

# Public Document Pack



## Executive Board

Thursday, 15 December 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
<b>1. MINUTES</b>	
<b>2. DECLARATION OF INTEREST</b>	
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.	
<b>3. PHYSICAL ENVIRONMENT PORTFOLIO</b>	
<b>(A) HALTON HOUSING TRUST (HHT) ANNUAL REPORT</b>	<b>1 - 26</b>

*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, 19 January 2017*

Item	Page No
4. HEALTH AND WELLBEING PORTFOLIO	
(A) OLDER PEOPLE'S HOUSING SUPPORT SERVICES - KEY DECISION	27 - 32
5. TRANSPORTATION PORTFOLIO	
(A) INTRODUCTION OF WAITING RESTRICTIONS TO PREVENT PARKING ADJACENT TO MOORE PRIMARY SCHOOL	33 - 47
6. RESOURCES PORTFOLIO	
(A) DIRECTORATE PERFORMANCE OVERVIEW REPORTS FOR QUARTER 2 2016/17	48 - 106
7. SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972 AND THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985	
<b>PART II</b>	
<p>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 <b>RECOMMENDED</b> 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 items 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.</p>	
8. RESOURCES PORTFOLIO	
(A) PROPOSED DISPOSAL OF THE FREEHOLD INTEREST IN THE CROFT PUB, RUNCORN	107 - 116

*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:** 15 December 2016

**REPORTING OFFICER:** Strategic Director, People

**PORTFOLIO:** Physical Environment

**SUBJECT:** Halton Housing Trust Progress Report

**WARD(S):** Borough wide

#### **1.0 PURPOSE OF REPORT**

- 1.1 In accordance with the monitoring framework agreed prior to housing stock transfer, this report provides a further update on Halton Housing Trust's progress since the last report to Executive Board on the 17<sup>th</sup> September 2015.

**RECOMMENDATION: That Executive Board Members note the progress set out in the report.**

#### **3.0 SUPPORTING INFORMATION**

Nick Atkin, Chief Executive of Halton Housing Trust and Ingrid Fife, Chair of the Board, Halton Housing Trust, will attend the meeting to present the attached report that sets out progress to date.

#### **4.0 POLICY IMPLICATIONS**

- 4.1 There are no policy implications arising from this report.

#### **5.0 FINANCIAL IMPLICATIONS**

- 5.1 None identified.

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

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

None identified.

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

Halton Housing Trust is a major employer in the Borough and a range of employment and skills opportunities are available.

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

Housing plays a key part in the health of individuals and grants to support community living are provided by the Council.

**6.4 A Safer Halton**

None identified.

**6.5 Halton's Urban Renewal**

Housing is an important contributing factor to some parts of the areas renaissance.

**7.0 RISK ANALYSIS**

7.1 Regular meetings between the Chief Executive of Halton Housing Trust, the Strategic Director, People and officers of Halton Borough Council take place to discuss a range of issues and to explore risks.

**8.0 EQUALITY AND DIVERSITY ISSUES**

8.1 A range of joint partnerships are being considered, for example, joint training and work with migrants.

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

None identified.



# **Annual Report to HBC Executive Board**

**November 2016**

## 1. Introduction

### *Brief history*

- 1.1 Halton Housing Trust (HHT) is a company limited by guarantee, a registered charity, and a Registered Provider of social housing that was formed to take transfer of the housing stock of Halton Borough Council on 5<sup>th</sup> December 2005. We operate in the Cheshire towns of Widnes and Runcorn. Almost all of our 6,767 homes (excludes Open Solutions UK) are for general needs rent to people on low incomes.

### *Operating Environment*

- 1.2 The operating environment in which the Trust is working is becoming increasingly challenging. In July 2015 the Budget included a 1% reduction in rents for four years to March 2020, a benefits freeze and change to the benefits cap. These together with the extension of Right to Buy opportunities, will have a significant impact.
- 1.3 In response to the 14% reduction in our income (£10 million) over the next four years, we have undertaken a significant amount of work and analyse to understand the detailed impact of potential savings. This is enabling us to make some further changes to how we think and work.
- 1.4 We need to accept that our world has changed and there is no going back. The reduction in our rental income provides an opportunity to ask much harder questions on what value is being added by some of the work we are doing and whether we are actually best placed to continue to do this. Some things can be done when times are good but we are about to head into a much tougher financial and operating environment and we need to cut our cloth accordingly. This will fundamentally affect the services we are able to offer.

- 1.5 As part of our stress testing and scenario planning, we have identified a range of options to deal with unforeseen economic factors. These are invaluable in enabling us to respond to any further threats to our future financial viability.

***Key achievements***

- 1.6 We said it in 2015, but yet again, the 2015/16 financial year has been our best ever in terms of what we have achieved and performance across our core areas. Over the last 12 months we have delivered a number of significant achievements and outcomes. We are increasingly becoming a leading player in several areas as a result of our innovative approach and solutions to the challenges we face.

- 1.7 Some of our key organisational achievements include:

- Continued investment in our homes and neighbourhoods: In 2015/16 we invested a further £8m in improving our customers homes and neighbourhoods. This represents over £138m investment in the ten years since transfer and has radically improved the quality of our homes and neighbourhoods.
- Completed the construction of 146 new homes and one buy back to meet demand for homes in these areas. This has taken the number of new homes built to 818.
- Purchased sites and land for future development, ensuring we are well placed to provide a continued pipeline of homes.
- Purchased an additional 24 properties for market rent through our subsidiary company, Open Solutions (OSUK) Ltd.
- Continued the implementation of our Digital First Programme to change the way that our customers access our services, enabling us to provide more intensive support to those customers who really need it
- Outperformed our targets in all our key performance 'lifeblood' [measures](#).
- Secured value for money savings totalling £1.3 million.
- Contributed £560,427 to the Council from the VAT Shelter and Right to Buy Sharing Agreements.

### ***Key Partnerships***

- 1.8 We have continued to actively support and contribute to a wide range of local strategic partnerships and groups across Halton. We value the opportunity this involvement offers to influence and contribute to key local and regional strategic decision and policy making.
- 1.9 We also recognise the value of partnership working across Halton and appreciate how this contributes to the ongoing development of the Trust and its business as well as how it impacts so positively on the lives of our customers.
- 1.10 We enjoy a strong strategic relationship with Halton Borough Council and we continue to be represented and play an active role in contributing towards the Council's five strategic priorities. Appendix 4 demonstrates how our work is contributing to each of these.
- 1.11 The Trust's activities have enabled £560,427 to be paid to the Council under the arrangements agreed at transfer. This is comprised of £382,517 from the VAT Shelter and an additional £177,910 from Right to Buy sales.
- 1.12 Our other key partnerships include:
- Widnes Vikings RLFC
  - The Valhalla Foundation
  - Halton Credit Union
  - Riverside College Halton
  - Power in Partnership
  - Project Up/Groundwork Trust
  - Norton Priory Museum and Gardens
  - Halton Haven Hospice.



## 2. Our Direction (OD2.0)

### *Our vision*

- 2.1 Since 2012, [Our Direction](#) has provided the framework for how we run Halton Housing Trust. We have achieved a lot and we will continue to Improve People's Lives in the future.
- 2.2 External changes and better knowledge of our customers has led us to review our approach. Our Direction (OD2.0) is our framework for the next three years.
- 2.3 We expect the following trends will continue and have an impact on us: demand for good quality housing, cuts in government spending on welfare and housing, government support for home ownership, an ageing population, rising energy costs and advances in digital technology.

### *Strategic Priorities*

- 2.4 For Our Direction (OD2.0) three of our current priorities are as important now as they were in 2012:
1. **Protect Current Income** - we haven't felt the full impact of Welfare Reform yet.
  2. **Reduce Costs and Drive Efficiency** - this will be an ongoing area of focus.
  3. **Focus Resources and Services** - to ensure those who need the most support receive it.
- 2.5 We want to improve more people's lives in future and to do that, we believe we need to invest to become more flexible so that we can adapt. This is the focus for our two new priorities:
4. **Grow and Diversify**

- 2.6 We need more homes to achieve our vision. To achieve this we will focus on providing homes and new housing products for a wider group of people.
- 2.7 Almost all our properties are for social rent, which means that we are very dependent on government policy, grants and internal subsidy. It also means that we can't help those who have different needs, which limits our ability to generate income and provide more homes.
- 2.8 Our future focus will also be on providing innovative, attractive, energy-efficient, flexible homes - which cost significantly less to build. These will also be across a much wider range of tenures.

## 5. **Be more flexible**

- 2.9 There are a number of external factors, which are out of our control. Examples include the economy, both locally and nationally, Government Policy, as well as the changing nature of our customers and their expectations and requirements.
- 2.10 We need to invest to become more flexible so that we can adapt to those factors as and when required.
- 2.11 Our people are one of our biggest strengths, we need to keep evolving and we cannot expect our people or our systems to keep doing so without further investment.
- 2.12 We will invest to make the organisation more flexible for the future and build a community where people feel they belong, feel valued, and where they can grow.
- 2.13 Each of our Priorities has a clear Strategy. We use these Priorities to focus resources in the organisation. Our Priorities for 2016/17 are listed in Section 4.

2.14 There are two Principles, which remind us that (1) we all make choices and (2) we should all take responsibility. We use the Principles to make decisions and shape our culture.

2.15 We have six Behaviours, which we expect all of our colleagues to demonstrate.

1. Make decisions
2. Work with others
3. Adapt to change
4. Enjoy your job
5. Challenge how we do things
6. Take ownership

2.16 We have developed 10 Personas, which represent our existing and future customers. We use these to keep our customers at the centre of our thinking.

2.17 Our Direction (OD2.0) enables us to have the flexibility to improve more people's lives in the future.

### **3. Cross cutting themes**

#### *Governance*

3.1 We have a strong, challenging Board who drive the business forward and have been fundamental in setting the strategic direction of the organisation. We operate under the NHF Excellence in Governance Code and expectations and performance are monitored.

3.2 We have adopted the NHF Merger Code. Within this context the Trust continues to explore opportunities for enhanced collaboration and where appropriate, acquisitions.

3.3 We utilise a breadth of highly reputable consultants to advise us of good practice to ensure continuous improvement.

*Value for Money (VFM)*

- 3.4 The Scenarios, Priorities and Principles within Our Direction (OD2.0) underpin our strategic approach to delivering VFM. By using Our Direction (OD2.0) our Board has a basis for making decisions using a framework that is cascaded, understood and utilised throughout all levels of our strategic, operational and decision making processes.
- 3.5 Achieving and demonstrating VFM is integrated into the way we work at the Trust. It is part of our values. We aim to deliver the best we can by making the best use of the resources available to us. We want to ensure we deliver VFM for our customers, our communities and neighbourhoods.
- 3.6 We aim to provide good services that are both affordable for ourselves and our customers. We asked our customers if they feel that the Trust offers value for money for the rent that they pay; 85% say that we do, and that 88% would recommend us as a landlord to a friend or family member.
- 3.7 We have developed our third VFM self-assessment report, which has been included within our Financial Statements and will be published in summary form on our website.
- 3.8 At £187m, the EUV-SH (Existing Use Value Social Housing) valuation of our secured stock has continued to increase. None of our new build stock is secured against our £130m bank loan facility.
- 3.9 We have plans to build a further 476 new homes by using our existing loans at a cost of £52.5m against which we have secured £7.8m of grant funding. We have also committed to invest £20m in our subsidiary company OSUK which specialises in market rent products.
- 3.10 Our operating performance compares favourably to the Global Accounts of our peer group:

- Our management costs have increased but they are still lower than average
- Our routine and planned maintenance costs have reduced and are significantly lower than average
- We recognise that our major repairs costs are still higher than average as a result of our continued policy of investing in our existing homes. However they have significantly reduced over the last two years.
- Our rent arrears and bad debt charges are significantly lower than the average. Our financial forecast anticipates that they will increase as a result of Welfare Reform.
- Void losses are exceptionally low and expected to continue to be so as strong demand for our properties continues.
- Our headline Social Housing Cost per Unit has reduced and is lower than average.
- Our operating surplus has increased following a review of our approach to capitalising major repairs costs and is higher than average

3.11 We continue to track this information on an annual basis to see how our actual and forecasts compare and change.

3.12 Our rents remain amongst the lowest in the Borough when compared to the other housing associations in Halton.

3.13 During 2015/16 we achieved value for money efficiency savings totalling £1.3 million.

#### *Health & Safety*

3.14 As a landlord and employer we have a duty of care to ensure all employees and customers are safe in the environments we provide, whether that is their place of work or their home. We use an independent Health and Safety advisor to ensure compliance with statutory obligations and to offer advice to employees who have any Health and Safety concerns. We employ a

construction-specific Health and Safety Officer who ensures safe working practices in the way we deliver our repairs and investment work.

3.15 We take action to undertake necessary investment work. Examples of this are the substantial works we have undertaken to a number of our flatted blocks to ensure a safe and agreeable living environment and the programme of cyclical electrical inspections undertaken to ensure all our properties are compliant with current regulatory standards.

### *Diversity*

3.16 We are committed to achieving a working environment, which provides equality of opportunity and freedom from unlawful discrimination on the grounds of race, sex, pregnancy and maternity, marital or civil partnership status, gender reassignment, disability, religion or beliefs, age or sexual orientation. We also aim to provide a service that does not discriminate against its customers in the means by which they can access the services supplied by the Trust.

3.17 The Single Equality Scheme takes account of the requirements within the Equality Act 2010 and the Public Sector Equality Duty (PSED). The framework describes in a single document how the Trust will fulfil its statutory and regulatory requirements to promote equality of opportunity, avoid discrimination, demonstrating its commitment to placing the promotion of equality and diversity at the centre of every aspect of its work.

### *Environmental*

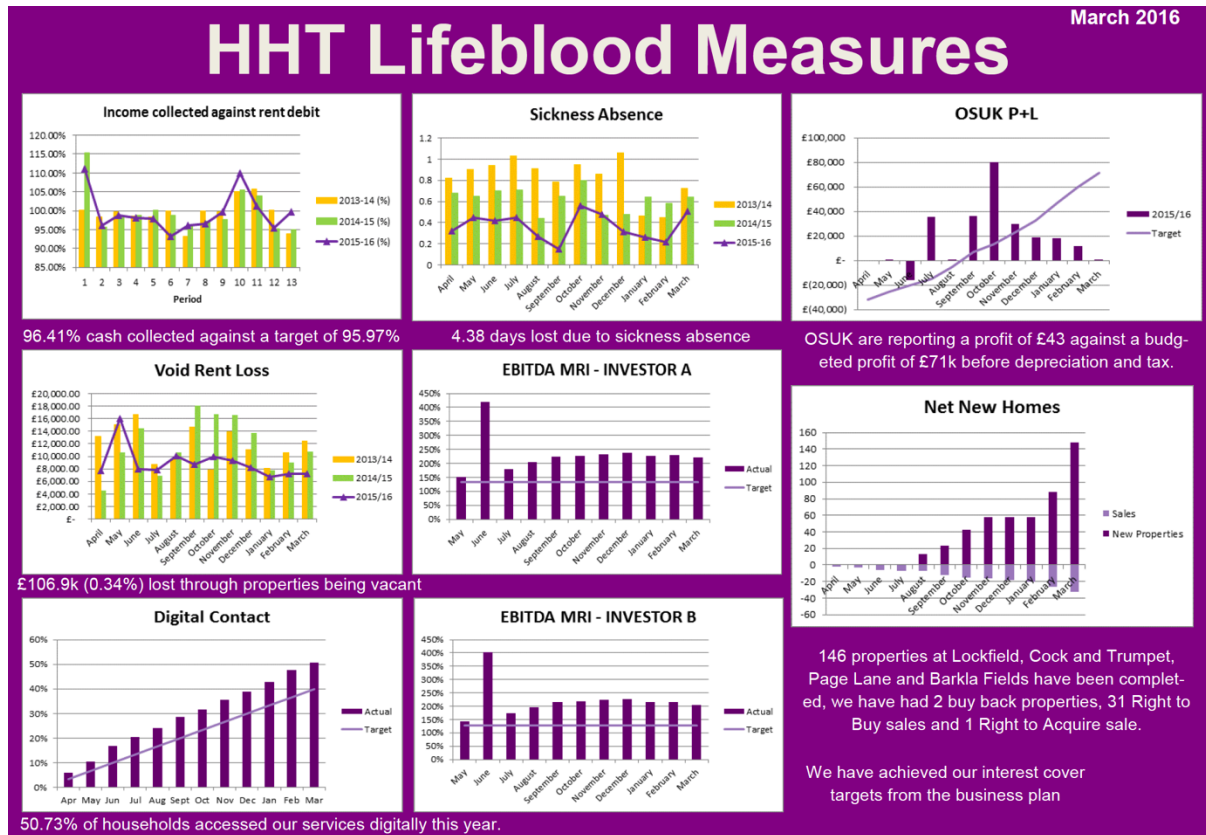
3.18 We aim to reduce the environmental impact of our activities. We acknowledge that sustained change at the Trust will be best achieved by the provision of facilities, information and guidelines to promote encourage and embed permanent behavioural change in all aspects of the business.

3.19 We operate an Environmental Sustainability Policy that shapes the way that the Trust considers its environmental impact across all of its business activities.

#### 4. Key performance indicators

Actual performance for 2015/16 (Appendix 1)

4.1 We have seven key performance indicators that are reported to each Board meeting. These are our lifeblood measures, which are critical to the future wellbeing of the Trust.



4.2 During the year we outperformed the challenging targets that we set. Most notably we achieved the challenging targets in income collection and void rent loss.

4.3 Our sickness absence performance is the best that we have ever achieved.

NROSH data submission (Appendix 2)

4.4 Each year the Trust has to submit data to its Regulator, the Homes and Communities Agency. The submission for 2015/16 reflects our strong performance across a range of key measures. This has ensured the Trust has a strong foundation from which to respond to the ongoing challenges we face.

4.5 Some of the highlights of the data submission include:

- The number of homes owned and managed by the Trust has increased from 6,656 to 6,767. Just 479 (7%) of these homes are being let at an affordable rent, which is lower than anticipated.
- The average social rent for a general needs property is £84.80 (52 weeks). This reflects an increase of 2.3% over the previous year.
- The Trust had just 23 empty homes at the end of the year. This represents 0.3% of the total number of homes.
- The Trust relet 713 homes during the year. This represents a turnover rate of 10.5%.
- The Trust evicted 73 customers during the year. 68 of these evictions were for rent arrears and five for ASB. This is a decrease of 2 from the previous year.
- The Trust sold 32 homes during the year through the RTB and RTA initiatives.

*Targets for 2016/17 (Appendix 3)*

4.6 In line with the approach that has been taken with Our Direction (OD2.0), our framework is designed to report to Board the key activities that should be the focus of its attention.

4.7 The ongoing six monthly review of Our Direction (OD2.0) ensures that our goals are always current and aligned to the changes that are taking place both internally and externally. The Performance Framework continues to be reviewed and updated in line with this.



4.8 There are seven key Board measures, which are fundamentally the same as those measured in 2015/16. There is just one change to reflect our digital journey. The measure, which for the last 12 months has monitored the increase in the number of households who have accessed our services digitally will now move to focus on the proportion of overall customer led transactions that are being conducted digitally. The target is to achieve 70% of customer led digital transactions in March 2017.

4.9 Our key priorities for 2016/17 include:

- Deliver the Acquisitions Strategy for our subsidiary business, OSUK.
- Progress our Priority to “Grow and Diversify”
- Explore merger and acquisition opportunities
- Develop our approach to implementing Our Direction (OD2.0) Priority “Be more flexible”
- Review our approach in the delivery and future planning of our Investment Programme and the key principles for our Asset Management Strategy.
- Continued delivery of our Digital First Programme
- Continue to enhance the modules within our core systems and processes
- Continue with our programme to build new homes using new and innovative construction and design techniques.
- Explore the opportunities to use modern methods of construction and to develop ‘smart’ homes and use data to enable our Investment Programme to be bespoke to each individual home and how it is used/ occupied.
- Build our new office accommodation.
- Develop networks across Halton, which will assist in the delivery of wellbeing priorities
- Reduce our insurance claims through improved liability defence mechanisms.
- Implementation of our new job evaluation system, KPlan, and our new pay framework

4.10 The Performance Management Framework for 2016/17 is designed to ensure the delivery of measures against each of the five strategies that are linked to each of the Corporate Priorities.

## **5. Welfare Reform**

5.1 One of our most significant risks is Welfare Reform. We anticipate that our bad debts will increase and we continue to review the provision within our financial forecasts. We have included a bad debt provision of 2.25% for 2016/17 and 4% in our financial forecasts from 2017/18.

5.2 The review of our Housing Services Team has fundamentally changed the way we deliver our front line services to ensure we are able to focus on those customers who need our help and support the most. It is based around the three key areas of debt recovery, tenancy support and tenancy enforcement.

5.3 Through increased levels of automation and our renewed focus, we will be able to mitigate some of the increased costs from Universal Credit. Our Digital First Programme will also free up resources, which will be able to focus on debt recovery and support those customers who are more vulnerable. We have prudently provided additional costs in our financial plans to cover additional staffing, mobile technology and collection costs.

5.4 We have reviewed our policies and procedures to ensure that they are all fit for the future and where applicable have placed a greater emphasis on customers taking responsibility for the choices they make. Underpinning the review is the adoption of our two Principles: choice and responsibility.

5.5 We have already started to experience the impact of the Under Occupation Deduction, which has had an impact on approximately 900 of our customers and £700k of our income. This is having an impact on their arrears, demand for properties and the number of voids. We recognise and appreciate the significant investment made by the Council in providing £173k in Discretionary Housing Payments (DHP) this financial year.

