

Public Document Pack



Executive Board

Thursday, 19 April 2018 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

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1. MINUTES	1 - 13
2. DECLARATION OF INTEREST	
Members are reminded of their responsibility to declare any Disclosable Pecuniary Interest or Other Disclosable Interest which they have in any item of business on the agenda, no later than when that item is reached or as soon as the interest becomes apparent and, with Disclosable Pecuniary interests, to leave the meeting during any discussion or voting on the item.	
3. CHILDREN YOUNG PEOPLE AND FAMILIES	
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*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 Tuesday, 15 May 2018*

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<p>9. SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972 AND THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985</p> <p style="text-align: center;">PART II</p> <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 RECOMMENDED that under Section 100A(4) of the Local Government Act 1972, having been satisfied that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 2 and 3 of Part 1 of Schedule 12A to the Act.</p>	
<p>10. PHYSICAL ENVIRONMENT PORTFOLIO AND RESOURCES PORTFOLIO</p>	
<p style="padding-left: 40px;">(A) ASSET DISPOSAL - THE OLD TRANSPORTER PUBLIC HOUSE</p>	<p style="text-align: right;">227 - 231</p>
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In accordance with the Health and Safety at Work Act the Council is required to notify those attending meetings of the fire evacuation procedures. A copy has previously been circulated to Members and instructions are located in all rooms within the Civic block.

EXECUTIVE BOARD

At a meeting of the Executive Board on Thursday, 15 March 2018 in The Boardroom, Municipal Building

Present: Councillors Polhill (Chair), D. Cargill, Harris, R. Hignett, S. Hill, Jones, T. McInerney, Nelson, Wharton and Wright

Apologies for Absence: None

Absence declared on Council business: None

Officers present: A. Scott, G. Cook, D. Parr, I. Leivesley, M. Vasic, M. Reaney, E. Dawson and W. Rourke

Also in attendance: One member of the press

**ITEMS DEALT WITH
UNDER POWERS AND DUTIES
EXERCISABLE BY THE BOARD**

EXB118 LOCAL GOVERNMENT ACT 1972 AND THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Action

The Board was advised that a matter had arisen which required immediate attention by the Board (Minute EXB 136 refers), therefore, pursuant to Section 100 B (4) and 100 E and in view of a contractual obligation to commence the scheme by 26 March 2018, ruled that this item would be considered at this meeting.

EXB119 MINUTES

The Minutes of the meeting held on 22 February 2018 were taken as read and signed as a correct record.

LEADER'S PORTFOLIO AND CHILDREN, YOUNG PEOPLE AND FAMILIES PORTFOLIO

EXB120 CONSENT TO LEGISLATION TO ENABLE DEVOLUTION OF THE ADULT EDUCATION BUDGET

The Board considered a report of the Chief Executive, which outlined the process for agreeing the Devolution Order to enable full devolution of the Adult Education Budget

from Government to the Liverpool City Region Combined Authority (LCRCA).

The LCRCA agreed its first Devolution Deal in November 2015. That Agreement included the transfer of adult skills funding to the Combined Authority (CA). It was reported that the subsequent Order which established the CA, contained a number of Adult Education powers, but did not deal with the agreed devolution of funding.

The Board was advised that the principal purpose of the Adult Education Budget was to engage adults in learning which supported the wider economic and social priorities, including community learning and “second chance provision” within colleges. In order to prepare for devolution, the CA was required to meet a series of readiness conditions, including the completion of an Area Based Review and an up to date Skills Strategy.

It was noted that in order to enable the legal powers to be conferred on the CA, an Order needed to be laid and agreed by Parliament, the final draft of which was expected to be circulated by mid May 2018. The Government would then require each of the constituent local authorities and the CA to provide formal consent by mid-June 2018.

RESOLVED: That

- 1) the requirement to provide consent for the draft legislative Order to enable the transfer of Adult Education Budget powers to the Liverpool City Region Combined Authority by June 2018, be noted; and
- 2) authority be delegated to the Chief Executive, in consultation with the Leader, the Portfolio holder for Children, Young People and Families, and the Portfolio holder for Economic Development, to agree the final Order on the basis that this is in line with the existing principles of the City Region’s Devolution Agreement.

Chief Executive

HEALTH AND WELLBEING PORTFOLIO

EXB121 CHAMPS PUBLIC HEALTH COLLABORATIVE SERVICE

The Board considered a report of the Director of Public Health, which sought approval to award a direct contract for the delivery of health services and functions.

The Board was advised that the Cheshire and Mersey Public Health Collaborative (CHAMPS) had been commissioned to deliver and commission public health services across the Cheshire and Mersey footprint. The role of the CHAMPS was to energise the whole system and influence strategic partnerships to focus on prevention and to use the best data and evidence. It was reported that the waiver was sought to award a contract directly to support strategic management, oversight and collaboration as well as clinical support and the commissioning of large scale service delivery.

