise, which has been shown elsewhere to improve patient care, and reduce attendance by families at A&E A paediatrician has been recruited to this programme by the hospital trust and is in a substantive post, which will continue beyond the programme.</p> <p>In collaboration with children’s commissioners researchers have been recruited to better understand child development in Halton, and make recommendations for how it can be improved.</p>	
PH02b	Fully establish the Family Nurse Partnership programme March 2016 .	
	<p>Supporting commentary</p> <p>Halton’s Family Nurse Partnership programme is fully operational, all staff have been trained, and mothers are being recruited to the programme. At present the service has the capacity to work with all eligible families. This programme supports young teenage parents to improve outcomes for their children. The programme has now been recruiting patients for a year, and an event in January 2016 is taking place to reflect on progress made.</p>	
PH02c	Facilitate the Halton Breastfeeding programme so that all mothers have access to breastfeeding-friendly premises and breastfeeding support from midwives and care support workers. Achieve UNICEF baby friendly stage 3 award March 2016 .	
	<p>Supporting commentary</p> <p>Bridgewater Community Health Trust, Halton and St Helens division achieved Stage 3 UNICEF Baby Friendly Inspection (BFI) status in July 2015. Achieving stage 3, the final BFI stage, shows that the services are fully able to support women to breastfeed through their policies, training and staff knowledge. Breastfeeding support continues to be available across the borough in community and health settings. The infant feeding coordinator and children’s centres are working towards achieving BFI in the children’s centres.</p>	

Ref	Objective
PH 03	Reduction in the number of falls in Adults.


Ref	Milestone	Q3 Progress
PH03a	Development of new triage service between Rapid Access Rehabilitation Team and Falls Specialist Service.	
	<p>Supporting commentary The new pathway that incorporates the initial falls triage is now in place and complete. The impact has been positive in relation to patients time to assessment.</p>	
PH03b	New Voluntary sector pathway developed to support low-level intervention within falls in the borough.	
	<p>Supporting commentary The pathway is on course and now includes low-level services including falls exercise, environmental checks and telecare installations. This has helped to further support the overall redesign of the falls service that has seen a significant reduction in areas such as hospital readmissions and a reduction in the number of people suffering a fracture neck of femur. The next stage is to further increase the voluntary sector support which will take place over the next quarter.</p>	



Ref	Objective
PH 04	Reduction in the harm from alcohol: Working with key partners, frontline professionals, and local community to address the health and social impact of alcohol misuse.

Ref	Milestone	Q4 Progress
PH04a	Implement the Halton alcohol strategy action plan working with a range of partners in order to minimise the harm from alcohol and deliver on three interlinked outcomes: reducing alcohol-related health harms; reducing alcohol-related crime, antisocial behaviour and domestic abuse and establishing a diverse, vibrant and safe night-time economy.	
	<p>Supporting commentary Good progress is being made towards implementing the Halton alcohol strategy action plan. Key activity includes:</p> <ul style="list-style-type: none"> ▪ Developing a coordinated alcohol awareness campaign plan. ▪ Delivery of alcohol education within local school settings (Healthitude, R U Different, Amy Winehouse Foundation, Cheshire Police, Alcohol education Trust, wellbeing web magazine). ▪ Ensuring the early identification and support of those drinking above recommended levels through training key staff members in alcohol identification and brief advice (alcohol IBA). ▪ Reviewing alcohol treatment pathways ▪ Working closely with colleagues from licensing, the community safety team, trading standards and Cheshire Police promote more responsible approaches to the sale of 	