- 5.6 We are outperforming the arrears targets that we have set through our robust processes.
- 5.7 We are working hard with our customers to keep them informed and to help them to make changes and plan for the future. Our four Welfare Benefits Money Advisors have generated £1.7m potential annual gains for customers including £308k in back pay and lump sum payments in benefits.
- 5.8 We continue to develop partnerships and we have a place on the Board of our local Credit Union, into which we have invested £100k.

## Appendix 1- Halton Housing Trust KPI's 2015/16

Measure	Target	Performance	Comments
Income collected from current customers	95.97%	96.41%	The Trust has collected £30.6m from a target of £30.4m which include the opening arrears due and the rent charge for the year.
Average number of working days lost due to sickness absence	7.5 days	4.38 days	This was an area of focus for 2015/16 and we had the best performance we have seen at the Trust.
Void rent loss	£168,400	£106,900	Average relet time has reduced to 15.97 days compared to target of 18 days.
OSUK (before tax & depreciation)	£71,149	£5,495	OSUK made a profit (before tax and depreciation) of £6k against a budgeted profit of £71k
Net new homes (HHT only)	+128	+116	146 properties at have been developed during the year and we have had 2 buy back properties. This was offset by 31 Right to Buy sales and 1 Right to Acquire sale.
Interest cover (prior to year-end adjustments)	132.3%	219.9%	The Trust has comfortably achieved its interest cover target agreed with its funders.
Digital Contact	40%	50.73%	50.73% of our households accessed the Trust's services digitally in 2015/16.

## Appendix 2: Headline NROSH+ Statistical Data Return Information with Annual Comparison

Year as at 31 <sup>st</sup> March	RSR		NROSH+				
	2010	2011	2012	2013	2014	2015	2016
Number of General Needs Properties <small>Excludes Affordable Rent Properties</small>	6048	6046	6046	6158	6115	6224	6113
Number of General Needs Properties Managed by HHT for other organisations	3	3	3	3	3	3	3
Number of Supported Housing Properties	97	97	97	128	128	128	128
Number of Shared Ownership Properties	Not in RSR		0	13	13	12	12
Number of Intermediate Rent Properties <small>Not included in the General Needs Number</small>	Not in RSR		0	12	17	20	19
Number of Affordable Rent Properties <small>Not included in the General Needs Number</small>	Not in RSR		28	82	170	269 <sup>1</sup>	479
Number of Properties Developed for sale but not yet sold as at year end.	0	0	3	0	0	0	17 <sup>2</sup>
Average rent for General Needs properties	£66.97	£67.80	£71.65	£76.60	£79.49	£82.87	£84.80
Average rent for Supported Housing Properties	£58.03	£58.51	£55.05	£67.26	£69.81	£73.67	£75.65
Average rent for General Needs Affordable Rent Properties	Not in RSR		£105.16	£101.20 <sup>3</sup>	£103.02	£104.81	£105.58
Average rent for Supported Housing Affordable Rent Properties						£96.77	£102.60
Number of general needs properties with service charges eligible for housing benefit	94	94	6046 <sup>4</sup>	6157	6115	6146	6113
Average service charge of general needs properties with service charges eligible for housing benefit	£0.70	£0.70	£0.70	£2.17	£2.20	£2.31	£2.52

<sup>1</sup> 408 general needs and 71 supported housing (Brennan Lodge and Barkla Field)

<sup>2</sup> Barkla Fields. 5 outright sale, 12 Shared Ownership.

<sup>3</sup> The decrease in our average affordable rent is due to the majority of the affordable rent properties in 2011/12 being new build which are usually at a higher rent than properties we have converted to affordable rent from social rent.

<sup>4</sup> During the year the Trust completed disaggregation of all service charges over all its homes.

## Appendix 3 Halton Housing Trust KPI's 2016/17

Measure	Target	Comments
Income collected from current customers	Cash Collection: 95.94%  Arrears: £1m	The target includes the opening arrears due and the rent charge for the year.
Average number of working days lost due to sickness absence	4.8 days	The target was set based on achieving similar levels to 2015/16 performance which was our best performing year.
Void rent loss	£147,206	The target for the year is based on achieving an average relet time of 17 days.
OSUK (profit before tax & depreciation)	£305,000	This target is set based on the budget agreed by the OSUK board.
Net new homes (HHT only)	+107	The number of new properties that will be completed in the year less those that are forecast to be sold under RTB
Interest cover	179.15%	This target is based on the approved budget approved by Board in February 2015.
Digital Contact/Activity	70%	We aim to have 70% of customer led transactions being digital by March 2017.

#### **Appendix 4: Contributing to the Council's Priorities**

The Trust has continued to actively contribute to the Council's five strategic priorities for the borough:

##### *A Healthy Halton*

- HHT, NHS Halton CCG and Halton Borough Council's Director of Public Health agreed to develop a role with joint housing and health responsibilities. It was recognised that this strategic role will build upon the positive joint working approach developed over the last few years. The Director of Housing & Wellbeing took on this additional responsibility with effect from 1<sup>st</sup> April 2016. The integrated role has enabled an understanding of housing as a wider determinant of health and the development of partnership work to reduce health inequalities. A number of key shared objectives have been agreed.
- The Director of Housing & Wellbeing is the housing representative on the Health and Wellbeing Board and a number of other strategic partner boards. The Trust has worked in conjunction with a number of partner organisations including HBC, CCG, and other Housing Associations to deliver a number of campaigns centred on Falls Prevention, Dementia and Keep Well Keep Warm. These aim to identify elderly residents at risk of falling, being socially isolated and/or in the early stages of Dementia to ensure they receive the necessary support and are able to access services required. The aim is to prevent residents getting into crisis intervention situations and will support them to live longer, independently in their own homes
- Trust employees, many of whom live in the borough have been offered free health checks delivered through the Health Improvement Team.
- We support a gardening club at the Naughton Fields Extra Care Scheme including the provision of a purpose built greenhouse in the communal garden area

- There are a number of wellbeing activities that have been organised and are delivered on a weekly basis across our extra care and sheltered housing schemes.
- The Trust's Amethyst Living Service offers housing related support to older customers living in our homes. It offers a focused but flexible tiered service for customers offering a package of support and accommodation depending on their assessed and agreed needs. The service meets individual needs to maintain customer's independence within the home and challenge the impact of social isolation and loneliness.
- The completion of our second extra care scheme Barkla Fields, has provided an additional 50 extra care homes and five supported bungalows.
- We have worked closely with the Council on continuing to reconfigure our approach to providing adaptations. Minor adaptations are done on demand and through self-referral. We introduced a Gateway service in partnership with the council over two years ago to ensure that we maximise our stock and put appropriate facilities in place for people needing major adaptations. We work closely with the Council's teams to ensure that national timescale targets for the delivery of adaptations are met.

### *Environment and Regeneration*

- The Trust has a 10 year programme of Investment Improvement Works that continue to deliver on an individual neighbourhood level both internal home and wider external improvement programmes. In 2015/16 we have invested a further £8m in improving our customer's homes and neighbourhoods. This represents over £138m investment in the ten years since transfer and has radically improved the quality of our homes and neighbourhoods.
- We ensure that our properties are repaired and relet quickly (16 days) to ensure that our estates remain vibrant and attractive.



- The 50 homes at Barkla Fields Extra Care Scheme and five supported bungalows, has now completed and all homes are occupied.
- As part of the HCA's Affordable Homes Guarantee Programme we have delivered the schemes at:
  - Brentfield, Widnes - 36 houses and apartments
  - Page Lane, Widnes – 30 Houses and apartments
  - Tan House Lane Phase 1 - 44 Houses, apartments and a bungalow.  
Further to this 10 houses for Private Rent
- As part of HCA's 2015-18 Affordable Homes Programme, we will have delivered in 2016/17 the following schemes:
  - Yew Tree, Widnes – 19 Houses & Apartments
  - Queens Avenue – 12 Houses & Apartments
  - Crossway, Widnes – 12 House & Apartments
  - Crow Wood Lane, Widnes – 10 Apartments
  - Grange House, Runcorn – 4 houses
- Contracts have been entered into for the provision of further homes at Victoria House, Runcorn, Latham Avenue, Runcorn and Grangeway, Runcorn.
- The Trust has submitted a bid to the HCA's Shared Ownership Affordable Homes Programme (SOAHP) for 62 homes. The Allocation announcements are expected in December 2016.
- The Trust's Property Services continued to meet its target of recycling 100% of waste through working with a local recycling company.
- We have increased our investment in the Trust's Environmental Services Team (estate caretaking and grounds maintenance) to ensure that the condition of our estates and communal areas continues to be maintained and improved. A number of clean-up projects have already taken place, for example in the Halton

Lodge area, and we are committed to continuing to deliver projects that will enhance the overall look of the borough.

### *Employment Learning and Skills*

- The Trust continues to work closely with employment and skills partners in the Borough through the Halton Employment Partnership (HEP). These include:
  - Riverside College
  - Adult Learning Team
  - Connexions
  - Job Centre Plus
  - Halton People into Jobs
  - Citizens Advice
- We work closely with Halton People into Jobs (HPIJ) and Riverside College in the recruitment of our apprentices.
- There are a range of activities to support young people and others to experience work in the workplace environment in areas across the Trust through our apprenticeship programme and through our range of work experience opportunities.
- We were a key contributor in the development of the Employment and Skills elements of the tenders for the Mersey Gateway Project.
- We have worked with the GO On North West initiative to help increase digital skills in Halton. We have also worked with HBC and other associations towards the Liverpool City Region BBO Bid to support digital skills development in the area.
- We encourage our new build Contractors to use local labour and offer apprentice opportunities on all our building sites.

- Property Services works directly with Power in Partnership to create opportunities for young people in the borough who are not in employment, education or training to gain practical work experience, whilst continuing to develop key skills. Support is in place for workplace mentoring through our own maintenance technicians.
- We have worked with Groundwork Trust on Project Up! Through the provision of premises and resources to recycle and upgrade furniture from empty properties that can then benefit customers in need.

### *Children and Young People*

- The Director of Housing & Wellbeing has contributed to the Children's Trust Board and the Children and Families Commissioning Partnership.
- The Trust continues to support local groups working with children and young people through the provision of funding through its Community Sponsorship Fund.

### *A Safer Halton*

- The Trust has strengthened its Tenancy Enforcement Team. The team work closely with the Council, police and other agencies to address issues of anti-social behaviour across our management areas.
- The Trust has been working with the Police Commissioner in delivering "Kingsway Together" through which several local groups received funding to reduce crime and fear of crime on the Kingsway estate in Widnes.
- Involvement in Community Safety events i.e. Mischief Night and targeted Police/ community safety initiatives
- Attendance on the Police Tasking Vehicle to support the Police with ASB cases

- Active member of partnership forums including the Safer Halton Partnership and Domestic Abuse Forum and the Housing representative on the MARAC and Tasking and Coordination Group
- Ongoing provision of an ASB diversionary budget and delivery of our Diversionary Strategy
- Implementation of a “Local Offer” to address ASB across the Trust’s neighbourhoods with the outcomes monitored by our customers
- Contribute to the successful actions initiated as part of Halton Organised and Serious Crime Group
- Active member of the Inspiring Families Programme with our staff providing dedicated support on a number of cases to support customers in changing their lives
- We take our responsibility to ensure customers are safe in their own homes seriously and during 2015/16 annual gas servicing was undertaken for 100% of our properties. We have also tightened all our processes in relation to electrical safety, fire risk assessment and legionella testing to ensure our customers are kept safe.
- Provision of CCTV cameras at specific locations around some of our more prolific areas, including the shop parades at Alexandre Drive and Halton Lodge and flats at Bechers.

**REPORT TO:** Executive Board

**DATE:** 15 December 2016

**REPORTING OFFICER:** Strategic Director, People

**PORTFOLIO:** Health & Wellbeing

**SUBJECT:** Older People's Housing Support Services

**WARD(S)** Borough-wide

### **1.0 PURPOSE OF THE REPORT**

1.1 This report gives an overview of the current position for older people's housing support services and requests Executive Board approve the preferred options.

### **2.0 RECOMMENDATION: That Executive Board**

- i) Consider the options outlined in 4.0 and agree options 4.1 for Housing Support Services and 4.2 for Extra Care.**

### **3.0 SUPPORTING INFORMATION**

#### **Background Information**

3.1 Housing support services were funded through the ring fenced Supporting People budget created in 2003. Typically these services provided advice, support and information in respect of managing tenancies, financial information, accessing the local communities and activities. This became an alternative funding source for warden services in sheltered accommodation and associated lifeline services. Services were required to be monitored for quality and value for money. Sheltered housing services had their contracts extended annually as it was unlikely that any procurement process would attract competition or realise efficiencies for the Council. With the removal of the ring fence and grant conditions, all services became subject to the Council's procurement standing orders and therefore consideration needs to be given to tendering for these type of services.

3.2 There are currently 10 providers delivering 19 housing support services to older people in Halton. There are 2 extra care housing schemes (Naughton Fields and Barkla Fields), 12 services are provided within sheltered housing settings with support provided on site by a scheme manager, and 5 are community alarm services only (Appendix 1).

3.3 Halton Housing Trust (HHT) also provides the Amethyst Living Service, which is a core and cluster model based around HHT's 3 sheltered schemes with the service extended to support eligible HHT tenants living in the community. There are 4 levels of support available, from sheltered, which provides weekly visits and telephone support to community alarm only through the Council's Lifeline service.

3.4 The current contracts have been in place since April 2008, and waivers have previously been awarded to extend service provision to March 2017. For these contracts to continue, procurement advice is that we would need to go out to tender to ensure a transparent procurement process.

#### **4.0 Options**

##### **4.1 Support Housing Providers to Deliver Similar Services through Intensive Housing Management Support and Cease Halton Borough Council Funding for Sheltered Services.**

This option would apply to all services except the Extra Care schemes at 4.2.

The scheme managers providing support within the sheltered schemes are employed by the housing provider and have a dual role to provide housing management and housing support.

Any charge for intensive housing management is Housing Benefit eligible and can be reclaimed from central government at no cost to the Local Authority.

In addition, a number of the housing providers are large national organisations and as such are able to provide support for seemingly low costs through rent charges rather than support charges. The majority of the support cost is absorbed into the overall cost of the service.

A number of housing providers have already started to review their funding of sheltered housing provision and are considering this alternative funding option.

For those clients receiving a community alarm only service, the Council's Lifeline service can be offered as an alternative provision and most housing providers either operate their own or access other community alarm services for their tenants.

This option has been undertaken in Liverpool with the phased withdrawal of funding over a two year period, and similarly this has happened for some sheltered services in Sefton due to the reduction in funding level. Elsewhere housing providers have reviewed their

charges and included some costs in their intensive housing management charges to allow continuity of service provision.

**4.2 Continue the Service in the 2 Extra Care Schemes via a Waiver for a Further 12 Months to evaluate the model**

The Extra Care schemes at Naughton Fields and Barkla Fields are delivered by HHT. The awarding of tenancies is subject to a process outside of Property Pool Plus. The people who meet the extra care criteria have different levels of care and support needs to those living in traditional sheltered housing. The extra care services have been in place for a limited time. It is proposed that the contract is extended via a waiver for a further 12 months. A review of the model will be undertaken to determine a sustainable approach to both the support and care needs of the tenants.

**4.3 Undertake a Procurement Exercise for a Remodelled Service with a 6 Month Waiver Agreed on the Existing Contracts with the Exception of Extra Care Schemes.**

As the contracts are due to end in March 2017 a further 6 month extension to these contracts would be required to enable sufficient time to undertake a procurement exercise.

However, this would not be the preferred option for the traditional sheltered services model due to the following considerations:

- Although the unit costs vary between the schemes, the majority are value for money and some are very low cost. It is very unlikely that any procurement exercise would realise any efficiencies with the risk that costs would increase;
- The existing scheme managers are employed by the housing provider and have the dual role across housing management and housing support. To re-procure just the support element of the service would be complex and risks adversely affecting the people who are currently in receipt of this service;
- A benchmarking exercise was undertaken in 2015 with neighbouring authorities about their sheltered provision. Of the local authorities contacted, any contractual changes have been done through negotiation and no local authority contacted had undertaken a procurement process for sheltered housing services.

**4.4 Review Only Those Service Areas where there are Higher Services Costs**

In Halton there are only two services that may be considered high cost when compared to other local sheltered services.

It is anticipated that a review and reduction of unit costs would only realise annual efficiencies of approximately £25,000. This would not therefore realise the £300,000 identified as the efficiency.

## **5.0 POLICY IMPLICATIONS**

5.1 There are no policy changes required for any of these options. The implementation of the Care Act in April 2015 requires support providers to focus on the achievement of outcomes, better quality and value for money, and improved integration within an evolving system of integrated health and social care services. The commissioning of extra care services and provision of sheltered housing services funded through intensive housing management costs will ensure valuable preventative services continue to be delivered to meet this requirement.

## **6.0 FINANCIAL IMPLICATIONS**

6.1 Funding for these services is contained within the existing People's Directorate budget.

The financial model for the preferred option 4.1 would achieve ongoing savings from 2017/18 of £300,000 if this is agreed.

The annual contract value of the extra care service is £72,000 and this would continue in 2017/18.

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

### **7.1 Children & Young People in Halton**

None identified.

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

None identified.

### **7.3 A Healthy Halton**

The provision of a high quality, effective extra care housing services enables older people to remain in their own home, to maintain or improve their health and wellbeing outcomes, and to access additional care and support services should their needs increase.

### **7.4 A Safer Halton**

Services delivered under these contracts must comply with Halton's Safeguarding Adults Policy and Procedures. Support is provided to individuals to enable them to stay safe in their own home.



**7.5 Halton's Urban Renewal**

None identified

**8.0 RISK ANALYSIS**

8.1 HBC has a challenging resource reduction required for 2017/18. Option 4.1 enables services to be maintained without continued HBC financial support. Other service areas would need to realise additional efficiencies should this option not be agreed.

The risk to service users associated with the proposal to cease HBC funding for sheltered housing services and transfer the costs to intensive housing management is low as this would not affect service provision and would not be an additional cost for either the Council or those service users in receipt of housing benefit.

The procurement risk for the extra care service is low as the contract value is below the EU threshold and a review is planned.

**9.0 EQUALITY AND DIVERSITY ISSUES**

9.1 Housing support services are delivered to some of the most vulnerable and socially excluded members of the community. The continuation of these services through an Intensive Housing Management route would not impact in this area.

**10.0 REASON(S) FOR DECISION**

The change supports HBC to deliver a balanced budget in 2017/18 whilst maintaining support for the local community.

**11.0 ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

Alternative options considered within the report.

**12.0 IMPLEMENTATION DATE**

1<sup>st</sup> April 2017.

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

None.

## APPENDIX 1

<b>Provider</b>	<b>Service and capacity</b>	<b>Annual contract value</b>
Anchor Trust	Broome Court, Runcorn (36)	£11,850
Halton Housing Trust	Amethyst Living service including Queens Close, Runcorn (32) Brunswick, Runcorn (35) Quarry Court, Widnes (30) community support (63)	£73,632
Hanover Housing	Runnymede Court, Widnes (69) Hanover Court, Runcorn (42)	£9,526
Housing 21	Cannell Court, Runcorn (28)	£6,438
Guinness Northern Counties	Iveagh Close, Runcorn (20)	£6,424
Pentecostal	Fairhaven Court, Widnes (44)	£58,435
Plus Dane	Community Alarm Service (32)	£9,140
Riverside ECHG	Victoria Court, Widnes (30) Southlands Court, Runcorn (40) St Georges Court, Widnes (34) Woodland Court, Widnes (42)	£82,719
Riverside ECHG	Community Alarm Service (32)	£11,365
Your Housing Group	Madeline McKenna Court (Sheltered Housing), Widnes (11) Elaine Price Court, Runcorn (28)	£35,405
Your Housing Group	Community Alarm Service	£960
Halton Housing Trust	Naughton Fields and Barkla Fields Extra Care Housing Schemes	£72,000

<b>REPORT:</b>	Executive Board
<b>DATE:</b>	15 December 2016
<b>REPORTING OFFICER:</b>	Strategic Director, Enterprise, Community & Resources
<b>PORTFOLIO:</b>	Transportation
<b>SUBJECT:</b>	Introduction of waiting restrictions to prevent parking adjacent to Moore Primary School
<b>WARDS:</b>	Daresbury

## **1.0 PURPOSE OF REPORT**

- 1.1 To report on consultation that has been carried out on the proposal to introduce waiting restrictions on Lindfield Close, Runcorn Road and Beechmoore near to Moore Primary School, in order to address parking congestion.
- 1.2 The report was considered by the Environment and Urban Renewal Policy and Performance Board (E&UR PPB) on 16<sup>th</sup> November 2016. The Board supported the recommendation to make the Order, as detailed in this report, 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 introduce at “At Any Time” waiting restrictions on parts of Lindfield Close, Runcorn Road and Beechmoore in Moore as shown in Appendix ‘A and defined in Appendix ‘C’ to this report; and**
- 2) The objectors be informed of the decision.**

## **3.0 SUPPORTING INFORMATION**

- 3.1 In March 2014, a resident raised the issue of parking congestion in the area of Moore Primary School, associated with parents’/carers’ vehicles being parked on nearby junctions and Runcorn Road, blocking both sightlines and desire lines for drivers and pedestrians alike. In July 2015, Cheshire Police requested the introduction of waiting restrictions in the same areas to help resolve these problems. In November 2015, waiting restrictions as shown in Appendix ‘A’ were the subject of public advertising and a consultation process that extended to ward Councillors, Moore Parish Council and the frontage properties. This proposal included leaving the existing double white line system in place in order to prevent overtaking on a length of road where forward visibility is limited because of the railway bridge parapet.
- 3.2 During the consultation period, one objection (Appendix D) was received from a resident whose property does not directly front on to the proposed restriction, their concerns being:

*[1] Parking demand being displaced into surrounding areas.*

Please refer to para. 7.2 below.