RESOLVED: That the Board

- 1) notes the contents of the report; and
- 2) agrees to the waiver of Procurement Standing Orders 3.1 in respect of contracts below the EU threshold.

Director of Public Health

EXB122 THE NHS HEALTH CHECK PROGRAMME

The Board considered a report of the Director of Public Health, which sought to award new direct contracts for the delivery of the NHS Health Check Programme.

The Board was advised that the Health and Social Care Act 2012 gave local authorities responsibility for public health matters, in conjunction with strategic partners including the NHS England and Clinical Commissioning Groups (CCG). In line with the national policy requirement and performance framework, the Council commissioned clinical health improvement services from General Practices (GP) which included the mandatory provision of an NHS Health Check – vascular risk check screening for eligible residents aged 40-74.

The Board noted that under current arrangements, the Council held service level agreements/contracts with all GPs for the provision of services. Appendix 1 set out details of the current contracts, which were variable in value according to the activity at each practice. To support the Council in meeting its statutory duties, a waiver of Procurement Standing Orders was sought to directly award a contract to each of the GP practices listed in Appendix 1. This would enable clinical support and oversight of service delivery, and allow for an extension to the current offer to ensure maximum take up amongst the local GP providers of essential public health services.

RESOLVED: That the Board

- 1) notes the content of the report; and
- 2) agrees to the waiver of Procurement Standing Order 3.1 in respect of contracts below the EU threshold.

Director of Public Health

EXB123 BRITISH RED CROSS

The Board considered a report of the Strategic Director, People, which sought approval to award a contract to the British Red Cross.

The Board was advised that the British Red Cross service supported people for a short period of time during the transition from hospital to home. It played an important part in the discharge management process, offering practical support at a vulnerable time for people.

It was reported that the Council was working with NHS Halton CCG to develop its approach to out of hospital services, and, to ensure continuity of care, it was proposed that the service continued to be delivered by the British Red Cross for a two year period.

RESOLVED: That the Board

- 1) agrees to waive Procurement Standing Orders 3.1 in respect of contracts below the EU threshold; and
- 2) agrees to award a contract to the British Red Cross for a two year period 1 April 2018 to 31 March 2020.

Strategic Director - People

EXB124 ALL AGE AUTISM STRATEGY

The Board considered a report of the Strategic Director, People, which provided an update on the new Halton All-Age Autism Strategy.

The Board was advised that the current Autism Strategy was developed in 2012. Since then, a number of national reports relating to Autism had been published and in addition, Halton took part in the Autism Self-Assessment Framework, which was completed at the end of 2016.

A working group was established in July 2017 to move forward with planning a new All-Age Autism Strategy,

with questionnaires, consultation and a draft strategy produced, as detailed in the report. The development of the All-Age Autism Strategy aimed to take a more joined up and holistic approach to developing opportunities and realising potential for people with Autism at every stage of their lives. It was noted that the Health Policy and Performance Board had considered a report on the proposals at its meeting on 27 February 2018.

RESOLVED: That the contents of the report, appendices and comments of the Board be noted.

EXB125 OPTIONS REPORT FOR HALTON'S INVOLVEMENT IN A PARTNERSHIP WITH NEW DIRECTIONS TO DELIVER ADULT SOCIAL CARE

The Board considered a report of the Strategic Director, People, on proposals for the development of an alternative model of social care.

The Board was advised that Arms-length Management Organisations (ALMOs), were first established in England in the early 2000s, and were now used by local authorities in adult social care, which put services on a commercial footing so as to drive the most efficient method of delivery. In practice, ALMOs allowed councils to sell services and compete for business with the private sector.

It was noted that Halton had been in exploratory talks with Knowsley and Sefton Borough Councils to investigate the possibility of a tripartite partnership to deliver adult social care. The report set out details of three options for Members to consider. Option 1 was recommended, as the intention would be to continue to make improvements and deliver future service levels required by the Council and its service users. It was reported that Halton's Adult Social Care services were performing relatively well given the restraints of reduced funding and an increase in complex care case load. In addition, the Council were fully committed to '*One Halton*' – a place-based integrated health and social care model and joint venture with the Clinical Commissioning Group (CCG) – which meant that adult social care services would be fundamental to its delivery.

RESOLVED: That

- 1) the contents of the report are noted; and
- 2) Halton continue with its current method of operation.

Strategic Director
- People

EXB126 DIRECT AWARD OF CONTRACT TO AGE UK MID MERSEY FOR THE PROVISION OF INFORMATION, PARTICIPATION, SOCIAL INCLUSION AND SAFE AND WELL SCHEMES IN HALTON

The Board considered a report of the Strategic Director, People, on a delivery model for Adult Social Care.