Ref	Milestone	Q4 Progress
	<p>alcohol (e.g. promotion of Arc Angel and the local pub watch schemes within Halton), promoting a diverse night-time economy.</p> <ul style="list-style-type: none"> Working to influence government policy and initiatives around alcohol: 50p minimum unit price for alcohol, restrictions of all alcohol marketing, public health as a fifth licensing objective. 	
PH04b	<p>Deliver a local education campaign to increase the awareness of the harm of drinking alcohol when pregnant or trying to conceive.</p> <p>Supporting commentary</p> <p>The 'please stop drinking mummy' campaign ran from February to July 2015, and is still ongoing through social media and websites. The campaign has been well received with good traffic to sites, and positive feedback from midwives that it has helped them to discuss drinking habits with pregnant women.</p>	
PH04c	<p>Hold a community conversation around alcohol – using an Inquiry approach based on the citizen's jury model of community engagement and ensure recommendations for action are acted upon by all local partners.</p> <p>Supporting commentary:</p> <p>The Inquiry group have developed recommendations for local action related to: alcohol education in schools and educating parents, alcohol licensing and promoting responsible retailing, alcohol advertising and education around alcohol especially awareness of alcohol units and recommended safe drinking levels. These were shared with local stakeholders at a well-attended launch event held in June. Local stakeholders will now support the group going forward in making these recommendations a reality. Members of the Inquiry group attended the local alcohol strategy group to ensure their recommendations are taken forward locally.</p>	

Ref	Objective
PH 05	Prevention and early detection of mental health conditions: Working with schools, GP practices, and Children's Centres to improve the mental health and wellbeing of Halton residents

Ref	Milestone	Q4 Progress
PH05a	<p>Successfully implement a new tier 2 Children and Young Peoples Emotional Health and Wellbeing Service.</p> <p>Supporting commentary</p> <p>Five Boroughs NHS trust have been jointly commissioned by the CCG and Public Health to deliver the tier 2 children and young people's mental health service. This service has now been in place since July 2015 and as well as providing the targeted mental health service, work will include mental health and wellbeing training for staff working with children and young people, such as schools, school based face-to-face work and an online counselling service.</p>	








Ref	Milestone	Q4 Progress
PH05b	Monitor and review the Mental Health Action plan under new Mental Health Governance structures.	
	<p>Supporting commentary</p> <p>The action plan and activity reports from sub groups are reviewed at the Mental Health Oversight Board.</p> <p>All new Mental Health roles have individuals in post and are beginning to move forward the mental health promotion and delivery agendas.</p>	
PH05c	Implementation of the Suicide Action Plan.	
	<p>Supporting commentary</p> <p>Good progress is being made towards implementing the Suicide strategy action plan. This work is being overseen by the Halton suicide prevention partnership.</p> <p>Key developments include:</p> <ul style="list-style-type: none"> ▪ Working towards Halton being a suicide safer community ▪ Developing a local multi-agency suicide awareness campaign plan ▪ Developing a local training plan to deliver suicide awareness training for community members, local community groups and key professionals who interact with known groups at high risk of suicide ▪ Halton being part of a pilot programme across Cheshire and Merseyside to provide a support service for individuals bereaved by suicide. Evaluation is being inbuilt into the plan and will be undertaken by CLAHRC on behalf of the Cheshire and Merseyside collaborative. It is anticipated that some evaluation work would be available late summer, early Autumn, prior to the completion of the current contract in December 2016. The service became operational on the 1st April 2015 and provides support to anyone who has been affected by suicide within Halton. 	

Key Performance Indicators

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q4 Actual	Q4 Progress	Direction of travel
PH LI 01 ¹	Mortality from all cancers at ages under 75 Directly Standardised Rate, per 100,000 population <i>Published data based on calendar year, please note year for targets.</i>	179.8 (2014)	185.6 (2015)	169.2 (2015)		
PH LI 02 ²	A good level of child development.	46% (2013/14)	TBC (Awaiting confirmation)	54.7% (2014/15)	N / A	

¹ Please note, PH LI 01 and PH LI 03 are based on directly standardised rates. During 2014 the standard population used for such calculations was updated, as such the rates displayed here could differ substantially from those previously produced. In these terms, the rates stated here, and from now on, are not comparable to those previously stated.