*[2] Inconsiderate parking by visitors causing obstruction.*

This is a matter for Cheshire Police and the comments were passed to them for appropriate action.

*[3] A need for better transport arrangements associated with the school.*

Whilst Moore Primary School encourages parents to avoid driving children to school, it has pupils from a widespread area and hence it this is not always practical. It is believed that there are no current plans to alter the transport arrangements at the school.

*[4] Additional yellow lines are needed along Runcorn Road*

These cannot be included in the current proposal as they were not advertised. Any additional restrictions would need to be subject to a separate consultation.

3.3 Moore Parish Council submitted an objection which is included in Appendix E. It is not a statutory consultee. However, it could have been sent details of the proposals as a matter of courtesy, but unfortunately this was overlooked when the details were published. That said, the Parish Council acknowledges that it did see the advert in the local press. Its main points are as follows:

1. *There is a longstanding Parish Council objection in principle to yellow lines in the village, this has been raised with Officers on many occasions.*

*They are visually unacceptable and create unnecessary restrictions on a small village where, at times, flexibility in parking is essential for the community.*

Where there are parking issues, such as on Runcorn Road, double yellow lines are generally well observed and are usually more self-enforcing than other restrictions. In conservation areas, it is permitted to use narrower lines to reduce the visual impact and this could be considered in Moore. Also, in response to the concern about the visual impact of yellow road markings, there are already yellow markings in Lindfield Close, Moore for the 'School Keep Clear' marking. It is felt that the need to consider and improve road safety should override any potential visual impact of yellow lines which are recognised and used extensively throughout the country.

2. *The proposed waiting restrictions are "At Any Time". The issue they are seeking to address occurs for limited time periods twice a day, as pupils are dropped off / collected from the school.*

The need to maintain visibility splays is required at all times hence the proposal for "At any time" restrictions at the junctions indicated on the plan. The fact that double

yellow lines would also be implemented adjacent to the double white lines would merely serve to reinforce the principle that nobody should park here at any time. Limited waiting adjacent to double white lines cannot be condoned.

3. *The Police already have powers to deal with the issue if they chose to do so. Council drawing number 9817 is incorrect in that it indicates a dashed line to the centre of Runcorn Road in the area of the proposed works. For part of the area where the restrictions are proposed there is a double white line in the centre of the road with associated restrictions. It is our understanding that the Police have “chosen” not to enforce this.*

Cheshire Police has carried out enforcement in the area for obstruction offences as these can be enforced by the Police Community Support Officer (PCSO). Enforcement for contravention of the double white line system is an offence that carries penalty points and a higher fine and, therefore, must be enforced by a uniformed police officer. No notices for this offence have been issued in this area, but drivers have been advised of the offence. Most drivers appear not to be aware of the rules regarding double white lines, as evidenced by the number of drivers who park adjacent to the double white lines and, when spoken, to are unaware of the offence.

4. *There have been no accidents associated with the parking issue.*

Whilst there may have been no reported accidents relating to parking issues, it is a concern for the police and they have received numerous complaints about the inconsiderate parking and resulting hazards. Due to its reduced resources, the Police have requested the waiting restrictions to make it clearer as to where vehicles cannot park.

The other items raised in the letter do not relate to this current proposal and will be dealt with separately.

- 3.4 Moore Primary School submitted an objection after an officer of the Council contacted it, as it had not submitted any comments during the consultation period. Its objection is included in Appendix F and the main points are as follows:

1. *The overwhelming view of staff is to object to the proposals for a number of reasons. Firstly, the position of the school, in a semi-rural area, makes it necessary for many of our children to arrive by car. While it may be possible for some of our older children to walk the 30-40 minute journey from Sandymoor to school, families with young children would find this incredibly difficult and dangerous along a very busy main road. We would be putting our children in danger as they would all have to walk along the narrow single pavement from the Estate to the school.*

Whilst the view above is appreciated, the existing double white lines were installed to prohibit overtaking along the section of road where visibility was restricted by the railway bridge. Where there are double white lines, parking should not take place on either side of the carriageway. This has, unfortunately, become common practice in this case. This needs to be controlled and is supported by the Police. As parking should not be taking place along this relatively short section of road, which

the school admit is a very busy main road, the proposal should not necessarily impact adversely on how children arrive at school. Wherever possible, walking to school should be encouraged as part of the Healthy Halton Priority. Also, by prohibiting parking on the radii of junctions on the routes to the school; this creates a safer environment for those who chose to walk to school, by improving visibility at the junctions.

2. *The result of introducing the proposals would, I feel, just move the problem to another part of the village possibly causing further more dangerous parking and creating problems for residents which would then impact on our good community links.*

The same comments as above apply in that parking should not be taking place along this length of Runcorn Road.

3. *Furthermore, it will result in parents 'voting with their feet' and moving their children to schools in other authorities which border us (Warrington, Chester and Cheshire West). We are a small school that have worked hard to build our reputation and our pupil numbers over the last few years and feel that this would be detrimental to our good relationships with our parents and with our village community.*

This is not a valid reason to object to the proposal, so cannot be considered.

4. *Finally, I would like to know what alternative measures the police/council have considered before making the decision to introduce the parking restrictions?*

The police have tried to enforce the current rules and restrictions, but there is a high level of ignorance to the rules regarding double white line systems and parking on junctions, hence the current proposals to make it clearer as to the requirements and hopefully reduce the need for the police to take enforcement action that includes penalty points and higher fines.

3.5 Following the objections, an officer from the Council and the local Police Community Support Officer were invited to attend Moore Parish Council on Wednesday 3<sup>rd</sup> February 2016 and the proposals were discussed with the parish councillors present. After some discussion it was agreed to investigate an alternative, which is included in Appendix B.

3.6 This proposal, which was put to the Parish Council and the Police, is essentially the same as the original, apart from replacing a length of the proposed double yellow lines on the north side of Runcorn Road with a parking bay for up to 6 vehicles. Whilst this appeared to offer a potential solution by providing a number of potential parking spaces, it would necessitate the removal of the double white lines (as parking is not allowed adjacent to them) and would also result in potentially dangerous parking manoeuvres taking place on the bend as vehicles attempt to access one of the parking spaces at the busiest times of the day. For this reason, Council officers now feel unable to recommend the proposal.

- 3.7 Subsequent to an officer from the Council and the local Police Community Support Officer attending Moore Parish Council on Wednesday 3<sup>rd</sup> February 2016, they have attended subsequent meetings on 4<sup>th</sup> May 2016, 6<sup>th</sup> July 2016 and 5<sup>th</sup> October 2016 and both proposals were again discussed with the parish councillors present, the purpose being to try and reach a solution acceptable to everyone. Unfortunately, this has not been possible. At the July meeting, the parish council proposed putting out “No Waiting” cones at the areas where double yellow lines would be installed. This was to be done by the caretaker from the school on each morning and afternoon. Council officers and the police do not support this proposal, as it is not an enforceable option, as “No Waiting” cones should only be used for short term situations and their use should not exceed seven continuous days. The caretaker has, nonetheless, and against the advice of the police, been putting out the cones. Some have been moved and/or ignored to enable cars to park; in addition, when the caretaker is not available or has higher priority duties, such as gritting the paths within the school site in periods of adverse weather, he would not be able to put cones out. Ward members have requested that more time be given to observe the effectiveness of this action. This is being monitored by the police but is not seen as a long term sustainable solution.
- 3.8 Ward members, who are concerned that waiting restrictions may be ignored when there is no police/PCSO enforcement around and that public money may, therefore, be wasted in providing the lines, have requested that, as an alternative, a Police Constable visit the site occasionally to issue the fines and penalties associated with parking adjacent to double white lines. These comprise both a fine and penalty points on licences and hence are more severe than just parking on double yellow lines. This would be in the hope that the issuing of these more severe penalties would dissuade offenders. Whilst this could be tried as a short-term alternative, there is no guarantee that it will be effective, especially in the long term. There may well be more adverse reaction from those who may incur these penalties.
- 3.9 One resident did request an extension of the originally proposed parking restrictions further to the east along Runcorn Road; however this request will need to be considered separately at a future date. The reason for this is that it is not possible to extend the area covered by the proposed waiting restrictions without following the statutory consultation procedures. A verbal request has also been received for the restrictions to be extended eastwards due to parked vehicles creating difficulties for vehicles entering or leaving properties.
- 3.10 For Members further information, there is an ongoing discussion involving the school, the police, the Parish Council and officers regarding the renewal of the ‘School Keep Clear’ markings on the west side of Lindfield Close, although they are not part of the proposals under consideration in this report.

#### **4.0 POLICY IMPLICATIONS**

4.1 None.

#### **5.0 FINANCIAL IMPLICATIONS**

5.1 The total cost of introducing the requested waiting restrictions would be

approximately £1,000. This would be funded through annual traffic management revenue allocations.

## **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 waiting restrictions will serve to prevent obstruction and protect sightlines for all road users.

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

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

## **7.0 RISK ANALYSIS**

7.1 There is a variable and uncertain road safety risk associated with not introducing these proposed restrictions, the degree of risk depending on the number of drivers who continue to park obstructing the highway and sight lines at this location.

7.2 Traffic parking displaced from the locations to receive the new restrictions, could place an extra parking demand on adjacent areas but the priority needs to be the safety of all road users. At the present time, this section of Runcorn Road carries double white line centre markings which prohibit kerbside parking but appear not be effective. Vehicles should not park on the radii of junctions and the proposed restrictions would serve to deter this.

7.3 No full risk assessment is required.

## **8.0 EQUALITY & DIVERSITY ISSUES.**

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

## **9.0 KEY DECISIONS ON THE FORWARD PLAN**

9.1 These proposals do not constitute a key decision and are not included in the Forward Plan.

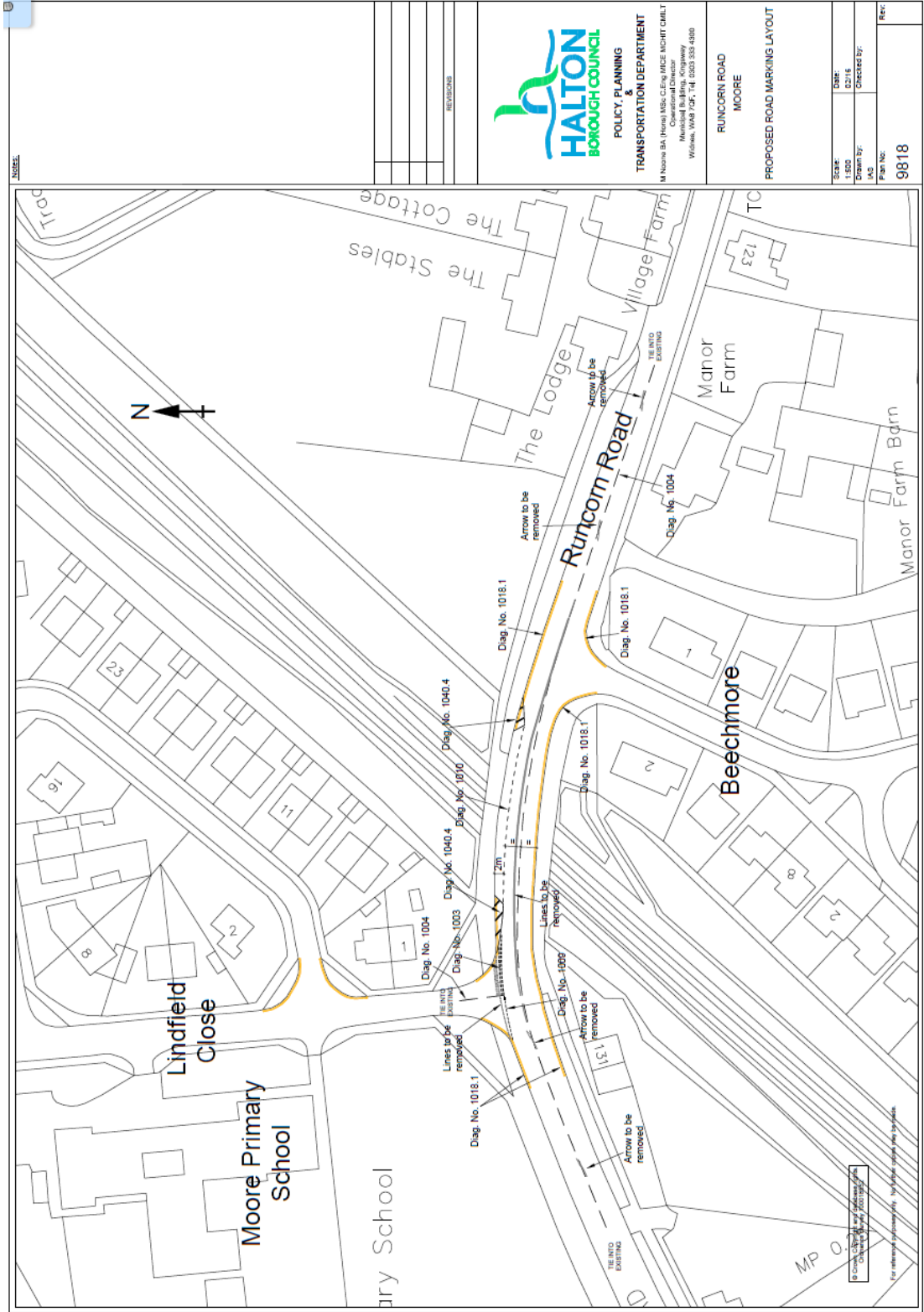
## **10.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

10.1 None.





APPENDIX B



 <p><b>HALTON BOROUGH COUNCIL</b> POLICY, PLANNING &amp; TRANSPORTATION DEPARTMENT</p> <p>M. Noone BA (Hons) MSc, C. Egan MICE MCHRT CMILT Operational Director Municipal Building, Kingsway Widnes, Warr. Cheshire, WA9 7JF, Tel: 01524 333 4383</p>	
<p><b>RUNCORN ROAD MOORE</b></p> <p>PROPOSED ROAD MARKING LAYOUT</p>	
SCALE:	DATE:
1:250	02/15
Drawn By:	Checked By:
JAG	
Plan No:	Rev:
9818	

**Details of Proposed Order:**

[a] "At Any Time" Waiting Restrictions.

[b] Details:

Runcorn Road:

South side from a point 20 metres west of the centre of the junction with Lindfield Close to a point 18 metres east of the centre of its junction with Beechmoore.

North side from a point 20 metres west of the centre of the junction with Lindfield Close to a point 18 metres east of the centre of its junction with Beechmoore

Lindfield Close: Both sides for a distance of 10 metres from the north kerb line of Runcorn Road and both sides for a distance of 11 metres from the east kerb line of Lindfield Close opposite Moore Primary School, adjacent to nos. 2 & 3 Lindfield Close.

Beechmoore: Both sides for a distance of 8 metres from the south kerb line of Runcorn Road.

[c] Plans: Drg. No. 9817 (attached in Appendix "A").

[d] Associated revocations: None.

[e] Exemptions: Standard

[f] Date to be advertised: ASAP

[g] Date to be effected: ASAP

[h] Advertising code: 5400 1625 2544

Justification: To prevent obstructive parking and protect sightlines.



THEY ALSO PARK OPPOSITE MY VAN AT  
BEECHMOOR AND BIN WAGON OF  
DELIVERY VEHICLES CANNOT GET THROUGH

IF YELLOW ARE NEEDED THEY SHOULD  
START AT VILLAGE FARM GATE DOWN TO  
SIX ACRE LAKE BUT THE SCHOOL WOULD  
HAVE TO ALTER ITS GATE 'IN' AND OUT  
OR GO BACK TO RULES WHEN I WAS  
YOUNG UNDER 3 MILES FROM SCHOOL WALK

LOOK FORWARD TO HEARING FROM YOU

YOURS TRULY

## MOORE PARISH COUNCIL

21 Lindfield Close  
 Moore  
 Warrington  
 WA4 6UG  
 14<sup>th</sup> December, 2015

Dear Mr. Parr

**Proposed “At Any Time” Waiting Restrictions Runcorn Road, Lindfield Close and Beechmoore in Moore**

The Parish Council were unaware of the Council’s proposals to progress with “At Any Time’ waiting restrictions at the above. There has been no prior consultation or notice to them.

The matter has been brought to our attention, fortunately, through the published notice in the press.

We have in the past raised concerns at the lack of consultation on highway matters and we reiterate our concern that, as the locally elected body, the Parish Council should have been consulted prior to the public notice process commencing.

The Council object to the proposals on the following grounds:

1. There is a longstanding Parish Council objection in principle to yellow lines in the village, this has been raised with Officers on many occasions.

They are visually unacceptable and create unnecessary restrictions on a small village where, at times, flexibility in parking is essential for the community.

2. The proposed waiting restrictions are “At Any Time”. The issue they are seeking to address occurs for limited time periods twice a day, as pupils are dropped off / collected from the school.

Outside these limited times there are no issues.

The proposals are disproportionate to the problem to be addressed and will create unnecessary issues for residents whose day to day use of the road in front of their property is neither a source of nuisance nor a road safety hazard.

3. The Police already have powers to deal with the issue if they chose to do so. Council drawing number 9817 is incorrect in that it indicates a dashed line to the centre of Runcorn Road in the area of the proposed works. For part of the area where the restrictions are proposed there is a double white line in the centre of the road with associated restrictions. It is our understanding that the Police have “chosen” not to enforce this.

It will only take a few enforcement actions by the Police to expedite the issue without the costs and adverse impact the proposed restrictions will cause.

4. There have been no accidents associated with the parking issue.

We have previously been advised that Halton Borough Council will not allocate expenditure on highway matters unless there is a proven necessity to do so, a trigger for such action being an accident record. On this basis there are no good grounds to progress with the proposals.

The negative impacts on nearby residents and the local community will outweigh any gain; there is an alternative solution over which the Police have adequate existing control.

On a separate but related matter, when David Parr attended the Parish Council on 3<sup>rd</sup> December, 2014 the matter of reducing the speed on Runcorn Road beyond the school through to Sandymoor from 40 mph to 30 mph was discussed. This is a longstanding concern of the Parish Council. There is a significant highway anomaly in a short section of a 40 mph road sandwiched between 30 mph zones in a residential area.

We have been advised by the Council that there is no justification for such under highway guidance given that there has been no accident history and that funding is not available.

The Parish Council have reviewed the guidance and conclude that it supports the speed reduction at this location.

The funds allocated for the unnecessary proposed parking restrictions around the school could and, in the view of the Parish Council should, be reallocated to the speed reduction proposal. This would make a positive contribution to road safety.

We would ask that the Council withdraw their proposals for the "At Any Time" waiting, that the Police review their position with respect to enforcement and that a meeting be convened with Highways Officers to progress speed reduction on Runcorn Road.

Yours sincerely,  
Moore Parish Council

*Catherine J. Fitch*

Clerk to Moore Parish Council

**From:** Moore - Head  
**Sent:** 07 January 2016 10:05  
**To:** Steve Johnson  
**Subject:** RE: MOORE PARKING RESTRICTIONS REQUEST

Dear Steve,

Thank you for your email and for the information sent. Having only been in post at Moore for a term, I felt it necessary to share the information with the whole staff to gain a more rounded, historic view of the proposals.

The overwhelming view of staff is to object to the proposals for a number of reasons. Firstly, the position of the school, in a semi-rural area, makes it necessary for many of our children to arrive by car. While it may be possible for some of our older children to walk the 30-40 minute journey from Sandymoor to school, families with young children would find this incredibly difficult and dangerous along a very busy main road. We would be putting our children in danger as they would all have to walk along the narrow single pavement from the Estate to the school.

The result of introducing the proposals would, I feel, just move the problem to another part of the village possibly causing further more dangerous parking and creating problems for residents which would then impact on our good community links.

Furthermore, it will result in parents 'voting with their feet' and moving their children to schools in other authorities which border us (Warrington, Chester and Cheshire West). We are a small school that have worked hard to build our reputation and our pupil numbers over the last few years and feel that this would be detrimental to our good relationships with our parents and with our village community.

Finally, I would like to know what alternative measures the police/council have considered before making the decision to introduce the parking restrictions?

I trust this clarifies the school position and await your response regarding the alternative proposals which have been considered.

Kind regards

Eileen Smith

*Eileen Smith*

**Headteacher**

**Moore Primary School**

Lindfield Close



Moore

Warrington

WA4 6UG

Telephone: 01925-740326

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Web: [www.mooreprimary.co.uk](http://www.mooreprimary.co.uk)

**From:** Steve Johnson

**Sent:** 04 January 2016 11:26

**To:** Moore - Head

**Subject:** MOORE PARKING RESTRICTIONS REQUEST

Dear Mrs. Smith,

This Council has received a request from Cheshire Police for the introduction of some limited sections of 'At Any Time' waiting restrictions. The greater part of the proposals relate to Runcorn Road where the present double white centrelines already effectively prohibit parking, and adjacent road junctions where again, parking should not take place. I attach a sketch of the affected areas.

I know all schools face problems with parking at starting and finishing time and I understand you have previously made efforts to encourage parents to take a responsible approach to parking in the area if they choose to drive. Could I ask you to have a look at the proposals and let me know if you have any objections?