The Board was advised that Age UK Mid-Mersey had provided information, participation, social inclusion and safe and well schemes in the Borough for three years. A range of schemes had been funded through annual contracts with the Council as well as those funded through the local and national Age UK charity.

The Council was currently working to develop its approach to out of hospital services. It was noted that until this work was complete, the service provided by Age UK Mid-Mersey was required to ensure continuity. It was therefore proposed that the current contract be extended for a period of three years to provide the authority with flexibility to re-commission services at an earlier date, if required.

RESOLVED: That

- 1) the waiver of Procurement Standing Order 3.1 in respect of contracts below the EU threshold be agreed; and
- 2) the award of a contract to the Age UK Mid-Mersey for a three year period from 1 April 2018 to 31 March 2021, be agreed.

Strategic Director
- People

EXB127 DAY, RESIDENTIAL & NURSING HOMECARE AND RESIDENTIAL NURSING HOMES

The Board considered a report of the Strategic Director, People, on the provision of Day, Residential and Nursing Home Care Providers.

The Board was advised that the two contracts referred to in the report – Residential, Nursing Homes – Out of Borough, and Day, Residential and Nursing Home Care – were originally approved for three years ending on 31 March 2018, with the option to extend for a further two years. Details of the current providers of these services were set out at Appendix 1.

It was noted that a Care Home Development Project

Group had been formed to enable stakeholders representing key sectors to work collaboratively in exploring and implementing identified work streams. By extending the contracts with the current providers for a further two year period, this would enable the completion of the Group's work in designing a new model of working to achieve stronger sustainability and improved quality in the sector.

RESOLVED: That the extension of the two current contracts for an additional two years, until 31 March 2020 for services provided by Day, Residential and Nursing Homes Care Providers, be agreed.

Strategic Director
- People

EXB128 TRANSFORMATION OF ADULT SOCIAL CARE

The Board considered a report of the Strategic Director, People, on a proposal to transform the provision of Adult Social Care.

The Board was advised that the North West Association of Directors of Adult Social Services (ADASS) had commissioned a report which explored the future approach to commissioning, practice and market oversight of the adult social care market. The report highlighted some key financial challenges for Halton over the next five years, with an incremental increase in funding required to continue to provide services to all those eligible for support. It was noted that many of the issues highlighted were as relevant to Halton as they were to the region as a whole; these included over-reliance on larger providers; increasing demand with limited capacity; quality concerns; providers exiting the market; and risks in relation to overall sustainability of the market.

It was therefore reported that, if Halton were to continue to deliver quality services to vulnerable adults, it would be necessary to transform the model of care, taking into account the recommendations in the report. Delivery of this new care model would be required in the next twelve months, and would consist of a move from traditional model of paid care to one of working with individuals to help them to continue to live independently for as long as possible. Members noted details of a case study, attached at Appendix 1, which demonstrated how this would work for an individual.

RESOLVED: That

- 1) the contents of the report be noted; and
- 2) the recommendations as outlined in section 4.0 of the report, be agreed.

Strategic Director
- People

EXB129 ONE HALTON

The Board considered a report of the Chief Executive / Strategic Director, People, which provided an update on *One Halton*.

One Halton would deliver a single fully integrated place based health, wellbeing and social care system for the people of Halton. It had wellness at its heart and would address health and social care needs of the local community.

The *One Halton* Strategic Vision built on the initial commitment of partners to improve the delivery of health and social care by enabling people to take more responsibility for their own health and wellbeing; with people staying in their own homes and communities as far as possible; and when complex care was required, it was timely and appropriate.

To progress *One Halton*, the Council and its partners had established a *One Halton* Accountable Care System Board (the Board), to provide a forum to provide system leadership and meaningful engagement in the development of *One Halton*. Members noted that Appendix 1 contained information about general progress and the emerging approach to *One Halton*. Appendix 2 set out the emerging thinking of a new “model of care”, led by the Halton GP Federations and Bridgewater NHS Community Care Trust.

RESOLVED: That

- 1) Members note the progress of *One Halton*;
- 2) Members support the better integration of health and social care services which is essential, and agree that additional investment in local services is badly needed;
- 3) Members did not support any reorganisation of health and social care services in Halton if it led to greater rationing and privatisation; and

Chief Executive

- 4) Members receive further updates on the progress of *One Halton*.

EXB130 HEALTHY NEW TOWN HALTON HOSPITAL AND WELLBEING CAMPUS

The Board considered a report of the Chief Executive/Strategic Director, People, which provided an update on the development of the Healthy New Town Halton Hospital and Wellbeing Campus.

Halton Healthy New Town was one of 10 demonstrator sites selected by NHS England, but was unique in that it was the only site with a hospital at its centre. It was reported that this opportunity would enable Halton to create a Hospital and Wellbeing Campus at the very heart of Halton Lea, which brought together all of the elements to deliver a seamless health and social care system for the people of Halton.