² PH LI 02 and ²PH LI 06 - Actuals and targets are reported one year in arrears

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q4 Actual	Q4 Progress	Direction of travel
			of new target definition)			
PH LI 03	Falls and injuries in the over 65s. Directly Standardised Rate, per 100,000 population (PHOF definition).	3237.6	3263.9	2904.1 (Oct 14 – Sep 15)		
PH LI 04	Alcohol related admission episodes - narrow definition Directly Standardised Rate, per 100,000 population	814.0 (2013/14)	808.4	753.2 (Q2 15/16)		
PH LI 05	Under 18 alcohol-specific admissions Crude Rate, per 100,000 population	60.5 (11/12 to 13/14)	55.0	Annual data only		N / A
PH LI 06 ²	Self-reported wellbeing: % of people with a low happiness score	12.1% (2013/14)	11.1%	11.8% (2014/15)		

Supporting Commentary

PH LI 01

The Data methodology for this indicator has changed from previous years making comparison with previous year's data difficult. Despite some annual fluctuations data does show an overall continual improvement with decrease in premature death from cancer over recent years.

PH LI 02

There has been an improvement in the number of children reaching a good level of development, but this remains low.

PH LI 03

No update from previous quarter available

PH LI 04

No update from previous quarter available

PH LI 05

Good progress is being made related to this indicator with the number of under 18 alcohol-specific admissions continuing to reduce and below the 2015/16 threshold (target).

PH LI 06

Recent data identifies that we have not achieved target for 2014/15 with a higher self-reported low happiness score, though this still shows improvement on previous year's scores.

Community & Environment

Key Objectives / milestones







Ref	Milestones	Q4 Progress
CE 1	Continue to implement the Sports Strategy (2012-15) March 2015. (AOF 1 & 2)	
CE 2	Identify areas for improvement in line with the Business Plan and Marketing Plan January 2015. (AOF 1, 2, 19 & 22)	
CE 3	Deliver a promotion and educational campaign - September 2014 and January 2015. (AOF 1)	
CE 4a	Implement the new Library Strategy 2013-16 March 2015. (AOF 6, 7, 13, 14, 22)	
CE 4b	Deliver a programme of extended informal learning opportunities including support for digital inclusion meeting identified local targets March 2015 (AOF 6, 7, 13, 14, 22)	



Supporting Commentary

All areas for improvement were developed and delivered successfully in 2015 – 16 with work now being undertaken for the coming financial year.

As referred to earlier in this report the active promotion of the Schools Meals offer has a positive impact in mitigating against the necessary price increase that was introduced in April 2015 with numbers of sales falling only slightly.

Key Performance Indicators

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q4 Actual	Q4 Progress	Direction of travel
CE LI 2	Diversity – number of community groups accessing stadium facilities	24	15	28		
CE LI 4	Number of active users (physical & digital resources) of the library service during the last 12 months	N / A	16,500	255,0952	N / A	N / A
CE LI 4a	Number of physical and virtual visits to libraries (annual total)	598,632	612,000	323,779	N / A	N / A
CE LI 5	% of adult population (16+) participating in sport each week (Previously NI8).	25%	24%	23.8%		
CE LI 6	% Take up of free school meals to those who are eligible - Primary Schools	91.7%	85%	86%		

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q4 Actual	Q4 Progress	Direction of travel
CE LI 7	% Take up of free school meals to those who are eligible - Secondary Schools	77.1%	75%	77.8%		

Supporting Commentary

CE LI 2

The variety and number of community and groups using the Stadium increases each year proving beyond doubt the Stadium is an integral part of the local community.

CE LI 4 & 4a

New reporting measures are not comparable with targets set in previous years. Revised targets required for 2016-2017 to provide realistic measures of service use.

CE LI 5

The Active People results released December 2015 show that for the two years Oct 2013/Oct 2015 Halton has maintained its increase from 2005 baseline.

CE LI 6

Uptake is still proving very good in this area, the figure is way over the national average.




CE LI 7

The uptake of free school meals in high schools continues to rise this has been the highest year so far and clearly bucks the national trend.





7.0 Application of Symbols

Symbols are used in the following manner:

Progress Symbols

<u>Symbol</u>	<u>Objective</u>	<u>Performance Indicator</u>
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 at this stage</u> 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

Green 	Indicates that performance is better as compared to the same period last year.
Amber 	Indicates that performance is the same as compared to the same period last year.
Red 	Indicates that performance is worse 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:	Executive Board
DATE:	16 June 2016
REPORTING OFFICER:	Strategic Director, Community & Resources
PORTFOLIO:	Resources
SUBJECT:	ICT & Support Services Capital Programme
WARDS:	Borough-Wide

1.0 PURPOSE OF THE REPORT

1.1 To outline to the Executive Board the ICT & Support Services Capital Programme, highlighting the proposed programme of activities which support the maintenance and development of the Councils technology infrastructure. Full Council agreed the Capital Allocation at its March 2016 meeting.