Thank you for your help with this.

With best regards,

*Steve Johnson*

Traffic & Road Safety

t. 0151 511 7521

**REPORT TO:** Executive Board

**DATE:** 15 December 2016

**REPORTING OFFICER:** Strategic Director – Enterprise, Community & Resources

**PORTFOLIO:** Resources

**SUBJECT:** Directorate Performance Overview Reports for Quarter 2  
2016 - 17

### **1.0 PURPOSE OF REPORT**

1.1 To report the Council's performance for the second quarter period to 30 September 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 - Peoples Directorate (Children and Young People)
- Appendix 2 - People Directorate (Adult Social Care and Public Health)
- Appendix 3 - Enterprise, Community and Resources Directorate
- Appendix 4 - High Risk Monitoring Report (Peoples Directorate)
- Appendix 5-High Risk Monitoring Report (Enterprise, Community and Resources Directorate)

#### **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.

## People Directorate Overview Report (Children and Young People)

**Reporting Period:** Quarter 2, 01 July 2016 – 30 September 2016

### 1.0 Introduction

- 1.1 This report provides an overview of issues and progress that have occurred during the period of the report towards the priority of Children and Young People. The way in which traffic light symbols have been used to reflect progress 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 in Appendix 1 (section 8).

### 2.0 Key Developments

- 2.1 New Assessment arrangements KS1; KS2 and new GCSE performance measures (AMc) Stage One (KS1) and Key Stage Two (KS2) Assessments this year cannot be compared and must not be compare to previous year's results (as recommended by DFE). These assessments are based against a new, more challenging curriculum and are based on a scaled score. The expected standard is a scaled score at KS1 & KS2 of 100. Children who reach 100 are reaching the expected standard, those below 100 are not working at the expected standard and those working at 110+ are working at the higher standard. The percentage of children reaching the expected standard in this new curriculum is lower than those reaching the expected standard previously on the old level system. eg. 2016, 53% nationally reached the expected standard in Reading, Writing, Maths combined standard (KS2). At Key Stage 2, assessment is based on test results in reading and maths and based on a teacher assessment in writing. 2016 nationally has produced surprising results across regions and Ofsted and DFE are treating the results with caution against this new assessment system. In terms of GCSE, a new attainment 8 indicator and progress 8 indicator have been introduced.

Attainment 8 is a new indicator that reports on the basis of GCSE point scores. The points awarded per grade are: A\* = 8, A = 7, B = 6, C = 5, D = 4, E = 3, F = 2 and G = 1

Attainment 8 is calculated across 8 subjects, which in reality is 10; English (double weighted), maths (double weighted), 3 best English Baccalaureate (EBacc) grades plus 3 best other GCSE or equivalent grades. The grades are converted to points and the sum is calculated to give the average attainment 8 score.

Progress 8 is the progress made by the pupils on their attainment 8 subjects. Pupils' progress is measured against all other pupils nationally whose prior attainment, at key stage 2, was the same. Progress 8 is a value added measure, therefore, the national average for mainstream pupils is zero. When pupils from special schools are included then the national average will not be zero. If a school had a Progress 8 score of +1, then this means that their students made 1 GCSE grade more progress than the average for pupils of the same prior attainment.

For progression to courses in September 2017, Post 16 providers now need to consider what their minimum entry requirements will be for English and Mathematics using the new numerical system as the numbers do not equate directly to letters, where there have been eight letters covering GCSE achievement there will be nine numbers for English and

Mathematics in 2017 and this will roll out to other subjects in 2018. This situation does put uncertainty into the process of applying for Post 16 places for current Year 11 learners in Halton schools whilst they wait for Post 16 providers to finalise entry requirements. Halton Borough Council's Careers Education Service will support young people they work with to understand the new entry requirements and the 14-19 Programme Team await the Department for Education communication strategy for employers in relation to the new grading system so that progression into post 16 apprenticeships is not hindered by the changes.

Please use the link below to access the guidance:

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/537147/Postcard - Grading New GCSEs.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/537147/Postcard_-_Grading_New_GCSEs.pdf)

## 2.2 Early Years (AMc)

Officers across the Policy, Provision and Performance Division, and the Education (0-19) Division have continued to strengthen support for Early Years settings in Halton. The support includes ensuring sustainability, Health & Safety Audits, Safeguarding Audits, support with the standards of teaching and learning, and more collaborative working across teams and settings all of which has seen a continued improvement in Ofsted inspection outcomes.

The current position in terms of outcomes for those settings who have been inspected are as follows:

- Pre Schools – 100% of the 24 settings inspected are judged to be “Good” or above
- Out of School Clubs – 100% of the 12 settings inspected are judged “Good” or above
- Full Day Care – 95.65% of the 23 settings inspected are judged to be “Good” or above
- Childminders – 87.5% of the 64 settings inspected are judged to be “Good” or above

## 2.3 Amy Winehouse Foundation Resilience Programme (AMc)

The Amy Winehouse Foundation Resilience Programme, run in partnership with Halton's Commissioned Service - Young Addaction, provides universal and targeted alcohol and drugs education to pupils in secondary schools. A recent evaluation report detailed a range of impressive results drawn from an independent evaluation of the programme's second year. This was led by a team based between Harvard University and the University of Bath. In year two, the programme engaged with young people across Bournemouth, Derbyshire, Halton, Lancashire, Lincolnshire, Liverpool, London and South Yorkshire.

- 45,651 pupils engaged with assemblies.
- 30,602 pupils attended workshops.
- 309 pupils completed a 6 week Skills for Change programme.
- 89% of pupils said they found the programme useful to them.
- Only 4% said it was not useful.
- 73% of young people said their knowledge about alcohol had increased.
- 76% of young people said their knowledge about drugs, including “legal highs” had increased.
- 75% of young people said they were more confident about making safer decisions about drug use and 73% said the same about alcohol use.

Please use the link below to access more information:

<http://www.amywinehousefoundation.org/resilience-programme-for-schools>

- 2.4 Halton's Integrated Contact and Referral Team (iCART) (TC)  
Information gathering and sharing has recently improved within Halton's iCART team due to the integration of the Police Referral unit. Children's Services now have several members of staff who are trained in accessing Police systems and Police officers who are now able to access Social Care systems; this has impacted positively on the effectiveness and efficiency of the initial screening process at the point of contact with services.
- 2.5 Children in Need teams (TC)  
It is positive to report that the Child in Need teams now consist of predominantly permanent staff with only two agency workers, the management structure at all tiers consist of permanent staff also. This provides consistency to families involved with Children's Social Care.
- 2.6 Single Assessment timescales (TC)  
Within this quarter the performance around the completion of Single Assessments has remained above 98% which is a significant increase in performance on the previous year. Workers are prioritising this area and Managers are using weekly quality assurance reports and monthly performance reports to maintain this good performance.

### 3.0 Emerging Issues

#### 3.1 Horizon scanning

##### Children and Social Work Bill (AMc)

This has had a hostile reception from the House of Lords and the education select committee. This bill suggests a number of fundamental changes to how social care is delivered in the future. These are outlined in more detail in the policy paper **Putting Children First**. The Bill has recommenced its progress in the House of Lords in October and further amendments and revisions are expected.

##### Careers Strategy for England

Halton is awaiting the publication of the Careers Strategy for England, which is due Autumn 2016. This strategy is expected to outline Government plans and expectations for the delivery of Careers Education in schools and other educational provision. The direction the Government choose to take could affect Halton Borough Council's Careers Education Service e.g. if the Government offered a more centralised Information Advice and Guidance service to schools without charge, schools may choose not to purchase the Careers Education Service through service level agreements in the future.

#### 3.2 Halton Specific

##### School Admissions and Coordinated Admissions Schemes – September 2018 intake

In accordance with statutory requirements the Halton is currently consulting on its proposed admission arrangements and co-ordinated schemes for the September 2018 intake. The consultation commenced on 3rd October 2016 and closes on 11th November 2016. No amendments to the current oversubscription criteria, or co-ordinated admission schemes is proposed and a report will be submitted to the Council's Executive Board on 19th January 2017 for ratification of the arrangements. For the September 2016 intake Halton met 96% of parental preferences for secondary admissions and 95% of parental preferences for primary admission.

- 3.3 Homes to School and College Travel and Transport Policy for children and Young People with Special Educational Needs and Disabilities - Consultations

In accordance with statutory requirements Halton is consulting on its proposed Home to School & College Travel and Transport Policy for Children & Young People with Special Educational Needs and Disabilities (SEND), to take effect for the September 2017 intake. The consultation commenced on Monday 5th September 2016 and closes on Friday 4th November 2016. Between 2010 and 2016 the local authority saw a reduction of 53% of its funding. Further reductions of over 18% are anticipated between 2017 and 2020. This is an unprecedented level of cuts and in order to achieve these reductions it has meant that the Local Authority has had to explore the most cost efficient ways of discharging its responsibilities. Over the last few years the costs of providing transport for children and young people with special educational needs and disabilities has continued to increase leaving a budget shortfall in 2015/2016 of £205,000. The aim of the policy is that all children and young people with significant special educational needs or disability should lead lives that are as independent and as free from restriction as possible. To support this aim, where appropriate, we will help equip children and young people to travel independently and Halton will look to target our support to those who are in financial need or have exceptional circumstances. A report will be submitted to the Council's Executive Board on 19th January 2017 for ratification of the Transport Policy.

#### 3.4 Halton Childcare Sufficiency Assessment (CSA) Review 2016

The CSA Review 2016 was completed in September 2016. The CSA contains a wide range of information relating to the Early Years and Childcare market in Halton. Specifically it identifies the supply of places available in all Early Years and Childcare market segments and estimates the demand for these places. The assessment identifies the areas where the authority has sufficiency of provision and where there are any gaps and it contains an Action Plan that identifies what will be done to address any insufficiency. The CSA is a valuable tool for both existing and potential new childcare providers, as it provides a clear overview of the local market. The CSA will be placed on the Halton Borough Council website.

#### 3.5 Free Early Years Entitlement (FEYE)

From September 2017 the FEYE for 3 and 4 year olds will increase from 15 hours to 30 hours per week, for working parents. This is intended to improve the affordability of childcare and encourage more parents into work. The Child Place Planning Team will brief local childcare providers in terms of the timescales for implementation and from the Spring term 2017 will carry-out a promotional campaign to raise parent's awareness of the increased entitlement.

### 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 2016-17 business plan.

### 5.0 Progress against high priority equality actions








5.1 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 April 2011.

The council's latest annual progress report in relation to achievement of its equality objectives is published on the Council's website <http://www4.halton.gov.uk/Pages/councildemocracy/Equality-and-Diversity.aspx>

## 6.0 Performance Overview

6.1 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 local authority contributing the priority of Children and Young People.

### Objective: Improve outcomes for children and young people through effective multi-agency early intervention (PED01)

Ref	Measure	15/16 Actual	16/17 Target	Current	Direction of Travel	Quarterly Progress
PED01 01	Monitor the average length of time between a child returning home and their return interview (Commissioned Service)	72 hrs	72 hrs	72 hrs	N/A	
PED01 02	Reduce the number of young people who repeatedly run away in Halton	127	115	77 Q1 & Q2	N/A	
PED01 03	Monitor the number of young people who go missing in the year	223	N/A	197		
PED01 04	Monitor the number of young people flagged as at risk of child sexual exploitation (snapshot at the end of the quarter)	17	N/A	26	N/A	
PED01 05	Reduce the Secondary School persistent absence rate	Refer to commentary below				
PED01 06	Reduce the number of children subject to fixed term exclusions	303	270	Available Q3		
PED01 07	Reduce the rate of permanent exclusions	0.04%	0.035 %	Available Q3		
PED01 08	Increase the number of children involved in early intervention (e.g. CAF) (All those who have had a CAF involvement recorded during the year)	593	650	536		
PED01 09	Monitor the rate of referrals to childrens social care per 10,000 0-18 yr olds	336	N/A	178 Forecast 356	N/A	
PED01 10	Reduce the number of children and young people who enter the care system	81	75	52		

#### Supporting commentary:

PED01 01: Return interviews are being complete within 72 hours.

PED01 02: This quarter there have been 254 missing notifications from police and 17 from social care these come from 115 individuals. There has been a further 56 absent notifications. With regard to repeat individuals there are 45 individuals that have created 191 episodes, with ten individuals running five or more times.

PED01 03: For the Q2 reporting period Catch22 have seen another increase in the number of notifications and the number of individuals received from Police and Social Care services by 29%. In comparison to this quarter last year Halton received has received a significant increase in the amount of notifications 208 in 2015, compared to this years of 327.

PED01 04: This list is reviewed on a monthly basis at a CSE operational group and each child has their own plan in place to monitor and address, manage and reduce the risk.

PED01 05: From September 2015 (start of 2015/16 academic year) schools are judged against a persistent absence rate of 10% rather than 15% used previously. Alongside this change, there is a change in methodology used to identify pupils as persistent absentees. Data expected to be available Q2 2016/17.

PED01 07: There were 26 permanent exclusions for the first term 2015/16.

PED01 08: Numbers of children and young people supported through CAF processes continues to increase.

PED01 09: There were 506 referrals since 1st April 2016.

PED01 10: There has been a recent increase in the number of children entering care, This has involved some large sibling groups, the majority of these children were known to services at Level 3 and were subject to Child protection plans, this area is monitored closely and analysis is regularly produced and scrutinised through regular performance management systems.



Ref:	Milestones	Quarterly Progress
PED01a	Establish a multi-agency front door for complex dependency programme (April 2016).	
PED01b	Establish and implement a multi-agency locality provision (March 2017).	
PED01c	Multi-agency information Sharing Agreement to be in place (March 2017).	
PED01d	Implement the Cheshire IT Portal (March 2017).	
PED01e	Implement the regional adoption agency (March 2017).	
PED01f	Use performance information effectively to ensure that early intervention is responsive to trends of those being referred to childrens social care (March 2017).	

Supporting commentary:

PED01a: Over the Q2 2016/17 reporting period the new multi-agency ICART team has continued to develop. Over a 1,000 Early Intervention iCART contacts and over 150 individuals have benefitted from the new holistic 360 profile. An initial audit of this work suggested that it is of good quality. Performance has improved in terms of meeting the three day timescales for contacts and 10 working days for the completion of 360 profiles. Early feedback suggests that this new approach is leading to better information sharing and as a consequence children and families are being put on the right pathway of support earlier. Refinement of the 360 profile and agreeing how to sustain this approach, once there is no additional funding to support it, are key priorities for this area for Q3 2016-17 and onwards.

PED01b: Plans are in place and on track to have additional multi-agency staff in the locality teams by March 2017

PED01c: This has been completed.

PED01d: This had been delayed because of the complexity of the specification. The contract has now been awarded and work will shortly begin but they may be a delay in implementation post March 2017.

PED01e: This is currently on track but with some risks as the project plan had to be revised owing to reduced funding from the Department of Education. However, this has now been reversed and the plan is still to have the RAA established by 1 April 2017.

PED01f: Performance reports are now in place supported by a fortnightly performance meeting.

### Objective: Close the gap in attainment at Key Stage 2 including between vulnerable groups and their peers (PED02)

Ref	Measure	15/16 Actual	16/17 Target	Current	Direction of Travel	Quarterly Progress
PED02 01	Reduce the gap in attainment for pupils attaining the expected standard at Key Stage 2 in Reading, Writing and Maths between disadvantaged pupils and their peers	17%	N/A	24%	N/A	N/A
PED02 02	Increase the percentage of pupils achieving the expected standard at KS2 in Reading, Writing and Maths	79%	N/A	46%	N/A	N/A
PED02 03	Increase the percentage making sufficient progress in Reading KS1 to KS2	91%	N/A	-0.3	N/A	N/A
PED02 04	Increase the percentage making sufficient progress in Writing KS1 to KS2	93%	N/A	-1.6	N/A	N/A
PED02 05	Increase the percentage making sufficient progress in Maths KS1 to KS2	90%	N/A	-0.5	N/A	N/A
PED02 06	Increase the percentage of Children in Care achieving expected outcomes at KS2	Due to small cohorts and statistical variation, targets are not provided. Analysis of the small cohort is conducted on an individual basis for these children to underpin resulting performance.				

Supporting commentary:

PED02 01, 02, 03, 04, 05: As this is a new assessment system and 2016 results have proved to be unreliable nationally, it is not yet possible to set a target figure until further information is available.

PED02 06: KS2 Outcomes 2015-16

Due to changes in the assessment and curriculum in KS2 the DfE have stated that there can be no comparison with previous year's outcomes.

Context: There were nine children in the 12 mths+ care cohort. Eight children were placed in borough. No child had a school move and only 1 had a placement move during Year 6. 3 children have EHCP, with 1 child attending a Special School. All children's attendance was above 90%, with 7 being above 95%. 8 children were in Good or better schools.

Outcomes : Attainment measure = % achieving expected standard and gap to Halton non-care peers:

Reading – CIC 33% with a gap of 30%

Writing – CIC 33% with a gap of 32%

Maths – CIC 33% with a gap of 32%

RWM – CIC 11% with a gap of 37%

Analysis: Prior attainment at Key Stage 1 was not good for this cohort – Level 2 and Level 2b+ were the previous expected standards: 5 children did not achieve Level 2 in Reading 5 and 6 did not achieve Level 2b+; for Writing 6 did not achieve Level 2 and 7 did not achieve Level 2b+; for Maths 5 did not achieve Level 2 and 6 did not achieve Level 2b+.

There were 2 children who were either in Special School or judged to not be able to achieve the expected standards in the tests. If these 2 children are taken out of the data the attainment difference does close slightly (Reading 20%, for Writing and Maths 22%).

Progress measure = how the child performs in comparison to the children nationally who have the same prior attainment banding as them at Key Stage 1.







Reading – CIC 44% with a gap of 4%

Writing – CIC 33% with a gap of 14%

Maths – CIC with a gap of 4%

Analysis: The progress data for children in care is a positive picture with the gap being very small in Reading and Maths. This means that given their starting point Halton children in care are making accelerated progress compared to other children with the same prior attainment.

There is evidence of accelerated progress for individual children (3 in Reading, 3 in Writing and 4 in Maths). 1 child achieved the higher assessed outcome of Greater Depth at the Expected Standard in Writing

Ref:	Milestones	Quarterly Progress
PED02a	Based on data analysis and feedback from the Cross Service Monitoring Group, undertake categorisation process for all schools by October 2016 and identify actions, including levels of support and intervention, required to improve inspection outcomes.	
PED02b	Conduct the annual analysis of school performance data for all primary schools during September to December 2016 (with further reviews undertaken at key points in the data release cycle).	
PED02c	Analyse, evaluate and report end of Key Stage 2 achievement outcomes, including success in closing the gap (December 2016).	
PED02d	Identify areas of need and support for Children in Care and Free School Meals pupils (December 2016).	
PED02e	With schools, monitor the impact of Pupil Premium in closing the gap between Free School Meals and non-Free School Meals pupils (March 2017).	
PED02f	Ensure appropriate deployment of school improvement support for identified schools and settings, including school to school support as appropriate (March 2017).	

Supporting commentary:

PED02a: A revised categorisation process system has been shared with schools. All head teachers and Chairs of Governors have received the schools categorisation letter. Link officers are meeting with schools to identify actions.

PED02b: Performance data is being analysed as it is released and is being shared with schools, settings, officers and Council members. Further validated data will be released throughout the autumn term.

PED02c: A report was taken to PPB in September 2016 with provisional attainment data, further detail will be shared at PPB in October. A further report will go to January 2016 PPB on closing the gap.

PED02d & PED02e: The CIC and Care Leaver Strategy has been reviewed and identifies areas for support. These include the development of more apprentice opportunities, support for schools in managing attachment issues, and supporting CIC to achieve their potential. Progress of implanting the Strategy is monitored through the Children in Care Partnership Board.

PED02f: Schools and settings have been categorised and levels of support identified linked to the school's category or degree of vulnerability. School to school bids are being written currently in collaboration with Teaching Schools. Any school causing concern is receiving identified support through Halton's school improvement service, and the wider school improvement system.

**Objective: Raise achievement in Early Years (PED03)**

Ref	Measure	15/16 Actual	16/17 Target	Current	Direction of Travel	Quarterly Progress
PED03 01	Increase the percentage of children achieving a good level of development in Early Years Foundation Stage	55%	65%	62%		
PED03 02	Reduce the good level of development attainment gap between those previously in receipt of 2 year old early years entitlement and their peers at EYFS	21%	12%	20%		
PED03 03	Increase the take up of Early Years Entitlement for vulnerable 2 year olds	536	600	535 (92%)		
PED03 04	Increase the take up of Early Years Entitlement for 3 to 4 year olds	92%	95%	100%		
PED03 05	Monitor the percentage of Early Years settings (pre-schools, day care, out of school clubs, childminders) with overall effectiveness of Good or Outstanding	84%	84%	90%		
PED03 06	Reduce the good level of development attainment gap for disadvantaged children and their peers at EYFS	19%	16%	Data available at Q4		

## Supporting commentary:

PED03 01: There has been an increase in GLD of 7% and gap to national has reduced by 4%

PED03 02: Attainment has increased for both groups, with the gap narrowing by 1%.

PED03 03: Target revised by DfE Sept 2016. The 2 Year Old Project Officer targets all eligible children with termly mailshots and follows-up non-attenders with support from childcare providers and Children's Centre staff

PED03 04: This take-up figure relates to April 2016, Sept 2016 take-up will be available at end of October 2016

PED03 05: An increase in the quality of provision, as judged by Ofsted, which now exceeds our 2016-17 target.