The Healthy New Town proposals would adhere to the *One Halton* vision, being driven by the Health and Wellbeing Strategy and outcomes. Progress would be monitored by Halton's Health and Wellbeing Board and scrutinised by the Health Policy and Performance Board.

It was confirmed that once the state-of-the-art Cheshire and Merseyside Treatment Centre had been extended, which would accommodate the provision of current services in the General Hospital, the aging hospital would be demolished. This would ensure that the current and future needs of the population of Halton would be met and that there would be no interruption to service delivery.

As part of the ongoing engagement programme, further meetings would be held with Members giving them the opportunity to contribute on the development proposals.

RESOLVED: That

- 1) the current position on the development of the Healthy New Town Halton Hospital and Wellbeing Campus be noted; and
- 2) regular reports will be provided to Members as the Healthy New Town Halton Hospital and Wellbeing Campus proposal is developed.

Chief Executive

ECONOMIC DEVELOPMENT PORTFOLIO

**EXB131 VOLUNTARY SECTOR FUNDING – GRANT ALLOCATION
2018/19**

The Board considered a report of the Strategic Director, People, on Voluntary Sector Grant Funding Awards for 2018/19.

The Board was advised that the Council had awarded direct grants to local voluntary and charitable organisations for a number of years. Applications were assessed against key criteria, such as impact on outcomes for local people, volunteering and training development opportunities and the impact on reducing the need for statutory services.

It was reported that applications were assessed and recommendations agreed, by a Panel which consisted of the Portfolio holder for Economic Development and Officers from the People Directorate. The report set out the recommendations for an annual allocation for the financial year 2018/19, with the available budget of £214,000, for Members' consideration.

RESOLVED: That the Board approve the grant allocations as outlined in the report.

Strategic Director
- People

RESOURCES PORTFOLIO

EXB132 ANNUAL REVIEW OF THE CONSTITUTION 2018/19

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, which sought the approval of Council to a number of changes to the Constitution.

Members were advised that the revised version picked up the changes to the Council's working arrangements that had taken place throughout the year, as well as other changes which were intended to assist the Council to operate more effectively.

The proposals for change had been considered by the Chief Executive and the Executive Board Member for Resources in accordance with Article 16.02 of the Constitution. It was reported that, apart from the purely technical changes, the proposed amendments that were considered to be of particular significance were listed as an appendix to the report.

RESOLVED: That Council be recommended to approve the revised Constitution, including the matters set out in Appendix 1 attached to the report.

EXB133 REVIEW OF COUNCIL WIDE FEES AND CHARGES

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, on the proposed fees and charges for Council services for 2018/19.

The Board was advised that, as part of the budget preparations for 2018/19, a review of fees and charges had been carried out. It was proposed that generally, fees and charges be increased in line with inflation, although some had been reviewed with consideration to the impact of the price change.

Attached at Appendix A was a schedule of statutory fees which may increase during the financial year. Chargeable rates for The Brindley and the Registrar's Service were attached at Appendix B and C respectively.

RESOLVED: That the proposed fees and charges for 2018/19 as set out in Appendix A and for 2019/20 as set out in Appendix B and C, attached to the report, be approved.

PHYSICAL ENVIRONMENT PORTFOLIO

EXB134 COMMUNITY SHOP

The Board considered a report of the Chief Executive, which provided a progress report on the development of a Community Shop in Halton.

The Board was advised that the Community Shop model was a supermarket with a targeted membership which aimed to tackle food poverty. The concept was to provide quality branded food at discounted prices to reach people that needed help to achieve financial independence. This was achieved by redistributing food that was surplus in the supply chain, which would otherwise end up in landfill.

It was reported that after undertaking a feasibility study, commissioned by Big Local and Well Halton in September 2017, a site in Windmill Hill was identified as a suitable location for the opening of a Community Shop in Halton. Regardless of its location, it was noted that all households that were eligible for membership within the Borough would have the opportunity to become members as part of a rolling programme that would target identified areas

Strategic Director
- Enterprise,
Community and
Resources

Strategic Director
- Enterprise,
Community and
Resources

of need. Alongside this, Members were advised that a Community Shop would provide employment and training opportunities; provide financial and debt advice; reduce dependence on food banks; and offer two-course low cost lunches to its members.

RESOLVED: That the Board support the continued development of a Community Shop in Halton, as outlined in the report.