2.0 RECOMMENDATION: That the Executive Board notes and approves the programme and IT Capital Programme spend profile for 2016/2017.

3.0 SUPPORTING INFORMATION

Supported by last year's capital programme the authority's technology infrastructure has undergone a considerable upgrade with major changes to:

- The Internal Network
- The Wi-Fi infrastructure
- The Server infrastructure
- The Storage infrastructure
- Server Infrastructure Licensing through a VMware Enterprise Agreement.

These changes have given the authority what is now a multi-site resilient technology architecture that will enable the delivery of a true cloud based service to all of its users. At the same time this new architecture has allowed the consolidation of the authority's server infrastructure and this split solution (Municipal Building/Picow Farm) enables the two data centre locations to work as one, seamlessly spreading the load on the services and creating greater resilience of the Council's vital IT infrastructure.

Server infrastructure licensing is now dealt with under a five year Enterprise Agreement with VMware. This has delivered a 75% discount to the Council through negotiation and a competitive tendering process.

The storage infrastructure along with its associated network and server solutions are also being dealt with under negotiated 5 year support agreements

some of which are based upon the most heavily discounted contracts for 2015/16 from a number of vendors reducing the authority's total cost of ownership over this period. Software licenses presented one of the biggest ongoing costs of IT for the Council. Obtaining the most cost effective arrangements in place is crucial.

The authority's prudent use of its Capital Programme has allowed this architecture to incrementally grow into what is now a cost effective facility using the best of breed technologies. This facility will now serve the authority's need for change and innovation over the coming years.

Key Programme Areas for the 2016/2017 ICT Capital Programme:

It is proposed that the Capital Programme for this year will be split into 3 distinct areas: Licensing, Desktop Development and Cloud Services.

Licensing

The 2015/16 programme was focused upon the technology infrastructure the 2016/17 programme will focus upon the refresh of the authority's desktop environment and the associated departmental and user requirements.

The drive for greater efficiencies increases the focus upon the individual user's requirements. Many officers throughout the authority require greater flexibility and the ability to access many new in-house systems as well as major third party software packages that in many cases can be shared with external organisations and partners of the authority. Sharing can help reduce the costs to the Council.

This complex requirement linked to the need to use Microsoft server and desktop application licensing has always been a complex and expensive aspect of any IT solution. Licensing rules are constantly evolving which means that the need to set prices and requirements for extended periods becomes essential.

Negotiations have been underway to complete what will become an Enterprise Licensing agreement with Microsoft to compliment the previous year's infrastructure focused agreements. This negotiation with Microsoft and its resellers is now complete and will cost approximately £300,000 per annum under an agreement offering the authority a 55% discount on the standard Government pricing model.

This will offer associated server software, database software, telephony (Lync), desktop operating system, Microsoft Office and the associated Client Access Licenses required to deploy Microsoft solutions.

Desktop and EUC Development

In order to allow the vast array and often complex requirements of many of our user base, innovative and new ways of working will be introduced allowing every desk based work station within the authority the ability to allow any user to sit at that location and access their customised workspace and applications.

This EUC (End User Compute) development project has been underway for the last 12 months creating what will become the ability to access individual applications or a desktop interface on any work station or browser on any device in a secure manner.

This will enable external partners within restricted networks access to HBC based solutions and this will enable officers to access remote working solutions, be that at home or within client locations using an array of available devices.

It will also speed up access times to the desktop environment and improve the technology experience across the board.

Many people across the authority have been using what has been called a VDi desktop successfully for the last two to three years – this new project will develop this experience and takes what is an excellent solution and offers greater flexibility and increased security.

In order to compliment this solution considerable efforts have been made in the background to improve encryption and anti-virus/malware systems, improve SharePoint and expand and improve email facilities. All of these individual yet quite large projects will bring together the new EUC interface that will enhance flexible and remote working across the Council.