Ref:	Milestones	Quarterly Progress
PED03a	Analyse the outcomes of children who have accessed funded two year old placements to ensure this provision is closing the gap between the most vulnerable children and their peers (January 2017).	
PED03b	Complete RAG categorisation process for all EYFS setting by October 2016 and identify actions, including levels of support and intervention required to improve inspection outcomes.	
PED03c	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 required as a result of revised Ofsted frameworks (March 2017).	
PED03d	Analyse, evaluate and report on the outcome of the Early Years Pupil Premium (March 2017).	
PED03e	Act on research findings from the Early Years Review undertaken by Ofsted and commissioned research (March 2017).	

## Supporting commentary:

PED03a: Available in Spring term 2017

PED03b: EYFS settings have been RAG rated and support and intervention identified. Halton currently only have two settings not rated as good or better by Ofsted.






PED03c: Available in Spring term 2017

PED03d: EYFS settings have been RAG rated and support and intervention identified. Halton currently only have two settings not rated as good or better by Ofsted.

PED03e: This information is collected by settings and will be available in Q4.

**Objective: Improve the offer for children and young people with SEND through effectively implementing the SEND Reforms (PED04)**

Ref	Measure	15/16 Actual	16/17 Target	Current	Direction of Travel	Quarterly Progress
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PED04 01	Increase participation in the POET survey from parents/guardians/carers	33	35	Data available in Q4		
PED04 02	Increase the percentage of Education Health and Care Plans completed within 20 weeks	26.8%	50%	75%		
PED04 03	Increase the number of schools identified as Nurture champions	0	8	0	N/A	
PED04 04	Increase the percentage of Statements converted to Education Health Care Plans to meet published timescales	22.9%	80%	Refer to commentary		
PED04 05	Increase the number of people accessing the Local Offer (proxy measures of sessions measured annually in October)	3868	3950	4038		

## Supporting commentary:

PED04 01: The Evaluation and Training officer is currently briefing Settings to encourage participation in

PED04 02: Improved performance in Q2.

PED04 03: This term we have run the 'Nurturing Schools Award' which is a two year commitment to establish a nurturing ethos across the school. One through school, two secondary, three primary, three maintained nurseries and five special schools within Halton have signed up to this. We have already had consultancy out into two primary schools that are in the process of establishing nurture and a nurturing schools approach in order to support them with children who are at risk of exclusion.

Halton has established its own Nurture Group Network offering peer support, training and guidance. This is well attended and valued by all of the schools.

PED04 04: During the year the following year groups have the following performance:

Y5: 4 completed, 18 ongoing




Y6: 100% completed

Y10: 15 completed, 23 ongoing

Y11: 53% completed 33% not moving school, 14% ongoing

Y14: 88% completed

PED04 05: Media Stats for Oct 2015 to June 2016 are already in excess of the target at 4,038. Annual Stats due in Oct 2016.

Ref:	Milestones	Quarterly Progress
PED04a	Conduct the annual analysis of progress data for children and young people with additional SEND funding through Enhanced provision or Education health care plans (March 2017).	
PED04b	Improve provision in Halton for young people with social, emotional and mental health challenged (March 2017).	
PED04c	Evaluate qualitative data through Personal Outcomes Evaluation Tool (POET) of family and individual views within the SEND reform process in Halton to increase satisfaction with their experience (March 2017).	





## Supporting commentary:




PED04a: Available in quarter 4.

PED04b: Halton has increased and improved the types of provision available to young people experiencing social and emotional health issues. Halton now has a range of universal, targeted and specialist provision for young people.

PED04c: The 2015 POET survey has been conducted with an analysis of views from Young People, Parents, Carers and Professionals. Generally the experience of the assessment process and settings was good. Areas for development were feeling safe in the community and increased opportunities for leisure activities and community participation. It is to be repeated next year for continuing analysis of outcomes. We will report on the 2016 in Q4.

### Objective: Improve participation and skills for young people to drive Halton's future (PED05)

Ref	Measure	15/16 Actual	16/17 Target	Current	Direction of Travel	Quarterly Progress
PED05 01	Reduce the percentage of 16-18 year olds not in education, employment or training	5.1%	5%	6.7%		
PED05 02	Reduce the percentage of 16-18 year olds whose activity is not known	3.7%	3.5%	1.8%		
PED05 03	Increase the percentage of 19 year olds achieving a Level 2 qualification	86.9%	87.5%	Data available in quarter 4		

PED05 04	Increase the percentage of 19 year olds achieving a Level 3 qualification	56.5%	57.5%	
PED05 05	Monitor the percentage of young people progressing to Higher Education	25%	25%	
Supporting commentary: PED05 01: The 15/16 actual is an average of the 3 months of November/December and January and therefore the next comparison will be available in February 2017. Current performance for August 2016 is 6.7%. It is normal for this figure to be higher at this time of the year when academic courses have not yet started. PED05 02: The 15/16 actual is an average of the 3 months of November/December and January and therefore the next comparison will be available in February 2017. Current performance for August 2016 is 1.8%.				
<b>Ref:</b>	<b>Milestones</b>			<b>Quarterly Progress</b>
PED05a	Develop the 14-19 Commissioning statement to reflect Local Enterprise Partnership priorities (March 2017).			
PED05b	Implement the European Social Fund coaching programme, integrated to Raising the Participation Age strategy (March 2017).			
PED05c	Develop a Post-16 monitoring framework to demonstrate how providers are supported and challenged in the borough (March 2017).			
Supporting commentary: PED05a: Analysis of the data and information collated is currently taking place to identify successes and issues for investigation/action PED05b: A contract is in place with a company to deliver this programme from 1 <sup>st</sup> July 2016 PED05c: An Area Based Review of Post 16 Education is currently taking place across Greater Merseyside. The development of the Post 16 monitoring framework will be reviewed once this Area Based Review has been completed and reported on.				

## 7.0 Financial Summary

## 7.1 Children and Families Services Department

**Revenue Budget as at 30 June 2016**

	Annual Budget £'000	Budget to Date £'000	Expenditure to Date £'000	Variance to Date (overspend) £'000
<b>Expenditure</b>				
Employees	8,639	4,195	4,243	(48)
Premises	271	132	123	9
Supplies & Services	901	462	504	(42)
Transport	6	2	23	(21)
Direct Payments/Individual Budgets	161	80	214	(134)
Commissioned Services	318	82	82	0
Residential Placements	3,387	2,042	2,721	(679)
Out of Borough Adoption	133	48	48	0
Out of Borough Fostering	452	367	715	(348)
In House Adoption	242	183	259	(76)
Special Guardianship	1,092	586	675	(89)
In House Foster Carer Placements	2,010	1,011	1,010	1
Care Leavers	184	84	48	36
Family Support	82	31	31	0
Agency Related Expenditure	89	21	19	2
Capital Financing	6	0	0	0
<b>Total Expenditure</b>	<b>17,973</b>	<b>9,326</b>	<b>10,715</b>	<b>(1,389)</b>
Adoption Placements	-98	-53	-53	0
Fees & Charges	-123	-65	-68	3
Dedicated Schools Grant	-77	-59	-59	0
Reimbursements & Other Grant Income	-356	-207	-211	4
Government Grants	-106	-106	-106	0
Transfer from Reserves	-6	-6	-6	0
<b>Total Income</b>	<b>-766</b>	<b>-496</b>	<b>-503</b>	<b>7</b>
<b>Net Operational Expenditure</b>	<b>17,207</b>	<b>8,830</b>	<b>10,212</b>	<b>(1,382)</b>
<b>Recharges</b>				
Premises Support Costs	434	217	217	0
Transport Support Costs	42	18	18	0
Central Support Service Costs	2,178	1,052	1,052	0
<b>Total Recharges</b>	<b>2,654</b>	<b>1,287</b>	<b>1,287</b>	<b>0</b>
<b>Net Department Expenditure</b>	<b>19,861</b>	<b>10,117</b>	<b>11,499</b>	<b>(1,382)</b>

**Comments on the above figures**

Employee related expenditure is above budget to date, which is expected to be the trend for the remainder of the financial year. The use of Agency staff, particularly within the Child Protection and Children in Need Division has reduced considerably, although some Agency staff are still being utilised within the Children in Care Division. There is also an overspend relating to the Management costs within the Children's Safeguarding Unit.

Expenditure relating to Supplies and Services is above budget to date. All controllable budgets within the Department will be carefully monitored throughout the financial year to ensure that only essential goods and services are purchased.

Expenditure relating to Direct Payments/Individual Budgets is above budget to date. We have seen increased demand around the Individual Budgets for Children with Disabilities, with less joint funding from the Halton Clinical Commissioning Group (CCG). The high cost packages will continue to be reviewed throughout the financial year to see if any costs can be reduced, but still making sure the needs of the individual child are being met. This continues to be a significant pressure area.

Expenditure relating to Out of Borough Residential Placements is above budget to date, which is expected to be the trend for the whole financial year. This unpredictable budget is influenced by a number of uncontrollable factors, such as emergency placements (long or short term), placements continuing for longer, or ending sooner than first anticipated. Depending on the needs of the individual child it is not always possible to utilise in house services, which means that Out of Borough Residential placements need to be sought at a much higher cost. Despite additional budget being given this financial year, this continues to be a significant pressure area.

Expenditure relating to Out of Borough Fostering is above budget to date, which is expected to be the trend for the whole financial year. As with Residential placements, every effort is made to utilise Foster Carers from within the Borough, but this is not always possible. This results in Out of Borough Placements being sought at a much higher cost. This continues to be a significant pressure area.

Expenditure relating to In-House Adoption is above budget to date, which in the main relates to Residence and Special Guardianship Orders. Despite additional budget being given this financial year, expenditure relating to Special Guardianship Orders continues to be a pressure area.

The number of children in care continues to increase during this financial year. As a result of this, managers will continue to try and reduce the impact of budget pressure areas by monitoring expenditure closely, keeping controllable expenditure to a minimum and utilising in house services. Based on service use it is anticipated that the net expenditure for the Department overall will be above annual budget by approximately £2.8m.

## 7.2 Education, Inclusion and Provision Services Department

**Revenue Budget as at 30 September 2016**

	Annual Budget	Budget To Date	Actual To Date	Variance to Date (Overspend)
	£'000	£'000	£'000	£'000
<b>Expenditure</b>				
Employees	6,355	2,919	2,772	147
Premises	442	50	50	0
Supplies & Services	2,996	1,245	1,194	51
Transport	5	3	3	0
School Transport	934	277	427	(150)
Commissioned Services	2,647	882	882	0
Agency Related Expenditure	1,474	683	670	13
Independent School Fees	2,463	1,466	1,466	0
Inter Authority Special Needs	175	15	15	0
Pupil Premium Grant	191	30	30	0
Nursery Education Payments	2,980	2,020	2,020	0
Schools Contingency	469	219	219	0
Special Education Needs Contingency	2,016	838	838	0
Capital Finance	3	1	0	1
Early Years Contingency	50	0	0	0
<b>Total Expenditure</b>	<b>23,200</b>	<b>10,648</b>	<b>10,586</b>	<b>62</b>
<b>Income</b>				
Fees & Charges	-351	-61	-59	(2)
Government Grant	-569	-569	-569	0
Reimbursements & Other Income	-1,112	-556	-557	1
Schools SLA Income	-252	-249	-250	1
Transfer to / from Reserves	-781	-574	-574	0
Dedicated Schools Grant	-12,938	-6,631	-6,631	0
Inter Authority Income	-578	-99	-99	0
Sales Income	-38	0	0	0
Rent	-102	0	0	0
<b>Total Income</b>	<b>-16,721</b>	<b>-8,739</b>	<b>-8,739</b>	<b>0</b>
<b>Net Operational Expenditure</b>	<b>6,479</b>	<b>1,909</b>	<b>1,847</b>	<b>62</b>
<b>Recharges</b>				
Central Support Services Costs	1,982	878	878	0
Premises Support Costs	288	142	142	0
Transport Support Costs	253	64	64	0
HBC Support Costs Income	-79	0	0	0
<b>Net Total Recharges</b>	<b>2,444</b>	<b>1,084</b>	<b>1,084</b>	<b>0</b>
<b>Net Department Expenditure</b>	<b>8,923</b>	<b>2,993</b>	<b>2,931</b>	<b>62</b>

**Comments on the above figures**

Employee expenditure is below budget due to vacancies across all EIP divisions. The majority of the vacancies are within the Education and Inclusion division. There have been vacant posts for the



whole financial year, which are projected to remain unfilled and will be offered up as proposed savings for 2017/18. There have also been various changes in staffing structures which has resulted in additional vacancies going forward. There has also been a limited call upon the schools redundancy budget. Further savings have been achieved due to reductions in staff hours and staff maternity, also using the Troubled Families grant to offset a post.

Effort is being made within all Divisions to keep expenditure to a minimum for supplies and services.

The demand for Special Educational transport provision continues to cause the School's Transport budget to be significantly over budget. This service is a statutory provision based on demand, but measures are in place to look at how future efficiencies can be achieved which won't affect service delivery.

All efforts are being made throughout the Department to ensure that expenditure is kept to a minimum as budgets are considerably tight. There is also a complete review of SEN processes currently being carried out, in the hope that this will bring down any further budget pressures.

It is forecast that spend will be within budget at year end outturn.

#### **Capital Projects as at 30 September 2016**

Capital Expenditure	2016/17 Capital Allocation £'000	Allocation to Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
Asset Management (CADS)	7	1	1	6
Capital Repairs	735	432	432	303
Fire Compartmentation	37	25	25	12
Asbestos Management	20	4	4	16
Schools Access Initiative	80	40	40	40
Education Programme General	110	25	25	85
St Edwards – Basic Need	32	32	32	0
Basic Need Projects	848	0	0	848
Fairfield – Basic Need	1,194	740	740	454
Halebank	20	20	20	0
Weston Point Primary	45	0	0	45
School Modernisation Projects	490	59	59	431
Two year old capital	52	30	30	22
Universal Infant School Meals	2	0	0	2
Hale Primary	118	97	97	21
<b>Total Capital Expenditure</b>	<b>3,790</b>	<b>1,505</b>	<b>1,505</b>	<b>2,285</b>

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

Asset Management (CADS) works and the Education General Programme (General) will continue in response or in line with any emergency Health and Safety issues. Asbestos programme surveys are being updated and remedial work carried out where necessary.




Final accounts are due on Hale Primary, Fire Compartmentation, and 2 Year Old capital. Free School meals awaiting retention to be released.

St Edwards work has been completed, as has Halebank. Weston Point is awaiting planning permission.

Fairfield Primary construction work to the infants is now complete, and a model village was installed over the summer to accommodate the pupils while the junior school is remodelled. This is due to be completed April 2017. The All Weather Pitch will be constructed in 2017/18.




8.0 Appendix I

8.1 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 unlikely 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.

8.2 Direction of Travel indicator

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

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

8.3 Key for responsible officers:

**AMc** Ann McIntyre, Operational Director, Education, Inclusion and Provision Service

**TC** Tracey Coffey, Operational Director, Children and Families Service

## People Directorate Overview Report (Adult Social Care and Public Health)

**Directorate:** People Directorate

**Reporting Period:** Quarter 2 – Period 1<sup>st</sup> April – 30<sup>th</sup> September 2016

### 1.0 Introduction

1.1 This report provides an overview of issues and progress within the Directorate that have occurred during the second quarter 2016/17.

### 2.0 Key Developments

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

#### Homelessness

##### **Asylum & Refugee Programme.**

The Syrian Refugee Programme is underway and the Merseyside Sub Region has agreed to accommodate 510 refugees, with Halton taking up to 100. All the necessary arrangements are due to be finalised and each authority will agree what services will be commissioned. Liverpool has devised a service specification, which is on the chest, with closing date of 31/10/16. Halton will buy into a number of the services within the spec and form part of the procurement and evaluation process.

##### **Gypsy Traveller Site**

The new permanent traveller site is complete and the allocation process is underway. The site is due to officially open 14<sup>th</sup> November 2016 and a number of pitches have been allocated to priority travellers.

An appeal was lodged however, it was unsuccessful and the original court judgement was upheld. A further verbal appeal has been granted which is due to be heard early November 2016, whereby, a number of pitches will be retained on the new site, pending the appeal decision.

#### Adult Social Care

##### **Transforming Domiciliary Care**

We have carried out a review of domiciliary care in Halton which will support our overall plan to submit a funding application to the National Lottery Commissioning Better Outcomes fund. The application is due for submission by September 22<sup>nd</sup> and if successful we will be in a position to start implementation within three months. The review so far has allowed us to consider what the current service offers and how it may change in the future, as a result we are in the process of developing a new service specification that will significantly change the way in which we provide care at home. This will include:

- Removing time calls
- Increasing flexibility
- Reducing the number of providers (currently we have 9)
- Assess people for outcomes not just set tasks
- Increase the number of reviews that take place
- Work with the providers to deliver quality of life outcomes, reduce social isolation and improve people's wellbeing

### **Day Services**

'The Route', which opened in November 2015, offers work placement opportunities in a busy food retail and customer service-based setting. It is the newest addition to an interlinked portfolio of some 15 small businesses developed by the service which includes a microbrewery, an ice-cream manufacturing business, high street hairdressers, a pie and confectioners production line amongst fruit and veg producers and small poultry farm.

Service users often experience work across a range of our businesses developing transferable skill and broadening experience (see Roberta's Journey).

Used as part of a progression programme for service users the outlet acts as a stepping stone to enhance skills already gained across other services. The synergy between the ventures is well reasoned with The Route sells soups and cake slabs made at the kitchens in Oakmeadow Community Support Centre, cupcakes produced by the Independent Living Centre, and the ice cream manufactured through Community Services at Norton Priory.

### **The Community Multi-Disciplinary Team Model**

A number of legislative and policy developments have contributed to the development of the community multi-disciplinary approach in Halton, further integrating health and social care in the borough. One of the schemes outlined within Halton's Better Care Fund is in relation to the continued development of Integrated Health and Social Care Teams which 'aims to deliver high quality, effective and efficient assessment, care and support planning for people with a wide range of health and social care needs'. In Halton, we have held a dedicated Steering group with membership across health and social care developing a new model for Multi-Disciplinary Team working, which is now ready to be implemented.

The model for Community MDTs in Halton consists of staff from several different professional backgrounds, including GPs, Social Workers, Community Care Workers District Nurses, Social Care in Practice (SCiP) workers, Community Matrons, Continuing Health Care Nurses, and Wellbeing Officers, who are able to respond to people who require the help of more than one kind of professional. The MDT will work in an integrated way, aligned to GP practices.

The model works with four GP Hubs: Widnes North, Widnes South, Runcorn West and Runcorn East. Each Hub has clusters of GP surgeries. Each GP surgery has its own MDT, are working with an identified GP patient population. The model promotes the MDT have dedicated meetings to look at unplanned admissions to hospital and at complex cases. Referrals can be taken daily and directed to the relevant professionals in the MDT.

### **Mental Health Services**

Review of the 5Boroughs Acute Care Pathway and Later Life and Memory Services: following the in-depth review of the way in which the Acute Care Pathway is delivered in relation to adults with severe mental illnesses, and of the delivery of services for people with memory deficiencies, work has been continuing both locally and across the footprint of the 5Boroughs to put in place the recommendations of the review. In Halton, two

groups are in place which are looking at the ways to improve the discharge to primary care services of people whose mental health is such that they no longer need secondary care services, but also to ensure that processes for referral and acceptance into secondary care are smooth and effective.

As a part of the delivery of the review recommendations, the 5Boroughs have redesigned their management structure, so that each local area is supported by senior managers within the Trust, and local services relate much more to the local population. This is allowing for much greater involvement of the 5Boroughs in local strategic planning and operational groups.

Across the wider footprint of the 5Boroughs, work has taken place to improve the way that services are delivered for people with personality disorders and/ or chaotic and high risk lives. The Trust's bed base has been reviewed, and proposals for change have now been submitted to the Health Policy and Performance Board in Halton.

Direct Payments in Mental Health: work has been taking place in Halton to improve the uptake of direct payments for people with mental health problems. Direct payments give people much greater control over their daily lives and help to build self-esteem, coping skills and self-confidence. However, in common with much of the rest of the country, it has been hard to achieve a high uptake of direct payments for this group of people. A new service is now in place, delivered by Halton Disability Partnership, which works directly with people with complex mental health problems to support and encourage them to take up the offer of direct payments. From a baseline of 23 people, there are now 35 people with mental health needs who now receive a direct payment for their care and support. Further redesign of the care pathway (see above) is expected to lead to an increase in these figures.

## **PUBLIC HEALTH**

### **Mindfulness Programme**

A mindfulness programme has been put to tender and has been successfully awarded. The programme will deliver mindfulness training and awareness programme across a schools setting with the aim to improve mental health and wellbeing and contribute towards improved personal resilience in school aged children.

### **World Mental Health Day**

Halton Borough Council celebrated World Mental Health Day on Monday 10 October with a conference and social event for residents and local professionals to inform and entertain. There were owls, dancers, bands and discussion groups.

The conference at Riverside College (Centre Stage, Kingsway) was attended by over 100 people and tied in with the theme of 'Building a Mentally Healthier Halton' - an ongoing theme for the Health Improvement Team.

150 local residents also attended the 'feel good' social event in the evening at The Studio in Lacey Street, Widnes. Performers included SJ Pure Dance, Hearts and Voices Choir and poet Clive Little.

The events were a partnership with Riverside College and The Studio, with support across local services and teams including health, education, housing and police, with the aim of finding ways to make people healthier and happier.