Chief Executive

RESOURCES PORTFOLIO AND PHYSICAL ENVIRONMENT PORTFOLIO

EXB135 SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972 AND THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

The Board considered:

- 1) Whether Members of the press and public should be excluded from the meeting of the Board during consideration of the following items of business in accordance with Section 100A (4) of the Local Government Act 1972 because it was likely that, in view of the nature of the business to be considered, exempt information would be disclosed, being information defined in Section 100 (1) and paragraphs 3 and 5 of Schedule 12A of the Local Government Act 1972; and
- 2) Whether the disclosure of information was in the public interest, whether any relevant exemptions were applicable and whether, when applying the public interest test and exemptions, the public interest in maintaining the exemption outweighed that in disclosing the information.

RESOLVED: That as, in all the circumstances of the case, the public interest in maintaining the exemption outweighed that in disclosing the information, members of the press and public be excluded from the meeting during consideration of the following item of business in accordance with Section 100A (4) of the Local Government Act 1972 because it was likely that, in view of the nature of the business, exempt information would be disclosed, being information defined in Section 100 (1) and paragraph 3 of Schedule 12A of the Local Government Act 1972.

EXB136 FRESENIUS KABI DEVELOPMENT, MANOR PARK

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, regarding a proposed development at Manor Park, Runcorn.

The report set out details of potential clawback of land receipt, should adjacent land at Manor Park be developed in the future.

RESOLVED: That Executive Board

- 1) agrees in principle to indemnify the current developers, should any clawback in respect of future development on adjacent land in the ownership of the Council be payable, as outlined in the report; and
- 2) delegates final signoff of any clawback agreements to the Chief Executive in consultation with the Leader, and Portfolio holders for Physical Environment and for Resources.

Strategic Director
- Enterprise,
Community and
Resources

MINUTES ISSUED: 20 March 2018

CALL-IN: 27 March 2018

Any matter decided by the Executive Board may be called in no later than 5.00pm on 27 March 2018

Meeting ended at 2.45 p.m.

REPORT TO: Executive Board

DATE: 19 April 2018

REPORTING OFFICER: Strategic Director, People

PORTFOLIO: Children, Young People and Families

SUBJECT: High needs update

WARD: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 This report provides an update on the High Needs budget for 2018/2019.

2.0 RECOMMENDATION: That

- 1) Applications for Enhanced Provision continue to be considered for the summer term 2018;**
- 2) A review is undertaken with a report to the Board in June; and**
- 3) The Board approve the reductions in central spend included in Appendix A.**

3.0 SUPPORTING INFORMATION

3.1 DEMAND and FUNDING IMPLICATIONS

Nationally the level of demand for support for pupils with special educational needs has been increasing over recent years. A TES article published in December 2017 reported that the projected funding gap in high needs nationally is more than three times what it was in 2014/2015. The increase in funding received by Local Authorities from Government has not kept pace with this increase in demand.

3.2 A recent survey undertaken by the Local Government Association showed that many local authorities found the funding allocated for High Needs provision by the Government (DFE) to be insufficient to meet needs. In addition to the increase in demand, the needs of children and young people with additional support requirements are becoming more complex and support has been extended by Government to cover children and young people from 0 to 25 years.

3.3 Further, until 2018/2019 it was permissible for LAs to move money between the different funding blocks that make up the Dedicated Schools Grant. Under new Government regulations only up to 0.5% can be transferred if approved by School Forum. In addition, in

previous years reserves have been used to fund the high needs overspend. The reserves have now all been fully committed.

3.4 The indicative budget for High Needs for 2018/2019 (following recouPMENT) is £14,156,649, with an estimated spend of £16,268,750, an estimated overspend of £2,112,101. A range of budget reductions were discussed and agreed at School Forum. These are listed in Appendix A, leaving still, a shortfall of over £220,000.

3.5 Out of the High Needs block Halton has provided top up funding support for individual pupils with Education, Health and Care Plans. It has also provided schools with the opportunity to put in applications for enhanced provision top up funding, a discretionary budget, which can, if the criteria are met, provide short term funding to support pupils who are not making sufficient progress.

3.6 PROPOSAL

a) From the reduced top up budget a commitment has been given to continue to support the costs of any existing and new Education, Health and Care Plans to fulfil our statutory responsibilities.

b) For Enhanced Provision top up support will continue for those already approved applications.

c) It is proposed to cease any new applications for Enhanced Provision immediately.

3.7 NEXT STEPS

However, in the light of representations received from local residents and Derek Twigg MP, the Leader of the Council and the Portfolio Holder have asked that this proposal should be amended to allow :-

a) Applications for Enhanced Provision to be considered for the Summer Term; and

b) a review to be undertaken to consider the future funding of Enhanced Provision.

4.0 FINANCIAL IMPLICATIONS

4.1 Work is currently being undertaken to identify options for consideration to reduce the current funding gap of £220,000.

4.2 Continuing to offer Enhanced Provision through the summer term will increase further the funding gap.

4.3 Following a review a paper will be presented to Executive Board in June setting out the estimated shortfall and future funding options.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

5.1 Children & Young People in Halton

It is important that children and young people with special educational needs receive the support they require to make progress.