This project will include the upgrade and refresh of the McAfee Security Solution at approximately £160,000, again over a period, to compliment other developments.

A further 30 smaller software, infrastructure and maintenance developments supporting this solution will take approximately £160,000 to complete.

Devices:

In order to allow each workstation within the authority to become generic the programme will, over the next 18 months, start to remove and replace those Laptop's and PC based devices with terminal based devices, allowing those users that do not require their own device greater flexibility, also reducing the considerable replacement costs associated with fixed devices in the longer term. Those that require a mobile device will retain the use but those that do not require such flexibility will have the option to use any location or utilise pooled devices if required.

This is expected to cost in the region of £500,000 over an 18 month period, but the life expectancy of these devices can be between 7 – 10 years, so reducing the repair, maintenance and replacement impact long term.

Cloud Development

Digital storage is now the biggest concern associated with any centralised or cloud based technology solution. In summary file sizes are increasing as software solutions offer greater and improved functionality. Fast secure access to digital data is now essential rather than desirable.

A project is in place to develop a low cost means of storing and accessing those documents that are essential and require archiving, due to legislative retention periods or business need. The Records Management Unit is proving invaluable in providing a central point for records for the Council.

As with all technical solutions fast access comes at a cost, so the storage used to house server based solutions is based upon fast digital disks and as such is expensive. All of this has to be backed up onto some form of disk on a daily basis with extended retention policies in place for many services. This means that the amount of storage space starts to become considerable and costly over a short period of time, particularly given the need to reduce office space, and greater use of centralised data increases.

Data retention policies are currently under review given the costs associated with records retention.

This review will look at the removal of inactive data in the context of both legislation and corporate policy. This project will also look at the media the authority's data resides upon as well, by looking into new technologies that will enable inactive data to be backed off to low cost slower media – whilst retaining the high value faster media for essential day to day operation. When discussing slower media it must be remembered that this is still enterprise class media but a user may wait 1 or 2 seconds to retrieve a document rather than gain the millisecond response expected with current data.

The cost of the project to release approximately 350 Terabytes of data will be approximately £200,000.

Proposed Financial Spend Profile:

Licensing:	£300,000
EUC Desktop developments:	£320,000
Device Replacement:	£500,000 (over 18 Months)
Cloud:	£200,000
Total	£1,320,000

As detailed above the projected spend profile exceeds the budgetary allowance of £1.1 million. However, the device replacement programme owing to the amount of work involved in replacing such a considerable number of devices, will be spread over an 18 months period, and as always, through negotiation and competitive procurement, the aim is to reduce costs at every opportunity, as shown through recent procurement and solution deliveries. The programme will be delivered within the budget allocated by the Council.

4.0 POLICY IMPLICATIONS

4.1 None

5.0 OTHER IMPLICATIONS

5.1 The ICT Capital programme will continue to be scrutinised by the ICT Strategy Board, monthly meetings with the Strategic Director, Community & Resources, monthly review with Financial Services and fortnightly meetings with the Resources Portfolio Holder.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

The proposal will support staff in delivering the service efficiently and in modern ways.

6.2 Employment, Learning and Skills in Halton

The proposal will support staff in delivering the service efficiently and in modern ways.

6.3 A Healthy Halton

The proposal will support staff in delivering the service efficiently and in modern ways.

6.4 A Safer Halton

The proposal will support staff in delivering the service efficiently and in modern ways.

6.5 Halton's Urban Renewal

The proposal will support staff in delivering the service efficiently and in modern ways.

7.0 RISK ANALYSIS

7.1 The key risk of the project is ensuring that there is an effective balance between supporting evolving business needs and supporting existing working practices. By implementing the correct technology, alignment with the Accommodation Strategy and effective training programme and project management, this key risk will be mitigated.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 No issues

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

9.1 None for the purposes of the Act

REPORT TO: Executive Board

DATE: 16 June 2016

REPORTING OFFICER: Strategic Director, People & Economy

PORTFOLIO: Resources

SUBJECT: Corporate Security Contract

WARDS: Borough-Wide

1.0 PURPOSE OF THE REPORT

1.1 The purpose of the report is to notify members that a tender opportunity for Corporate Security Services is to be published via The Chest in compliance with the EU Public Procurement Regulations 2006 and Procurement Standing Orders, following our existing provider Select Security (North West) Ltd going into administration on January 19th 2016. The report also seeks to notify Members that the Chief Exec approved a waiver of standing orders under standing order 1.8.1 emergency powers in respect of the interim security provision.