### **National Recovery Walk**

Halton was proud to host the National Recovery Walk, organised by Public Health and the commissioned substance misuse service provider CGL. More than 7,000 people took part in the walk across Halton on Saturday 9<sup>th</sup> September to raise awareness of the seriousness of addiction and celebrate recovery.

### **Vintage Rally Health Engagement**

Health Improvement Team (HIT) supported the Vintage Rally on 24<sup>th</sup> & 25<sup>th</sup> September held in Victoria Park in Widnes. The team undertook various health engagement opportunities including make your own smoothie, involving people in healthy eating and importance of '5 a day' messages, alongside a physical activity message – making smoothies in a blender by powering it with pedal power on a bike. The HIT engaged 531 in the health marquee with a further 160 people involved in cancer awareness through the information iVan which was specially commissioned for the event.

## **3.0 Emerging Issues**

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

### **Adult Social Care**

#### **Domiciliary Care**

The current domiciliary care market is under a certain level of pressure. There have been a number of issues that have contributed to an increase in the current waiting times for packages of care to be picked up. These include:

- Low levels of staff recruitment
- Low numbers of car drivers making certain parts of the borough more difficult to cover
- Increased overheads with the implementation of the National Living Wage.
- Pressures faced from neighbouring authorities.

We are working proactively with all of the senior management teams of each of the nine providers to find solutions to the outstanding packages. Meetings are taking place on a fortnightly basis and a number of solutions are already being explored.

#### **Mental Health Services**

Social Work for Better Mental Health: this national programme is designed to bring clarity to the work of social workers within mental health services. In partnership with Sefton Council, Halton is an early implementer of the programme, which is intended to focus the work of social workers within mental health Trusts, to ensure that their professional skills are best used. A detailed local self-assessment is taking place, which will be used to reshape the delivery of mental health social work in this area.

People with complex mental health conditions who are placed out of borough: there are a number of people with complex mental health needs and high levels of disruptive and risky behaviour who have been placed in specialist facilities out of borough (often some distance away) because local services have been unable to meet their needs. Work is going on between the Council, the Clinical Commissioning Group and the 5 Boroughs to look at the needs of these people and decide whether some of them can now be more appropriately supported locally, as their condition has improved. Although there are some

people who will need this level of specialist support for an indefinite period, it is clear that some are now ready to return to their own neighbourhoods and be near their families and networks again. Work is therefore taking place to ensure that this happens, by providing them with the appropriate levels of care and support locally.

Serious Incidents in mental health: since the end of July 2016, there has been an increase in the number of serious incidents relating to people with mental health needs in the borough. A multiagency group, led by the Clinical Commissioning Group and the Halton Safeguarding Adults Board, is co-ordinating a detailed programme of review and analysis of each of these cases, to find out whether there are any lessons to be learned and changes to local systems which might be required.

## **PUBLIC HEALTH**

Continued requirement to meet efficiency targets is likely to impact upon the delivery of some key programmes in the foreseeable future.

### **4.0 Risk Control Measures**

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 2016 – 17 Business Plan.

Progress concerning the implementation of all Directorate high-risk mitigation measures is included in the Appendices.

### **5.0 Risk Control Measures**

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://www4.halton.gov.uk/Pages/councildemocracy/Equality-and-Diversity.aspx>

### **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**

<b>Ref</b>	<b>Milestones</b>	<b>Q2 Progress</b>
CCC1	Continue to monitor effectiveness of changes arising from review of services and support to children and adults with Autistic Spectrum Disorder. <b>March 2017</b> (AOF 4) <b>(KEY)</b>	
CCC1	Continue to implement the Local Dementia Strategy, to ensure effective services are in place. <b>March 2017</b> (AOF 4) <b>(KEY)</b>	
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. <b>March 2017</b> (AOF 4) <b>(KEY)</b>	
CCC1	The Homelessness Strategy be kept under annual review to determine if any changes or updates are required. <b>March 2017. (AOF 4, AOF 18) (KEY)</b>	
CCC2	Ensure Healthwatch is established and consider working in partnership with other Councils to deliver this. <b>March 2017 (AOF 21)</b>	
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. <b>March 2017 (AOF 21 &amp; 25)</b>	

### **Supporting Commentary**

#### **CCC1 Continue to monitor effectiveness of changes arising from review of services and support to children and adults with Autistic Spectrum Disorder**

We have recently completed the Department of Health Autism Self-Assessment Framework and this will lead to a revised and improved strategy.

There is now an agreed way forward across children and adult services to improve transition processes and hence outcomes for young people and their families.

#### **CCC1 - Continue to implement the Local Dementia Strategy, to ensure effective services are in place**

Quarter 2 saw the publication of the Dementia Chapter of the Older People's JSNA , the contents of which will help shape the refresh of the Dementia Delivery Plan ( Scheduled Q3/4). During Q2 the roll out of the Age Well Community Memory Screening training for front line staff from across a arrange of partner organisations has taken place. With 40+ professionals and vol/community sector participants having undertaken the training.

Progress is being made with the implementation of the START intervention for dementia carers, with Halton Carers centre agreeing to undergo the necessary training to be able to deliver the intervention as part of their 'offer' to dementia carers. Support from Halton Positive Behaviour Support Service (who undertook the pilot) and training is scheduled to take place during Q4,



with the intervention being available from January 2017.

The Halton Dementia Action Alliance held an end of life and advanced care planning event to raise awareness amongst people living with dementia, families, carers, voluntary sector and professionals of the dementia specialist support available locally.

Work is ongoing with GP practices and care homes in relation to the dementia diagnosis rate, which currently stands at 69.1%. Halton CCG aspiration is to achieve 75%, but changes in the way that the diagnosis rate is calculated ( only counting those aged over 65) has meant that the overall diagnosis rate for Halton has appeared to drop. The Later Life and Memory Service Care Home Liaison Team have been undertaking screening in Care Homes to identify those who are living with a dementia, but without a diagnosis, and practices are supported to undergo data cleansing exercises to identify those who have been uncoded on the dementia register.

**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**

Early in 2016, a detailed review across the whole 5Boroughs footprint was published; this review considered the various care pathways for adults with mental health problems and older people with memory loss, and made a number of proposals for change. Various work streams are taking place both locally and across the 5Boroughs, and the Council is working with the Clinical Commissioning Group and the 5Boroughs to ensure that the recommendations are delivered.

**CCC1 - The Homelessness Strategy be kept under annual review to determine if any changes or updates are required**

The homeless strategy action plan is reviewed annually, to ensure it reflects economical and legislative changes / trends. The homeless forum will take place December 2016 and the action plan will be updated.

The homeless strategy will be fully reviewed June 2017 to determine LA priorities for next five years.









**CCC2 – Ensure Healthwatch is established and consider working in partnership with other Councils to deliver this**

During Q2 Healthwatch engaged with over 390 people. There were **2334 visits** to the website in quarter 2; an **8% increase** on the same period in 2015. Three 'Enter & View' visits have taken place to local care homes. From these visits themes are emerging around Hospital Discharge and medication issues. Widnes Academy (Halebank) became the first school to gain Healthwatch School accreditation. Healthwatch has also met with local CQC inspectors to find the best way of sharing the intelligence HW Halton gathers on NHS and social care services; gathered intelligence with other local Healthwatch and Healthwatch England to feed in to an upcoming review on delays in Social Care Assessments; worked with Umbrella Halton (BME) on arranging an annual 'Hello Halton' event at Riverside College for ESOL Students, and held discussions around support of Asylum Seekers, based in Widnes on arrival.

**CCC3 - Undertake on-going review and development of all commissioning strategies, aligning with Public Health and Clinical Commissioning Group, to enhance service delivery and continue cost effectiveness, and ensure appropriate governance controls are in place.**

Work continues on the further alignment of system and services across Health and Adult Social Care in line with the associated project brief previously approved by Halton Borough Council, NHS and Halton Clinical Commissioning Group.

**Key Performance Indicators**

Ref	Measure	15/16 Actual	16/17 Target	Q2 Actual	Q2 Progress	Direction of travel
CCC 3	Adults with mental health problems helped to live at home per 1,000 population	3.21	3.00	3.10		
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	0	0		
CCC 5	Number of households living in Temporary Accommodation (Previously NI 156, CCC 7).	15	17	2		
CCC 6	Households who considered themselves as homeless, who approached the LA housing advice service, and for whom housing advice casework intervention resolved their situation (the number divided by the number of thousand households in the Borough)	5.1	5.5	0.76		

**Supporting Commentary****CCC3 - Adults with mental health problems helped to live at home per 1,000 population**

This continues to be a challenging target, because a reconfiguration within the 5Boroughs reduced the numbers of people who could be counted in this cohort. The work to develop new care pathways into and out of long term care should increase the numbers however.

**CCC4 - 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.

**CCC5 - Number of households living in Temporary Accommodation**

Trends indicate a National and Local Increase in homelessness. This will have an impact upon future service provision, including temporary accommodation placements. The changes in the TA process and amended accommodation provider contracts, including the mainstay assessment, has had a positive impact upon the level of placements. The Housing Solutions Team takes a proactive approach to preventing homelessness. There are established prevention measures in place and that the Housing Solutions team fully utilise, and continue to promote all service options available to clients. The emphasis is focused on early intervention and empowerment to promote independent living and lifestyle change.

**CCC6 - Households who considered themselves as homeless, who approached the LA housing advice service, and for whom housing advice casework intervention resolved their situation (the number divided by the number of thousand households in the Borough)**

The Housing Solutions Team promotes a community focused service, with emphasis placed upon homeless prevention.

The officers now have a range of resources and options to offer clients threatened with homelessness and strive to improve service provision across the district. Due to the early intervention and proactive approach, the officers have continued to successfully reduce homelessness within the district

## Prevention and Assessment Services

### Key Objectives / milestones

Ref	Milestones	Q2 Progress
PA 1	Monitor the effectiveness of the Better Care Fund pooled budget ensuring that budget comes out on target (AOF 21 & 25) <b>March 2017 (KEY)</b>	<input checked="" type="checkbox"/>
PA 1	<i>Integrate frontline services with community nursing</i> (AOF 2, 4, & 21) <b>March 2017</b>	<input checked="" type="checkbox"/>
PA 1	Monitor the Care Act implementation (AOF 2,4, 10, 21) <b>NEW (KEY)</b>	<input checked="" type="checkbox"/>
PA 1	Develop an integrated approach to the delivery of Health and Wellbeing across Halton (AOF 2, 4, 21) <b>March 2017</b>	<input checked="" type="checkbox"/>
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. <b>March 2017.</b> (AOF 2, AOF 3 & AOF 4)	<input checked="" type="checkbox"/>

### Supporting Commentary

#### **PA 1 - Monitor the effectiveness of the Better Care Fund pooled budget ensuring that budget comes out on target**

Budget position at quarter 2 reflects increased pressure on the Better Care Fund in respect of supporting people with complex needs and the national mandated, but as yet unfunded, increase in the NHS funded component of nursing home admissions.

#### **PA 1 - Integrate frontline services with community nursing**

Key development this quarter is the development of system wide information sharing agreements and promising indications that Halton will receive regional NHS information technology grants that will make the joining together of information technology systems easier

#### **PA 1 - Monitor the Care Act implementation**

Quarterly review continues to monitor activity in respect of the Care Act duties and responsibilities.

#### **PA 1 - Develop an integrated approach to the delivery of Health and Wellbeing across Halton**





Integrated approach is now in place.

#### **PA2 - Continue to establish effective arrangements across the whole of adult social care to deliver personalised quality services through self-directed support and personal budgets.**

The 'Making it Real' action plan continues to be delivered. The use of personal budgets continues to increase. There is an ongoing pilot in mental health to increase

direct payments.

### Key Performance Indicators

Ref	Measure	15/16 Actual	16/17 Target	Q2 Actual	Q2 Progress	Direction of travel
PA 2	Percentage of VAA Assessments completed within 28 days	85% (estimated - further data quality work ongoing to confirm this)	85%	80%		
PA 6a	Percentage of items of equipment and adaptations delivered within 7 working days	97%	95%	96%		

### Supporting Commentary

#### PA 2 - Percentage of VAA Assessments completed within 28 days





We are on track to meet the target for this measure.









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

We are on track to meet this target.

### Public Health

#### Key Objectives / milestones

Ref	Milestones	Q2 Progress
PH 01a	Work with PHE to ensure targets for HPV vaccination are maintained in light of national immunisation Schedule Changes and Service reorganisations. <b>March 2017</b>	
PH 01b	Working with partners to identify opportunities to increase uptake across the Cancer Screening Programmes by 10%. <b>March 2017</b>	
PH 01c	Ensure Referral to treatment targets are achieved and minimise all avoidable breaches. <b>March 2017</b>	
PH 02a	Facilitate the Healthy Child Programme which focusses on a universal preventative service, providing families with a programme of screening, immunisation, health and development reviews, and health, well-being and parenting advice for ages 2½	

	years and 5 years. <b>March 2017</b>	
PH 02b	Maintain the Family Nurse Partnership programme <b>March 2017</b>	
PH 02c	Facilitate the implementation of the infant feeding strategy action plan. <b>March 2017</b>	
PH 03a	Expansion of the Postural Stability Exercise Programme. <b>March 2017</b>	
PH 03b	Review and evaluate the performance of the integrated falls pathway. <b>March 2017</b>	
PH 04a	Work in partnership to reducing the number of young people (under 18) being admitted to hospital due to alcohol. <b>March 2017</b>	
PH 04b	Raise awareness within the local community of safe drinking recommendations and local alcohol support services through delivering alcohol awareness campaigns, alcohol health education events across the borough and ensuring key staff are trained in alcohol identification and brief advice (alcohol IBA). <b>March 2017</b>	
PH 04c	Ensure those identified as having an alcohol misuse problem can access effective alcohol treatment services and recovery support. <b>March 2017</b>	
PH 05a	Monitor and review the Mental Health Action plan under the Mental Health Governance structures (covering actions to promote mental health and wellbeing and the early detection and effective treatment of mental health conditions).	
PH 05b	Implementation of the Suicide Action Plan. <b>March 2017</b>	

**PH 01a Work with PHE to ensure targets for HPV vaccination are maintained in light of national immunisation Schedule Changes and Service reorganisations.**

No new data since last report.

Initial preliminary results show that first dose HPV vaccination are above 90% target for the year, and dose 2 is almost at target already, despite not being formerly reported until 2017. We will continue to engage with current school nurse providers to support high level delivery.

**PH 01b Working with partners to identify opportunities to increase uptake across the Cancer Screening Programmes by 10%.**

No new data since last report.

We continue to engage with all partners, to increase local uptake of cancer screening. The Memorandum of Understanding with the Cancer Task Group at Public Health England and Cheshire and Merseyside authorities is making progress and continues to undertake campaigns to raise awareness and attendance, including bowel screening campaigns (in addition to local work), and breast screening collaborations. Other local activities have involved working with local pharmacies around breast screening call and recall, and making contact with people who had missed their appointment, re-engaging with them to book another screening appointment.

**PH 01c Ensure Referral to treatment targets are achieved and minimise all avoidable breaches.**

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 below target and it is unlikely that Halton will achieve the 85% target (January 2016 data 79%). Public Health and Halton CCG are currently working with Trusts to improve reporting and system wide assurance. 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. This will also be a key focus within the development of a regional Cancer Alliance, and part of the STP approach going forward.

**PH 02a Facilitate the Healthy Child Programme 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.**

Child development is a priority area for One Halton, and a working group is developing and refreshing an action plan. The commissioned independent report into child development and the outcomes from the themed Ofsted visit have been used to form the framework for the action plan. There are indications of recent improvements in child development (from non published data), and an event is being planned for November, to update stakeholders and engage them in the development of the action plan.

The Health Visiting Service is delivering all the new components of the national Healthy Child Programme, including assessing mothers' emotional health at 6-8 weeks and completing an integrated developmental check at 2-2<sup>1/2</sup>. The early years setting and health visitors share the findings from the development checks to identify any areas of concern, so that services can collaboratively put in place a support package as required. A group is working to further develop the integrated check, improve data sharing and consistency of plans following the check.

The CCG has invested in perinatal mental health, including training of health visitors and community staff to support mothers to bond with their baby and support parents experiencing perinatal mental illness (during pregnancy and immediately after birth). Perinatal pathways are in the process of being agreed, to improve consistency of care.

The new Parent Craft programme (Your Baby and You) is being delivered, and has been well attended, the acceptability and effectiveness of the model is being evaluated.

**PH 02b Maintain the Family Nurse Partnership programme**

Family Nurse Partnership is fully operational with a full caseload.

**PH 02c Facilitate the implementation of the infant feeding strategy action plan.**

The implementation of the infant feeding action plan is underway, with oversight from the Halton Health in the Early Years group.

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 (Unicef Baby Friendly Initiative) in the children's centres and are due to be inspected in the summer of 2017, alongside a Bridgewater inspection. This involves training children's centre staff, and auditing their practice.

The team continue to maintain baby welcome premises and are refreshing the Halton Early Years award, which encourages healthy living practices in early years settings, and includes breastfeeding.

**PH 03a Expansion of the Postural Stability Exercise Programme.**

Key activity this quarter:

- Currently delivering six classes per week, three in both towns, level 1, 2 and 3 (level 1 being for most complex clients). Level 3 classes have become a maintenance class – ‘Keep it Moving’. Classes work on a rolling programme with a review every 15 weeks up to 45 weeks in total. This means there has been an increase in classes from the previous level of 2.
- A total of 25 people have been supported through the service in quarter 2.

**PH 03b Review and evaluate the performance of the integrated falls pathway.**

The review of the falls pathway has been scoped and will be implemented over the next quarter. This will include considering how the pathway works, what restrictions there are, resource issues and overall performance of falls within the borough. An initial benchmarking report is being presented through existing governance structures in quarter 3.

**PH 04a Work in partnership to reducing the number of young people (under 18) being admitted to hospital due to alcohol**

Good progress continues to be made in reducing the number of young people being admitted to hospital due to alcohol. Key activity includes:

- Delivery of alcohol education within local school settings (Healthitude, R U Different, Amy Winehouse Foundation, Cheshire Police, Alcohol education Trust, wellbeing web magazine).
- Delivery of community based alcohol activity.
- Reviewing and updating the early identification and brief advice (alcohol IBA) training and resources for staff who work with children and young people).
- The launch of the Halton Community Alcohol Partnership which brings together partners to reduce underage drinking and associated antisocial behaviour.
- Working closely with colleagues from Licensing, the Community Safety team, Trading Standards and Cheshire Police to ensure that the local licensing policy helps prevent underage sales and proxy purchasing.

**PH 04b Raise awareness within the local community of safe drinking recommendations and local alcohol support services through delivering alcohol awareness campaigns, alcohol health education events across the borough and ensuring key staff are trained in alcohol identification and brief advice (alcohol IBA)**

Work continues to raise awareness among the local community of safe drinking recommendations and to train staff in alcohol identification and brief advice (alcohol IBA). The Chief Medical Officer has recently updated the low risk weekly guidelines (men and women are advised not to regularly drink more than 14 units a week). Work has been undertaken to update resources and communicate this message to the public at events across the borough e.g. the Vintage Rally.

**PH 04c Ensure those identified as having an alcohol misuse problem can access effective alcohol treatment services and recovery support**

On the first of April 2016, in line with the start of the new 5 year contract for the provision of specialist adult community substance misuse services (including alcohol) in Halton, CRI formally changed their business name to “Change, Grow, Live” (CGL). CGL continue to support individuals with alcohol misuse problems in Halton and support their recovery. During 2015-16 a total of 297 individuals underwent alcohol treatment (58% male, 42% female). A further 176 individuals underwent treatment for alcohol and drug misuse. Performance continues to be good, with outcomes remaining high when compared to national figures:



- Successful alcohol treatment completion rate was 53% locally, compared to 39% nationally (2015/16).
- Individuals leaving alcohol treatment successfully and not returning within 6 months was 52% locally, compared to 38% nationally (2015).

**PH 05a Monitor and review the Mental Health Action plan under the Mental Health Governance structures (covering actions to promote mental health and wellbeing and the early detection and effective treatment of mental health conditions).**









The action plan and activity reports from sub groups are reviewed at the Mental Health Oversight Board.




A review of the Mental Health Strategy and refresh of high level indicators based on new national policy drivers has been completed and approved by the Mental Health Oversight Group. This will be cascaded across subgroups rolled out from October 2016.

**PH 05b Implementation of the Suicide Action Plan.**

The action plan continues to be overseen by the Halton Suicide Partnership group. Activity towards becoming a Suicide Safer Community is underway and a series of training programmes have been rolled out to multiple partners and agencies across a multi disciplinary footprint.

**Key Performance Indicators**

Ref	Measure	15/16 Actual	16/17 Target	Q2	Current Progress	Direction of travel
PH LI 01	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>	167.0 (2015)	176.0 (2016)	159.6 (Q3 2015 – Q2 2016)		
PH LI 02	A good level of child development	54.7% (2014/15)	54.6% (2015/16)	Annual data only		
PH LI 03	Falls and injuries in the over 65s. Directly Standardised Rate, per 100,000 population (PHOF definition).	3360.0 (2014/15)	3294.1 (2015/16)	Annual data only		
PH LI 04	Alcohol related admission episodes - narrow definition Directly Standardised Rate, per 100,000 population	767.2 (2014/15)	808.4	Annual data only		

PH LI 05	Under 18 alcohol-specific admissions Crude Rate, per 100,000 population	51.0 <i>(12/13 to 14/15)</i>	55.0	Annual data only		N / A
PH LI 06	Self-reported wellbeing: % of people with a low happiness score	11.8% <i>(2014/15)</i>	12.4%	Annual data only		

### Supporting Commentary

#### **PH LI 01 Mortality from all cancers at ages under 75 Directly Standardised Rate, per 100,000 population**

Data used is rolling annual, based on calendar year of date of death registered.