5.2 Employment, Learning & Skills in Halton

None.

5.3 A Healthy Halton

None.

5.4 A Safer Halton

None.

5.5 Halton's Urban Renewal

None.

6.0 RISK ANALYSIS

6.1 The High Needs budget is insufficient to meet the demands for support for pupils with additional needs. Retaining the Enhanced provision will result in a budget overspend. The role and responsibility of schools and settings in meeting this additional need from within their own resources will be reviewed.

6.2 A more comprehensive review of SEND provision is being commissioned to commence within summer term.

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 Most children and young people with special educational needs and disabilities should receive support within their schools and setting's budget.

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

Document	Place of Inspection	Contact Officer
The national funding formula for schools and high needs (Policy document) September 2017	DFE website	Ann McIntyre – Operational Director – Ann McIntyre – Operational Director- Education, Inclusion and Provision & Operational Director - Resources
Schools Block National Funding Formula – Technical note (September 2017) Central School Services Block National Funding Formula - Technical note - (September 2017) High Needs Funding Formula – Technical note (September 2017)	DFE Website	Ann McIntyre – Operational Director – Education, Inclusion and Provision & Operational Director Resources
School Forum agenda, papers and minutes	HBC website	Ann McIntyre – Operational Director – Education Inclusion and Provision & Operational Director Resources
Executive Board The national funding formula for schools and high needs – 16 th November 2017	HBC website	Ann McIntyre – Operational Director – Education Inclusion and Provision & Operational Director Resources

Appendix A

Summary of High Needs Budget Reductions 2018/2019

SAVING AREA	BUDGET	COMMENT
Transfer from Schools Block	£421,594	0.5% agreed by School Forum
Early Years	£80,000*	
Special Schools	£172,000	Disapplication request made to the Secretary of State
Reduction in Top Up Funding	£720,840*	Top up funding for Education, Health and Care Plans and Enhanced Provision
Riverside College	£100,000*	Total allocation for top up retained at 2017/2018 level
Behaviour Support Team	£127,930*	This is a one off cut
Staffing and Supplies	£41,000*	
Specialist Equipment	£20,000*	
Contingency	£8,185*	
PRU	£200,000	One off lump sum
TOTAL	£1,891,549	

*central spend

REPORT TO:	Executive Board
DATE:	19 April 2018
REPORTING OFFICER:	Strategic Director, People
PORTFOLIO:	Health and Wellbeing
SUBJECT:	Care Provider Contract Uplift 2018/19
WARD(S)	Borough-wide

1.0 PURPOSE OF THE REPORT

- 1.1 To inform the Board of the proposed annual uplift for domiciliary and care home providers within Halton for 2018/19.

2.0 RECOMMENDATION: That

- 1) the Board note the contents of the report; and
- 2) approval be given to actively enter into discussions with Care Providers, with a view to offer 3.5% uplift for 2018/19.

3.0 SUPPORTING INFORMATION

- 3.1 The Care Act 2014 requires local authorities to ensure that the market as a whole remains viable and sustainable. When commissioning services, local authorities must have regard to the cost effectiveness and value for money that the services offer for public funds. However they must not undertake any actions which may threaten the sustainability of the market, and must ensure that remuneration for staff must be at least sufficient to comply with national minimum wage legislation, and that there is a 'fair price' paid for care.
- 3.2 One of the main challenges for the care sector has been the introduction of a new mandatory National Living Wage (NLW) for workers aged 25 and above from 1st April 2016. It was set at £7.20 an hour in 2016/17 and increased to £7.50 in 2017/18. It is set to rise a further 4.4% to £7.83 from the 1st of April 2018
- 3.3 In addition changes in case law (Whittlestone v BJP Home Support Ltd) now require providers to pay the NLW for each hour worked in an overnight "sleep-in". These range between 8 and 10 hours and have traditionally been paid at a lower blanket rate but are now required to be paid at a rate in which the hours worked overall are remunerated at NLW rate.

- 3.4 Halton Borough Council have engaged with all care home; supported housing and domiciliary care providers who will be working in the borough in 2018/19 in respect of inflationary increases.
- 3.5 The proposed 3.5% increase for domiciliary care would see the £13.00 per hour rate increase to £13.46 per hour and the 15 minute visit increase to £4.49.
- 3.6 The proposed rate increase paid to those people in receipt of direct payments will increase by 3.5%

DP Agency Rate £12.88	Increase to £13.46
DP Basic PA Rate £9.64	Increase to £9.98
DP Complex CHC PA Rate £11.71	Increase to STAY THE SAME
DP Sleep rate £67.00	Increase to £70.00

- 3.7 The proposed rate increase to supported living providers will increase by 3.5%.