2.0 RECOMMENDATION: That

- 1) Members note the intention to procure a new corporate security contract in line with the EU Public Procurement Regulations 2006 and procurement standing orders; and**
- 2) Members note that the Chief Executive approved a waiver of standing orders, under Procurement Standing Order 1.8.1. Emergency Procedures, in respect of the provision of interim security arrangement until such time that a new contract is awarded.**

3.0 SUPPORTING INFORMATION

3.1 Select Security (North West) Ltd were awarded the Corporate Security Contract following a procurement exercise last year, the contract commenced on 1st June 2015, it being for a 3 year period with the option to extend for a further period of 12 months subject to satisfactory performance.

- 3.2 The company was placed into administration on 19 January 2016 by its secured creditor, Pulse Finance Cashflow 2 Limited. The business and assets were sold on 22nd January 2016, the name of the purchasing entity was ANBP Management Contract Services (NW) Limited (“ANBP”). A change of company name has since taken place and the company is now called Select Security (NW) Limited.
- 3.3 The Council was initially unaware that Select Security (North West) Ltd had gone into administration as the services provided under the security contract continued after 19th January 2016 with no notable change. In early February 2016, the Council became aware that SSNW Ltd had gone into administration and that the new company, Select Security (NW) Ltd, had taken on the provision of services under the contract following the purchase of the business and assets of SSNW Ltd.
- 3.4 Following a meeting it was acknowledged that, as an interim measure, the Council had little option but to continue with the current provider of the security contract. This decision was subject to them demonstrating that they had everything in place necessary to deliver such a service, this has since been verified, as such a waiver of standing orders was given by the Chief Executive under standing order 1.8.1. emergency procedures.
- 3.5 A letter has been issued to Select Security (NW) Ltd informing them of the following:-
- The original contract awarded to Select Security (North West) Limited on the 1 June 2015 (“original agreement”) has not been novated or assigned to Select Security (NW) Limited.
 - Under the original agreement the Council has exercised its right, via notice in writing, to terminate the said agreement following the passing of a resolution by SSNW Ltd in relation to its dissolution and the appointment of an Administrator. In addition the Council will be writing separately to the Administrator to confirm that it will be exercising its right to terminate the original agreement.
 - The Council intends to re-tender the security services provision by undertaking a full EU procurement process. Select Security (NW) Limited, along with any other interested parties, will be able to submit a tender for the service.
 - The Council has agreed to allow the existing security services provision to be delivered by Select Security (NW) Limited on an interim basis pending the completion of the re-tendering process.

- 3.6 The new procurement arrangements will see us let 1 main contract with 3 separate sections, covering Open Spaces & Sports Development, Corporate Premises and the Brindley & Stadium. The new contract will be for a 3 year period with the provision for A 12 month extension subject to satisfactory performance giving a maximum contract length of 4 years.
- 3.7 Funding for the security services delivered under the new contract will come from a variety of areas from across the Council but will be contained with existing Council Budgets.

4.0 POLICY IMPLICATIONS

- 4.1 The new contract will be procured in-line with procurement standing orders and is to be evaluated on both cost and quality thus ensuring that the most economically advantageous terms are obtained for the Council

5.0 OTHER IMPLICATIONS

- 5.1 The total estimated annual expenditure under the contract is £620,000, which is broken down as indicated below. The total value of the contract over 4 years is therefore estimated to be £2.48m.

Corporate Buildings £387,000
Open Spaces & Development £135,000
The Brindley & Stadium £98,000

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

The provision of a security contract will help ensure that the Council's property and land portfolio is managed and maintained to ensure the security and safety of all those who use and operate Council run services.

6.5 Halton's Urban Renewal

None.

7.0 RISK ANALYSIS

7.1 There are no key risks associated with the procurement of a new corporate security contract

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 None

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

9.1 None for the purposes of the Act.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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