The rate has seen an improvement up to June 2016 and is on track to hit the 2016 target.

#### **PH LI 02 A good level of child development**

2014/15 data saw an improvement. Data used is annual published data; 2015/16 is not yet available.

#### **PH LI 03 Falls and injuries in the over 65s. Directly Standardised Rate, per 100,000 population (PHOF definition)**

Data used is annual, published data. 2015/16 data is not yet available.

This will remain the case until a solid source of local data can be attained.

#### **PH LI 04 Alcohol related admission episodes - narrow definition Directly Standardised Rate, per 100,000 population**

No update from previous quarter available.

Provisional alcohol related admission data have shown an increase since last quarter. This trend is reflected across the region and work is being undertaken via the Halton alcohol strategy to reverse this trend (as outlined in section above).

#### **PH LI 05 Under 18 alcohol-specific admissions Crude Rate, per 100,000 population**




No update from previous quarter available

#### **PH LI 06 Self-reported wellbeing: % of people with a low happiness score**

2014/15 data was similar to 2013/14 data (11.8%). This is based on annual published survey data for Halton residents calculated from the question "Overall, how happy did you feel yesterday?" Respondents answer on a scale of 0 (not at all happy) to 10 (completely happy) and this indicator is a percentage that scored 0-4.




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

**Directorate Performance Overview Report – Enterprise, Community & Resources**Reporting Period: **Quarter 2 – 01<sup>st</sup> July to 30<sup>th</sup> September 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*

- a) The audit of the 2015/16 year end accounts has been completed by the Council's External Auditor (Grant Thornton). They provided an unqualified audit opinion and reported their findings to the Business Efficiency Board on 28<sup>th</sup> September 2016, at which the Council's Statement of Accounts was approved for publication. The Audit Findings Report stated no significant issues were identified from the audit and it highlighted the Council's financial statements were well presented with officers responding in a timely manner to requests for information and queries. The report also included an unqualified Value for Money (VFM) conclusion that the Council has proper arrangements in place to secure economy, efficiency and effectiveness in its use of resources.
- b) The Council net spend position for the first quarter of the year was reported to Executive Board on 15<sup>th</sup> September 2016. Net expenditure was £0.2m above the profiled budget to date figure of £17.488m. Capital spending as at 30<sup>th</sup> June 2016 totalled £13.538m, which is 99% of planned spending for the first quarter.
- c) The Council is embarking upon a fraud awareness campaign in the run up to 'International Fraud Awareness Week', which takes place annually in November. The objective of the campaign is to minimise the impact of fraud by promoting anti-fraud awareness and education and it will feature the use of press releases, posters and social media.
- d) The Council is currently in the process of submitting a range of datasets to the National Fraud Initiative (NFI) which is an exercise that matches electronic data within and between public and private sector bodies to prevent and detect fraud. The exercise is overseen by the Cabinet Office and the Council has received assurances that secure arrangements are in place to ensure the storage and handling of the data submitted.
- e) Once the data-matching process is completed, NFI provides a list of data matches that may indicate potential fraud to each participating organisation. These matches are then investigated and the results of the exercise will be reported to the Business Efficiency Board.
- f) The Council has been involved in a joint procurement exercise across the Liverpool City Region for a prepaid card provider. A contract has now been awarded and an implementation plan is being developed for the use of prepaid cards, initially for Direct Payment users, with the potential to roll out the use of prepaid cards to other areas of Council business.

- g) Additionally payment kiosks within one stop shops will be upgraded during quarter 3 to provide enhanced functionality, including contactless payments, whilst reducing ongoing support and maintenance costs.
- h) Following on from last quarter and the significant increase in calls to the Contact Centre an online dedicated missed bin reporting application has been developed. This provides customers with more information and allows the Contact Centre to report issues more quickly to Waste Management. As a result we have reduced the number of calls and provided Waste Management with information to enable missed bins to be dealt with more promptly.
- i) The development of more formal arrangements to procure more collaboratively with regional partners is currently underway and Halton is leading this work stream and is steering the coordination of a planned approach. In addition Social Value is being driven into all procurement opportunities where appropriate and work is underway to develop a suitable measurement mechanism to capture the added value in cashable terms.

*Policy, People, Performance and Efficiency*

- j) Work on the development of a Corporate Apprenticeship Policy is nearing completion which will provide a framework for the Council to meet its obligations following the introduction of the Apprenticeship Target and Levy in April 2017. Now that the legislative aspects of the scheme have been finalised work is underway within regional networks to ensure that the impact of collective resources can be maximised.
- k) Contractual documentation and processes have now been developed to facilitate employment under the externally funded Intermediate Labour Market Scheme. The first appointment to a 6 month placement is now in progress and it is anticipated others will follow.
- l) A review of sickness absence continues to progress with consultation with managers, Trade Unions, the Council's Occupational Health provider and practitioners from other authorities having been undertaken and key absence data now being analysed. It is anticipated that a report will be presented to Management Team during Quarter 3.
- m) The recommendations resulting from a root and branch review of the Council's recruitment practices are now being taken forward. This work has been complemented by a similar view of the Council's existing pay processes in order to determine and exploit opportunities to streamline the service relating to pay variation and other non-standard pay elements. It is intended that new practices and procedures will be adopted from April 2017 resulting in the delivery of a more efficient and sustainable service.

*ICT and Support Services*

- n) The schools Information Management System is now being procured. This follows the expiry of the existing external contract and the new service will be managed in-house and will be funded by the schools programme.
- o) The Council's Life Line support system has also been replaced and upgraded and will go live by the end of quarter 2. In addition the provision of a financial services application to Mersey Travel continues to progress with configuration and requirements now being determined.
- p) The hardware Wi Fi solution for market tenants is now operational with additional work being planned to allow filtered public access which will be linked to Leisure Card or Library Card ownership to ensure age related restrictions can be effectively managed.

*Legal and Democratic Services*

- q) Following the marketing of Fostering being brought back in-house a regional-wide You Can Foster campaign was launched at the end of Quarter 2 to advertise the need for an additional 700 fostering households. This campaign proved to be extremely successful with Halton having the second highest number of enquiries within the region.
- r) Following a detailed review of existing Licensing policies a number of changes are being proposed to ensure that they remain fit for purpose and reports will be prepared and presented to Regulatory Committee, Executive Board and Council during quarter 3.

*Community and Environment*

- s) The Garden Waste Collection Service subscriptions have increased to over 17, 300 for the current financial year and this has resulted in additional income of approximately £40,000 being generated. In addition there continues to be a positive response to the Food Waste Collection Service within the pilot areas. There are currently 1,800 homes receiving the service across the Hale, Heath and Beechwood wards and the pilot will be extended to a further 700 homes in November.
- t) The Council continues to deliver and extend a broad and diverse range of library related activities that support learning and skills development and leisure and health opportunities to children, adults and families within the community. As an example this year's Summer Reading Challenge built upon last year's success with more than 1,000 children taking part and more than 800 parents and children attending related family activities during the summer school break.
- u) The Community Library Service has also expanded with 2 new care homes being added to the portfolio in Quarter 2. This provides a bespoke programme of activity in a number of care / residential homes across the Borough including book loans, reading aloud sessions, introduction to local history, digital skills and specialist reminiscence sessions for those living with dementia
- v) A review of Community development activity has recently been completed and a report was presented to the Employment, Learning, Skills and Community Policy and Performance Board in September.
- w) During 2015 – 16 the service supported 649 volunteers and worked with 97 community groups with 15,852 residents having benefitted from supported activities with £825,000 of funding being levered in from external sources and almost £10,000 being provided in development grants to local community groups and through voluntary youth group and bursary grants.
- x) A commemorative paving stone in honour of Runcorn's First World War Victoria Cross hero, Thomas 'Todger' Jones, was unveiled on 25 September. Exactly 100 years on from the day that Private Jones performed the act of bravery which led to his Victoria Cross, the stone was laid next to his statue in the Memorial Garden, Greenway Road, Runcorn, in the presence of the Mayor of Halton. 'Todger' Jones was awarded the medal for killing a sniper and capturing 102 soldiers single-handedly in the Battle of Morval, in 1916.
- y) As part of a UK Government First World War Centenary campaign, commemorative paving stones are being laid by councils around the country at the birth places of Victoria Cross (VC) recipients. A commemorative stone for Widnes Victoria Cross recipient, Thomas Mottershead, will be laid next year.
- z) Extensive landscape works at Frank Myler Playing Field, which included the creation of new pitches, the installation of a drainage system and improvements to the areas around the building and car park were completed in Quarter 2 and the pitches will be ready for use in the 2017/18 season.

*Economy, Enterprise and Property*

- aa) Sci-Tech Daresbury Tech Space 2 is now complete with one tenant in occupation and enabling works for the next phase due to start early in the new calendar year. Proposals for a hotel which will provide much needed accommodation and conference facilities are also being brought forward.
- bb) Developments at 3MG also continue with Alstom Ltd now on site and making good progress and are on track to open in May 2017. Developer interest continues in the remaining land and the Biomass Plant at Stobart Port is also progressing well and is on course to become operational in Spring 2017
- cc) The Business Improvement and Growth Team managed 69 property and inward investment enquires during quarter 2, of which 10 were converted into actual investment projects. In addition, and since its official launch in May 2017, the Halton Growth Hub, which is a partnership between the Council and Halton Chamber of Commerce and Enterprise, responded to 288 business enquiries and helped businesses access over 400 initiatives including for example financial support and export and pre-start up advice.
- dd) Halton Chamber of Commerce and Enterprise became the new Project Management Organisation (PMO) for both Astmoor and Halebank Business Improvements Districts on 01 October 2015. Since January this year, both estates have elected new, business led Executive Boards and a number of projects have also been implemented around the Four Themes of the BID 2013-2018 Business Plan. Across the sites projects have included the installation of security fencing and lighting and the replacement of CCTV, delivering initiatives jointly with Cheshire Police and North west Ambulance Services, the development of landscaping strategies and the introduction of a waste recycling initiative
- ee) During Quarter 2 a number of key apprenticeship developments took place including the establishment of an Apprenticeship Hub Board and a bid to the Skills Funding Agency, on behalf of the Liverpool City Region Combined Authority) for £875,000 to fund a range of apprenticeship services with a decision being expected at any time. Meetings have also taken place with two key employers Alsom and Emovis (formerly Sanef) in terms of future skills and recruitment opportunities.
- ff) Following the completion of works Norton Priory Museum opened to the public on 06<sup>th</sup> August and the site of the former Police Station and Magistrates Court in Widnes is now ready for redevelopment.
- gg) It has now been confirmed that approximately 90 staff working for HM Courts and Tribunal service will be relocated to Rutland House with occupation being anticipated in January 2017. This development will support the delivery of the Council's accommodation and income generation strategy. Work to upgrade accommodation at Grangeway Court has also led to the creation of a development site and potential for capital receipt through future disposal.

*Policy, Planning and Transportation*

- hh) Some difficulty is being experienced in recruiting to the post of Flood Risk Engineer and this is having an impact upon the Flood Defence Grant in Aid Programme. Whilst the use of agency staff and consultancy services are being used as an interim measure the Environment Agency are being kept informed of developments.
- ii) An injunction against the residential use of the Gypsy site at the Ponderosa, Daresbury was successfully obtained in the High Court in August 2016. However the defendants have renewed their application to appeal and this will be dealt with by the Appeal Court in January 2017.
- jj) There are now two fully commissioned electric charging points in the borough, one located at the Select Stadium Widnes and Church Street Runcorn. Anyone can use the charge points by registering with [The Charge Your Car service](#) (£20 membership fee) then you can charge for free where this is available. It is anticipated that the Merseytravel funding for "free" charging will cease in March 2018

### 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*

1. The Councils 2017/18 revenue budget and three year Capital Programme is currently being prepared and the Budget Working Group will shortly consider 2017 – 18 savings proposals. Work is also underway to revise the Medium Term Financial Strategy in light of emerging information and it is expected that it will be reported to Executive Board in quarter 3.
2. Formal agreement has been obtained by the Liverpool City Region Combined Authority to establish a transitional Key Route Network (KRN) for strategically significant roads across the LCR. It is proposed that an agreement between the Combined Authority and each of the six local highway authorities that would allow them to carry out works and services on the KRN and manage their individual risks and liabilities within existing practices and procedures.
3. Highways-related claims make up the bulk of insurance claims received against the Council. Discussions will therefore take place with the Council's insurer and insurance broker to consider the proposed changes and any resulting implications for the Council's insurance cover and claims handling arrangements.
4. From 1<sup>st</sup> April 2017 business properties will be subject to new rateable valuations and the draft Valuation List was published on 30<sup>th</sup> September 2016. Leaflets will be issued to businesses during October inviting them to check their new rateable value via the Valuation Office Agency website. From next April Halton, along with the other Liverpool City Region Authorities, will be piloting the 100% Business Rates Retention Scheme.

#### *Policy, People, Performance and Efficiency*

5. Confirmation of anticipated legislative changes, namely new regulations resulting from the Trade Union Bill, Public Sector Exit Payment Cap and Public Sector Exit Payment Recovery regulations are still awaited. Any necessary changes to the Council's Staffing Protocol will be made once the implications are fully known.
6. It is becoming apparent that several service areas (Highway's and Adult Social Care in particular) are having difficulty recruiting to roles within their structures. This is largely because the local labour market does not contain a sufficient pool of candidates and anecdotal evidence from the Local Government Press (MJ and LGC) indicates that Local Government is becoming a less attractive sector in which to work. To mitigate this, the service is working towards new and innovative ways of advertising roles, 'e-nabling' the job application process, and using social media as a medium through which to promote opportunities. It is anticipated that not only will these practices broaden our reach, but will also bring process efficiency and cost saving.

#### *ICT and Support Services*

7. Significant developments have been made in reconfiguring the Council's ICT infrastructure which will support the growth of the more cost effective and sustainable Halton Cloud Services Solution. Such changes inevitably present technical challenges as operating systems are upgraded with many of the issues being encountered not being documented by manufacturers of software vendors and staff are continually developing solutions to minimise disruption and down-time.



8. It was anticipated that the NHS N3 Connection, which will provide greater connectivity between the Council, the NHS and the CCG, and other partner agencies, would have become live during Quarter 2. Unfortunately this connection has been delayed as a result of NHS compliance issues and the ICT Security Team is now discussing these requirements in order to complete the connection as soon as possible.

*Economy, Enterprise and Property*

9. A statement has been made by the Chancellor that it is possible that no further calls under the current European Structural and Investment Fund Programme will be issued beyond the Autumn statement expected in November. Therefore, the External Funding Team is busy ensuring that all projects already in the pipeline for this funding get approval prior to this date.
10. A bid has been submitted for European Funding in respect of 'Place Marketing, inward Investment'. The bid is focussed upon the development of a pan-Merseyside advanced engineering and manufacturing proposition and a decision is expected before the Chancellors Autumn Statement.
11. The funding available to The One Public Estate (OPE) initiative has increased to £31m in 2016/17. The funding is to help with the development of property assets, subject to meeting certain criteria around creating efficiencies, increased inward investment, promoting jobs & housing, generating capital receipts etc.
12. The next round of bidding is now open and the Council are in the process of writing 2 separate bids to form part of the wider city region submission. The bids cover the former Police Station and Magistrates Court site and the immediate surrounding area in Widnes, and the current Runcorn Magistrates Court building and surrounding area of Halton Lea. Both bids are to obtain funding to undertake master planning / feasibility studies to look at how the sites might be redeveloped with the latter being linked to the Healthy New Town Programme.

*Policy Planning and Transportation*

13. The Bus Services Bill continues on its journey through the Lords with a number of amendments, the most significant of which is to allow all Councils to re-form their own bus companies and allow them to pursue bus franchising arrangements.
14. Amongst other things the Bill seeks to give provision to local authorities to develop and improve marketing and information, smart card ticketing and bus franchising with a view to improving air quality and delivering improved public transport networks to enable growth in the local economy. The extent to which the introduction of such legislation will impact upon the work of the Council will largely be dependent upon the policy choices that are made following its enactment.

**4.0 Risk Control Measures**

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 2016 – 17 Business Plan.

Progress concerning the implementation of all Directorate high-risk mitigation measures is included in the Appendices.

## 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://www4.halton.gov.uk/Pages/councildemocracy/Equality-and-Diversity.aspx>

## 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	Q2 Progress
FS 01a	Report Medium Term Financial Strategy to Executive Board - <b>November 2016.</b>	
FS 02a	Provide <b>monthly</b> financial reports to budget holders within 8 days of month end.	
FS 03b	Publish the Statement of Accounts by <b>30<sup>th</sup> September 2016.</b>	
FS 04a	Establish Treasury Management Policy and report to Council - <b>March 2016.</b>	
FS 05a	Establish and report prudential indicators to Council - <b>March 2016.</b>	

#### Supporting Commentary

Medium term Financial Strategy (MTFS) will be reported to Executive Board on 17 November 2016. The financial forecast is being regularly updated and the Statement of Accounts was approved by Business Efficiency Board on 28 September 2016 and published on Council's web-site on 30 September 2016.

The 2016/17 Treasury Management Policy and Prudential Indicators were reported to Council as planned.

#### Key Performance Indicators


Ref	Measure	15 / 16 Actual	16 / 17 Target	Q2 Actual	Q2 Progress	Direction of travel
FS LI 04	Proportion of Council Tax that was due that was collected.	95.21%	94.75%+	55.79		
FS LI 05	The percentage of Business Rates which should have been received during the year that were received.	96.89%	95.00%+	55.98		

#### Supporting Commentary

Collection rates remain in line with expectations with a slight fall in Council Tax of 0.31% when compared with the same point last year and a slight increase in Business rates of 1.19%.

**Policy, People, Performance & Efficiency Service**









**Key Objectives / milestones**

Ref	Milestones	Q2 Progress
PPE 02a	Promote and take forward the delivery of actions identified within the Organisational Development Strategy <b>March 2017</b>	

**Supporting Commentary**

Several strands of activity linked to the objectives of the Organisational Development Strategy are in progress, these include a review of absence management (linking to healthy workforce and resourcing objectives), and the adoption of the apprenticeship policy (linked to the long-term staff development).

**Key Performance Indicators**

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q2 Actual	Q2 Progress	Direction of travel
PPPE LI 01	The number of working days / shifts lost due to sickness (Corporate)	9.05	10	4.47 days		
PPPE LI 04	The percentage of top 5% of earners that are					
	▪ women	54.78%	50.00%	52.25%		
	▪ from BME communities.	2.06%	1.50%	2.08%		
	▪ with a disability	0.82%	8.00%	0.82%		



**Supporting Commentary**

Sickness at quarter 2 is slightly higher than the same time last year (4.23 days), however a review of policy, process and procedure related to absence management is presently underway to try and achieve reductions.

There has been positive movement on two of the three component indicators, however recruitment in to the top 5% of earners is very limited, and as such scope for significant change is low.

### ICT and Administrative Support Services

#### Key Objectives / milestones





Ref	Milestones	Q2 Progress
ICT 01a	Continued Enhancement of the virtualization platform to enhanced or new technologies - <b>March 2017</b> .	
ICT 02a	Continuing improvements, enhancements and potential commercial use of Cloud system - <b>March 2017</b> .	

#### Supporting Commentary

This Virtualisation Platform project is now at a crucial stage with the key elements of this major development now in place and currently being tested. The corporate aspect of the project is expected to last approximately 4 months, but will realise considerable benefit to the authority over the coming years. In line with the new desktop development programme (EUC).

Commercial opportunities continue to be explored and exploited with Sefton MBC currently using the HBC cloud facilities successfully together with a number of other clients such as North West Employers, Leisure and Schools and new clients such as Mersey Travel will now begin to use this facility.


#### Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q2 Actual	Q2 Progress	Direction of travel
ICT LI 01	Average availability of the Council's operational servers (%).	99.00%	99.00%	99.00%		
ICT LI 02	Average availability of the Councils WAN infrastructure (%).	99.00%	99.00%	99.00%		

#### Supporting Commentary

The availability of servers and infrastructure continues to operate almost at ceiling.





Legal & Democracy**Key Objectives / milestones**

Ref	Milestones	Q2 Progress
LD 01	Review constitution - May 2016.	

**Supporting Commentary**

The Council's Constitution was reviewed and approved as planned.





**Key Performance Indicators**

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q2 Actual	Q2 Progress	Direction of travel
LD LI 02	Average Time taken to issue prosecutions from receipt of full instructions (working days).	10	10	7		
LD LI 03	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 this point in the financial year remains at expected levels

Community & Environment**Key Objectives / milestones**

Ref	Milestones	Q2 Progress
CE 01b	Deliver a comprehensive programme of Sport and Physical Activity throughout Halton	
CE 04	Deliver a Library Services programme of extended informal learning opportunities including support for digital inclusion meeting identified local targets - <b>March 2017</b> .	
CE 06	Continue to deliver communications and awareness raising initiatives to ensure that participation with the Council's recycling services is maximised and that residents comply with the requirements of the Council's Household Waste Collection policy - <b>March 2017</b> .	
CE 07	Continue to review and assess the effectiveness of the Council's Environmental Enforcement Plans and Policies and maintain actions to ensure that the Council continues to effectively prevent and tackle a range of waste and environmental offences - <b>March 2017</b> .	