ZONE	Provider	Hourly Rate	Proposed rate
1	PossAbilities	13.00	13.46
2	PossAbilities	13.63	14.11
3	Community Integrated Care	13.27	13.73
4	Making Space	12.91	13.36
5	Community Integrated Care	13.34	13.81
6	Community Integrated Care	14.42	14.92
7	PossAbilities	13.00	13.46

The increase in sleep in rates will be in line with requirements of new legislation, it is proposed that we work with those providers who offer sleep-ins to agree an appropriate rate.

- 3.8 The proposed 3.5% care home fee level for 2018/19 are as follows:

	2017/18 rate	Proposed 2018/19 rate	Increase Difference
Residential	£403.03	£417.14	£14.11
Residential EMI	£475.19	£491.82	£16.63
Nursing	£430.67 + FNC (£155.05)	£445.74	£15.07
Nursing EMI	£495.28 + FNC	£512.62	£17.33

- 3.9 The fee level for Care homes is based on the price we pay per person per week, in addition for nursing homes a nursing care rate is funded by the CCG, which is £158.16 per person per week, this rate is proposed to increase by £3.11.

4.0 **POLICY IMPLICATIONS**

- 4.1 A new National Paper on the sustainability of the funding of Adult Social Care is due to be published in July 2018; this may have implications on future funding models.

5.0 **FINANCIAL IMPLICATIONS**

- 5.1 The Adult Social Care budget 2018/19 for Residential and Nursing Care was set on the assumption of an inflationary increase of 3.5%. Any increase over 3.5% would exert financial pressure on the budget.

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

6.1 **Children & Young People in Halton**

None Identified.

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

None identified.

6.3 **A Healthy Halton**

The Adult Social Care budget supports the delivery of services which contribute towards this priority.

6.4 **A Safer Halton**

None identified

6.5 **Halton's Urban Renewal**

None Identified

7.0 **RISK ANALYSIS**

- 7.1 The financial pressures within this sector are well recognised both nationally and locally.
Consultation with providers has been completed over the past couple of months; although they have recognised the financial constraints of the Local Authority, providers are requesting fee increases in excess of 5%. In mitigation Adult Social Care are working with providers to identify alternative approaches to support them with financial pressures e.g. training, procurement and alternative approaches to the delivery of care, including technology.

8.0 **EQUALITY AND DIVERSITY ISSUES**

Agencies working under contract to the Council are expected to comply with the Council's policies relating to Ethnicity and Cultural Diversity as

well as promoting social inclusion of some of the most disadvantaged people in the Borough.

9.0 REASON(S) FOR DECISION

The Adult Social Care budget 2018/19 for Residential and Nursing Care was set on the assumption of an inflationary increase of 3.5%. Any increase over 3.5% would exert financial pressure on the budget.

10.0 ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

The social care market has been recognised nationally as being extremely fragile and the Council has a statutory duty to maintain market stability and sufficiency under the Care Act 2014. Not providing an inflationary uplift at a time when providers must pay the National Living Wage would destabilise the market. In addition people are living longer with very complex health care needs and Halton needs a robust and skilled workforce to continue to provide high quality care for some of the most vulnerable people in our community.

The recommended increase is based on an analysis of the cost pressures on providers and includes an element of flexibility to ensure that market sustainability and quality is maintained whilst being affordable to Halton.

An increase less than the recommendations could undermine market stability as providers will not be able to meet their mandatory responsibility to pay staff the National Living Wage, resulting in services becoming financially unviable. This would impact negatively on the local health and social care system, with a potential knock on effect for supporting timely discharge from hospital.

An increase of more than the recommendations would impact negatively on the Council's finances and would be unaffordable. The Council will have less money available to meet its statutory duties and continue to support vulnerable adults.

11.0 IMPLEMENTATION DATE

To be implemented from 1st April 2018.

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

None under the meaning of the Act.

REPORT TO: Executive Board

DATE: 19 April 2018

REPORTING OFFICER: Director of Public Health

PORTFOLIO: Health & Wellbeing

SUBJECT: The procurement of a new Integrated Sexual Health Service
for Halton

WARD: Borough-wide

1.0 PURPOSE OF REPORT

- 1.1 Halton and Warrington are currently leading on a programme of collaboration across Cheshire and Merseyside for the development of **Integrated Sexual Health Services**. As part of this work, we seek to formalise the current commissioning arrangements so that services can be integrated across Halton and Warrington so that local people can be given greater choice on how and where they access information, guidance and support.
- 1.2 In accordance with Standing Orders, the Executive Board is requested to authorise the Director of Public Health to conduct a joint procurement exercise with **Warrington Borough Council** to determine the most economically advantageous and effective organisation to deliver an **Integrated Sexual Health Service** for Halton and Warrington.
- 1.3 The tender exercise will test the current market and, subject to the financial implications from any tender submissions received, seek Executive Board approval to award a contract to a provider or providers for the delivery of an integrated Sexual Health Service for the people of Halton and Warrington. The contract will be for a period of 5 years with the option for two further one year extensions.
- 1.4 Members' approval is sought to enter into a joint commissioning arrangement with Warrington Borough Council which will increase access to local services, ensure consistency of delivery and to realise efficiencies from the management of the service. Warrington Borough Council has agreed to lead the procurement process on behalf of the service at no charge to the Local Authority. Following the procurement, a further report will be brought to the Executive Board for approval.