## **Supporting Commentary**

### CE 01b

The sports programme this year will surpass any previous years; this is due to additional resources received from CSAF and local partners for the Get Active project.

### CE 04

#### **Children & young people:**

1704 children, parents & carers attended story sessions that demonstrate the value of reading with children, and the impact on speech and learning development.

1725 children & teachers took part in library class visits to learn about libraries, reading & learning opportunities.

1068 children took part in the Summer Reading Challenge. 873 children, parents and carers attended related reading activities over the summer holiday period.

#### **Digital inclusion**

345 adults attended work clubs & IT clinics to learn digital skills to support job seeking.

532 adults & young people were helped to develop digital skills through 1-2-1 support from library staff – new skills included downloading Ebooks, using Skype, printing from emails, downloading apps, registering to vote, using new devices

#### **STEM skills development:**

89 people attended code clubs to learn how to make computer games, animations and websites by learning how to code.

45 people attended our summer digital event – an introduction to computer programming, circuits and coding.

225 children attended, learning through play, LEGO clubs to develop building, engineering, creative thinking & problem solving skills









### CE 06

This work will remain on-going throughout the year. Actions to date have included holding a number of community events to engage residents in raising awareness of recycling and waste prevention, and directly mailing households in areas where residents have failed to comply with the Council's waste collection procedures. A programme of 'door knocking' will be undertaken throughout the year to engage with residents in areas where there is poor take-up of recycling services.

### CE 07

A review of the Council's arrangements for reducing incidents of fly-tipping, litter and dog fouling, and the subsequent issuing of Fixed Penalty Notices for such offences, has commenced. A number of initiatives are also planned to achieve this overall objective which will include themed targeted campaigns, and joint initiatives involving other enforcement agencies and Housing Associations.

**Key Performance Indicators**





Ref	Measure	15 / 16 Actual	16 / 17 Target	Q2 Actual	Q2 Progress	Direction of travel
CE LI 05	% Take up of free school meals to those who are eligible - Primary Schools.	86.00%	87.00%	74%		
CE LI 06	% Take up of free school meals to those who are eligible - Secondary Schools.	77.80%	77.50%	68%		
CE LI 09	Residual household waste per household.	578 Kgs	593 Kgs	290 Kgs (Estimated)		
CE LI 10	Household waste recycled and composted.	42%	42.00%	47.00% (Estimated)		

**Supporting Commentary**

Although there has been a slight drop in the take up of free school meals at quarter 2 this reflects a seasonal trend and a new marketing initiative is planned for quarter 3.

Levels of residual waste and recycled waste remain in line with expectations at this point with the latter showing an improvement when compared to the same period last year.

**Economy, Enterprise & Property****Key Objectives / milestones**

Ref	Milestones	Q2 Progress
EEP 01a	Commence development of Bayer Site by - <b>March 2017</b> .	
EEP 01b	Complete Asset Review by – <b>June 2016</b> .	
EEP 03c	Develop a charging policy for business and funding support <b>by September 2016</b>	
EEP 03d	Completion of Tech Space Development (SciTech Daresbury) <b>by September 2016</b>	

**Supporting Commentary**







An asset review has been completed. The review outlined levels of occupancy and use in Council buildings. The review is informing the Council's agile working policy.

There has been a slight delay in developing a charging policy with a draft currently being prepared for consideration before calendar year-end.

Tech Space 2 is complete with occupiers and Tech Space 1 is only 2 weeks behind schedule for completion in early October.



**Key Performance Indicators**

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q2 Actual	Q2 Progress	Direction of travel
EEP LI 01	Greenhouse gas (GHG) emissions indicator (Tonnes CO2E)	21,124 (actual 14/15)	19,675	19,874 tonnes CO2e (actual 15/16)		
EEP LI 07	Number of People supported into work	Not available	532	106	226	
EEP LI 09	Number of Businesses Supported	Not available	40	167		N / A
EEP LI 14	Number of inward investment enquiries per annum.	174	250	69		



**Supporting Commentary**EEP LI 01

The figures for emissions are only produced on an annual basis. The figures for 2015/16 show an overall decrease in emissions of 5.9% since 2014/15 and are 4.9% below the target for the year. The overall emissions of 19,874 tonnes is broken down into the following five categories:- School Buildings, Corporate Buildings, Unmetered supply, Fleet Transport, Business Mileage.

There was a reduction in emissions across all areas other than fleet transport which saw a 15.7% increase. Street Lighting had the largest annual reduction in the amount of 12%. The target for 2016/17 has now been revised to 19,675 tonnes CO2e The annual figure for this indicator is a year behind and therefore only reported in the following year.

The number of people and business supported, and the number of inward investment enquiries, remain positive at half-year and on track to achieve annual target.

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

Ref	Milestones	Q2 Progress
PPT 01	Review progress against LCR SJB maintenance strategy and deliver 2016/17 major bridge maintenance works programme, <b>March 2017</b> .	
PPT 03	To deliver the 2016/17 LTP Capital Programme <b>March 2017</b> .	

**Supporting Commentary**









The access system for SJB has been inspected and tested and site works have commenced on the Runcorn Trestle / span R1 re-painting work and the Top Hat strengthening work and progress remains on track.

The LTP Structures programme consists of re-decking the footbridges crossing East Lane at Halton Lea. Project documentation has now been developed for these works.

The LTP Highway Capital Programme consists of 2 main strands:

1. Integrated Transport – Reconstruction of Kingsway Central Reserve has now commenced although the Widnes Road Improvement Scheme (ASDA link) is experiencing some delay.
2. Highway Maintenance: The Carriageway and Footway programmes of work have been phased over the course of the year and delivery to the full budget allocation is nearing completion.

### Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q2 Actual	Q2 Progress	Direction of travel
PPT LI 02	Net additional homes provided	471	552	Figure reported annually at year-end		
PPT LI 03	Number of affordable homes delivered (gross)	146	138	Figure reported annually at year-end		
PPT LI 04	Processing of planning applications (%) as measured against targets for,					
	a) 'Major' applications	100.00%	60.00%	80%		
	b) 'Minor' applications	70.00%	80.00%	77.3%		
	c) 'Other' applications	86.00%	80.00%	92.3%		
PPT LI 16	% of network where structural maintenance should be considered:					
	a) Principal Roads	1.00%	2.00%	Please see below	N/A	N/A
	b) Non-Principal Roads	2.00%	4.00%			
PPT LI 19	No. of passengers on community based accessible transport	182,762	214,200	86,488		

### Supporting Commentary

The processing of minor planning applications is slightly below target as there has been an issue with late responses from statutory consultees and applicants not submitting the correct supporting documents on time.




With regards to highway maintenance Inspection surveys which cover the unclassified network are in the process of being analysed for this financial year.

Bus passenger numbers have been affected in q2 as a result of seasonal trend due to the summer period and schools and colleges being closed.





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

## Implementation of High Risk Mitigation Measures (Enterprise, Community and Resources) – Quarter 2 to 30<sup>th</sup> September 2016

The purpose of this report is to provide an update concerning the implementation of mitigation measures for those areas of risk which have been assessed as high within the Directorate Risk Register.

### Business Area – Financial Management

Assessment of current risk			Impact (Severity)	Likelihood (Probability)	Score (I x L)		
<b>PR R2</b>	Failure to set a balanced budget, capital programme and council tax in accordance with statutory requirements <i>(Strategic Priority: Corporate effectiveness and business efficiency)</i>		4	3	<b>12</b>		
Risk control measure(s)		Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score	
R2 a	<i>Medium Term Financial Strategy is updated regularly and informs the budget preparation process which is driven by Management Team and the Members' Budget Working Group.</i>		Ed Dawson Operational Director (Finance)	Annually	4	1	<b>4</b>
R2 b	<i>Given the current scale of Government grant reductions, a strategy for development of budget proposals has been adopted by Management Team and the process for identifying proposals commenced as early as possible.</i>						
R2 c	<i>The budget timetable is structured to ensure the budget preparation process results in approval by Council and in advance of statutory deadline. Regular monitoring ensures the process is kept on track.</i>						
R2 d	<i>Initial budget proposals are presented to Council in December, with further proposals presented to Council in March, to ensure delivery of a balanced budget, capital programme and council tax.</i>						
R2 e	<i>Detailed guidance is provided to all budget managers regarding the process and the timetable to be followed.</i>						
R2 f	<i>The budget is prepared in accordance with statutory requirements and the S151 Officer ensures a balanced budget and council tax is presented for approval by Council.</i>						

## Implementation of High Risk Mitigation Measures (Enterprise, Community and Resources) – Quarter 2 to 30<sup>th</sup> September 2016

Assessment of current risk		Impact (Severity)	Likelihood (Probability)	Score (I x L)		
<b>PR R2</b>	Failure to set a balanced budget, capital programme and council tax in accordance with statutory requirements <i>(Strategic Priority: Corporate effectiveness and business efficiency)</i>	4	3	<b>12</b>		
Risk control measure(s)		Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score
R2g	<i>Collection Fund (Business Rates and Council Tax) balances are monitored on a monthly basis, so that early consideration can be given to the impact of actual collection rates on future budget setting.</i>					

### Progress update

R2a The Medium Term Financial Strategy (MTFS) was updated in light of the Chancellor’s Summer Budget announcement and discussed with Management Team and the Budget Working Group. The MTFS has been further updated following the Comprehensive Spending Review announcement on 25<sup>th</sup> November 2015 and will be reported to the Executive Board on 10<sup>th</sup> December 2015.

R2b The Budget Working Group has been meeting regularly since May 2015 to consider budget proposals to bridge the forecast budget gap for 2016/17.

R2c A detailed budget preparation timetable has been prepared and is monitored weekly by the Financial Management Division. In addition, a timetable for consideration of budget proposals by Members is being maintained.

R2d A first set of budget saving proposals was approved by Council on 14<sup>th</sup> October 2015. Given the scale of the challenge facing the Council, a second set of saving proposals will be considered by Council on 9<sup>th</sup> December 2015. A third set of proposals to deliver a balanced budget will then be considered by Council on 2<sup>nd</sup> March 2016, along with the capital programme and council tax.

R2e In accordance with the budget timetable, detailed budget preparation guidance was issued and the Council’s base budget has been updated and inflated to 2016/17 prices, following discussions with every Budget Manager.

R2f The estimated Council Tax Base for 2016/17 has been calculated and was recommended by Executive Board on 19<sup>th</sup> November 2015 for approval by Council on 9<sup>th</sup> December 2015. All budget saving proposals have been scrutinised by the Finance Department to ensure their robustness, prior to them being presented for consideration by the Budget Working Group.

R2g The Collection Fund has been monitored closely and as a result the current surplus will be used as a one-off saving to assist with balancing the 2016/17 budget. Police and Fire have also been notified as to their respective shares of the Collection Fund surplus

## Implementation of High Risk Mitigation Measures (Enterprise, Community and Resources) – Quarter 2 to 30<sup>th</sup> September 2016

Assessment of current risk - (Financial Management cont'd)			Impact (Severity)	Likelihood (Probability)	Score (I x L)	
<b>PR R5</b>	Failure to contain overall spending for the financial year within the Council's annual net budget. <i>(Strategic Priority: Corporate effectiveness and business efficiency)</i>		4	3	<b>12</b>	
Risk control measure(s)		Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score
R5 a	Budget monitoring reports are prepared on a quarterly basis and reported to Management Team, Executive Board and Policy & Performance Boards.	Ed Dawson Operational Director (Finance)	Annually	4	1	<b>4</b>
R5 b	A budget risk register is maintained with quarterly updates to Management Team.					
R5 c	Budget monitoring is undertaken on a day to day basis between Finance Officers and Budget Holders. Budget monitoring reports are sent monthly to all Budget Holders to assist them to check spend, highlight budget variances and review outstanding commitments.					
R5 d	Action plans put in place and monitored for services identified as potentially overspending significantly against budget, which includes regular monitoring of trends and forecasts for demand led services.					
R5 e	Reasonable levels of general and earmarked reserves are maintained in order to minimise the impact of budget overspends.					

### Progress update

R5a Budget monitoring reports were reported on schedule to Executive Board and Policy & Performance Boards at the end of quarter 1 and quarter 2.

R5b The budget risk register was reported to Management Team at the end of quarter 1 and quarter 2.

R5c Budget monitoring has been undertaken day to day by Finance Officers and budget monitoring reports for each Department have been sent to the relevant Operational Director and Divisional Managers each month-end, during the year to date.

R5d An action plan has been established and is being implemented, with regard to Children in Care costs which are significantly above budget. This is being monitored regularly by the People & Economy Directorate Senior Management Team and also Management Team.

R5e The Council's reserves and balances have been reviewed at the end of quarter 1 and quarter 2, in accordance with the Reserves and Balances Strategy.

## Implementation of High Risk Mitigation Measures (Enterprise, Community and Resources) – Quarter 2 to 30<sup>th</sup> September 2016

### Business Area – ICT Services

Assessment of current risk			Impact (Severity)	Likelihood (Probability)	Score (I x L)		
<b>PR R5</b>	Network problems or failure prevents the delivery of Council Services. <i>(Strategic Priority: Corporate effectiveness and business efficiency)</i>		4	3	<b>12</b>		
Risk control measure(s)		Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score	
<i>R5 a</i>	<i>Business Continuity Plans / Disaster Recovery Plans in Place</i>		Simon Riley Operational Director (ICT & Admin)	Annually	3	2	6
<i>R5 b</i>	<i>Key Services identified so that when network problems occur those areas are given priority</i>						

### Progress update

Work is underway following the purchase of software and hardware solutions that will enable both of the authorities data centres to work as one, enabling either data centre location and the associated services and applications to remain active at all times supporting the wider authorities Disaster Recovery and Business Continuity Plans.

Considerable changes have also been undertaken to upgrade and create resilience within the network's that support key services and the applications that support these services in order that they can be prioritised.

## Implementation of High Risk Mitigation Measures (Enterprise, Community and Resources) – Quarter 2 to 30<sup>th</sup> September 2016

### Business Area – Legal & Democratic Services

Assessment of current risk			Impact (Severity)	Likelihood (Probability)	Score (I x L)	
<b>PR R8</b>	Failure to implement effective Corporate Governance Arrangements results in decision making which lacks transparency, accountability, and efficiency. <i>(Strategic Priority: Corporate effectiveness and business efficiency)</i>		4	3	<b>12</b>	
Risk control measure(s)		Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score
R8 a	Standard Report formats		Mark Reaney Operational Director (Legal & Democratic Services)	4	1	<b>4</b>
R8 b	Adoption of a written Constitution reviewed annually					
R8 c	Implementation of statutory access to information requirements					
R8 d	Implementation of Overview and Scrutiny arrangements					

#### Progress update

The Constitution was reviewed on an annual basis as usual and the revised version was approved by Council in April 2015. Preparations will soon commence for the 2016 review. All staff are urged to follow standard report templates, which have recently been reissued for information.

The Information Governance Group continues to meet, to ensure compliance with access to information and data protection requirements and the FOI allocation and tracking system is well established.

Scrutiny committees meet frequently and operate effectively, and the Scrutiny Chairs Group meets regularly to ensure consistency of approach.



## Implementation of High Risk Mitigation Measures (Enterprise, Community and Resources) – Quarter 2 to 30<sup>th</sup> September 2016

### Business Area – Policy Planning and Transportation

Assessment of current risk – (Emergency Planning)		Impact (Severity)	Likelihood (Probability)	Score (I x L)		
<b>PR R14</b>	Lack of resilience in the event of a major disaster results in loss of services in the Borough. <i>(Strategic Priority: Safer Halton)</i>	4	3	<b>12</b>		
Risk control measure(s)		Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score
<i>R14 a</i>	<i>Business Continuity Plans in place across the Council</i>	Mick Noone Operational Director (Policy, Planning & Transportation)	Annually	3	1	<b>3</b>
<i>R14 b</i>	<i>Major Emergency Plan in place and tested</i>					
<i>R14 c</i>	<i>Specialist Emergency Planning team in place</i>					
<i>R14 d</i>	<i>Regular training for key personnel</i>					
<i>R14 e</i>	<i>Joint exercises with other key partners</i>					
<i>R14 f</i>	<i>Severe Weather and Flood Response Plans in place.</i>					

#### Progress update

Business Continuity Plans are in place and reviewed annually. The plans, together with the Major Emergency Plan, are tested regularly.

The Emergency Planning team is fully staffed and carries out training of key personnel and COMAH exercises are carried out with key partners. However it should be noted that whilst staffing levels within the team have remained static the number of sites has increased from 3 to 8 during the last 2 years. As such should this increase in the number of sites continue, as seems likely, arrangements may need to be reviewed in order that the Council can continue to meet its Emergency Planning responsibilities.

The ongoing streamlining of staffing structures may place increasing pressure upon the smaller number of Senior Officers available to act as Key Responders and this situation will be closely monitored as we move forward in order that an appropriate and sustainable portfolio of Officers can be maintained.

Severe Weather and Flood Response Plans are in place and reviewed annually.

## Implementation of High Risk Mitigation Measures (Enterprise, Community and Resources) – Quarter 2 to 30<sup>th</sup> September 2016

Assessment of current risk – (Transport) <sup>1</sup>			Impact (Severity)	Likelihood (Probability)	Score (I x L)		
<b>PR R16</b>	Failure to maintain and make available the Councils highway network could lead to adverse consequences for road users and others. (Strategic Priority: Safer Halton / Halton's Urban Renewal)		3	4	<b>12</b>		
Risk control measure(s)			Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score
R16 a	Delivery of prioritised maintenance programme		Mick Noone Operational Director (Policy, Planning & Transportation)	Annually	2	6	6
R16 b	Availability of capital and revenue funding						
R16 c	Timely and effective use of Variable Message Signs						
R16 d	Coordination of works to minimise impact.						

### Progress update

This year's prioritised maintenance programme remains on track to be delivered as planned. To date carriageway schemes have been completed as scheduled with additional footway and footpath works due for completion in February 2016. Next year's work is presently at an advanced stage of programming and whilst Silver Jubilee Bridge programmed maintenance works are currently on track this can be affected by poor weather conditions.

Integrated Transport Budget (capital) funding is available for a range of highway infrastructure improvements and is being targeted at schemes to improve network capacity, safety and sustainable transport initiatives. Works continue to be planned to minimise disruption and to co-ordinate with Mersey Gateway traffic restrictions across the Borough.

We are currently in the process of re-writing our Highway Asset Management Plan (HAMP) with the aim to bring it in line with Highway Maintenance Efficiency Programme (HMEP) recommendations. The DfT and Ministers are currently indicating that LA's who's HAMP does not adhere to this guidance are likely to see their funding cut in the future starting in 2015/16, however as yet this has not been confirmed. The guidance includes the recommendation that the Council buy into and sign up to HMEP principles.

The HAMP is a living document so it is not necessary or expected that all local authorities have them 100% complete by March. However, the Council will need to demonstrate positive intent and progress and a future aim to achieve the recommendations.

<sup>1</sup> NB – Risks associated with the Mersey Gateway Project are monitored through the Corporate Risk Register

## Implementation of High Risk Mitigation Measures (Enterprise, Community and Resources) – Quarter 2 to 30<sup>th</sup> September 2016

The availability of revenue budget remains problematic due to the ongoing fiscal pressures being experienced across all service areas of the Council which will inevitably have an impact upon what can be delivered. As a consequence revenue funding continues to be used in a targeted way paying particular attention to the ongoing safety of the highways infrastructure.

Variable Message Signage continues to be used across the borough to provide highway and other information in order to assist in the free flow of traffic and provide general road safety information.. Work is now being undertaken to assess the provision of an integrated VMS approach across the Liverpool City Region.

The coordination of works continues to be managed effectively through quarterly meetings with utility providers and weekly progress meetings with Merseylink.. These regular exchanges of information are a valuable means by which the potential negative impact of works can be considered and, as far as possible, minimised.

### Business Area – Community and Environment

Assessment of current risk			Impact (Severity)	Likelihood (Probability)	Score (I x L)	
1	Unwillingness of public to participate in Council recycling services or comply with Council policies will result in increased costs being incurred.		4	3	12	
Risk control measure(s)		Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score
1a	Produce a Waste Prevention Plan to set out initiatives to help reduce the amount of waste produced in Halton.	Jimmy Unsworth /	Quarterly	4	2	8
1b	Ensure sufficient resources are in place to deliver comprehensive community engagement, education and promotional campaigns					
1c	Work closely with officers from other Council Departments, external organisations and community groups to deliver projects to encourage residents to participate in Council waste recycling and waste reduction schemes and initiatives.					
1d	Consideration of policies and initiatives to incentivise and encourage residents to participate in Council recycling services and initiatives.					

#### Progress update

The current Waste Prevention Plan is being reviewed and updated to ensure that it remains fit for purpose. The Plan indicates the actions that the Council will take with regard to reducing the amount of waste produced by households and sets out specific waste prevention, reduction and re-use initiatives.

## Implementation of High Risk Mitigation Measures (Enterprise, Community and Resources) – Quarter 2 to 30<sup>th</sup> September 2016

It also highlights the need for effective communications and awareness raising to encourage behaviour change.

Following a staffing restructure, an additional Community Engagement Officer was appointed in April 2016 to help support the Council Council's educational, promotional and awareness raising initiatives, and to increase the Council's capacity for directly engaging with householders, schools, local community groups and partner organisations.

The Council's Household Waste and Recycling Collection Policy was updated in February 2015. The Policy sets out the Council's approach to reducing waste levels in Halton and the services it will provide to encourage waste minimisation and increased recycling. Key to achieving this is a restriction on the amount of residual waste that the Council will collect from each household.

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