2.0 RECOMMENDATION: That the Executive Board

- 1) **Approve the proposal to commence the procurement of a new integrated Sexual Health Service for Halton and Warrington;**
- 2) **Support the proposal to enter into a joint commissioning arrangement which will be led by Warrington Borough Council; and**

- 3) **When the commissioning exercise is completed a report will be submitted to the Executive Board with a view to formally approving the detailed arrangements.**

3.0 SUPPORTING INFORMATION

3.1 Halton Borough Council is responsible for commissioning services to promote the health and wellbeing of the residents of Halton with the aim of improving public health outcomes and reducing health inequalities across the life course. Commissioning responsibilities in relation to sexual health were set out in the Health and Social Care Act 2012.

3.2 It is a mandatory requirement of the Public Health grant that Local Authorities are responsible for the commissioning of sexual health services. This includes the following:

1. **Contraception Services** - including the costs of Long Acting Reversible Contraception (LARC) devices and prescription or supply of other methods including condoms) and advice on preventing unintended pregnancy in specialist services and those commissioned from primary care (GP and community pharmacy) under local public health contracts.

2. **Sexually transmitted infection (STI) testing and treatment** in specialist services and those commissioned from primary care under local public health contracts; chlamydia screening as part of the National Chlamydia Screening Programme (NCSP); HIV testing including population screening in primary care and general medical settings; and partner notification for STIs and HIV

3. Sexual health aspects of **psychosexual** counselling

4. Any **sexual health specialist services**, including young people's sexual health services; outreach; HIV prevention; sexual health promotion; publicity; services in schools and colleges; and pharmacies.

3.3 The Integrated Sexual Health Service aims to improve sexual health by:

- Promoting good sexual health through primary prevention activities including behaviour change and those which aim to reduce the stigma associated with STIs, HIV and unwanted pregnancy;
- Providing rapid and easy access to open access STI testing, treatment and management services through a variety of mechanisms which may include online services;
- Providing rapid and easy access to open access reproductive health services including full range of contraceptive services; referral to NHS funded abortion services; support in planning pregnancy; through a variety of mechanisms which may include online services;
- Reducing late diagnosis of HIV and undiagnosed HIV and improving the sexual health of those living with HIV;
- Providing a quality service with appropriately trained staff; clinical governance and service user safety arrangements;

- Being responsive to local need (a) provide rapid response to outbreak management; and (b) through continuous improvement and response to the ongoing analysis of local population need;
- Operating as system leader in the local sexual health economy providing clinical leadership, development of and involvement in local networks and development of clear referral pathways between all directly connected and indirect service providers.

3.4 The overarching objectives of the service are to:

- Ensure that services are acceptable and accessible to people disproportionately affected by unwanted pregnancy and sexual ill health based on up to date sexual health needs assessment which identifies the needs of vulnerable/at risk groups;
- Engaging local prevention groups and non-governmental organisations to facilitate collaboration in service development, health promotion and outbreak management;
- Respond to the public health needs of the local population and ensure robust links and pathways are in place to the wider public health services and specialist;
- Ensure robust information governance systems are in place and the service is reporting to mandatory national datasets;
- Supporting evidence-based practice in sexual health (this should include participation in audit and service evaluations and may include research);
- Promoting service and key sexual health messages to the local population, via the use of innovative and appropriate media and marketing techniques tailored to specific audiences.

3.5 The contract for the current integrated sexual health service is due to end in **September 2018**. Within the terms of the current contract there is capacity for a one year extension and it is intended that the existing contract be extended to **March 2019**, to enable the procurement of the new service to take place, and also to align the contract with that of Warrington.

4.0 PROPOSAL

4.1 The provision of sexual health services are a mandatory requirement of the Public Health grant. It is proposed that the Executive Board grants approval for the commencement of a procurement exercise to secure a provider to deliver a new integrated Sexual Health Service for Halton.

4.2 In order to maximise the impact of service delivery, Halton is seeking to create an integrated service in partnership with Warrington Borough Council. Such an arrangement will increase access and choice for local people and enable the better utilisation of resources across the larger footprint. Joint commissioning will also support the reduction in 'Out of Area' (OOA) patient flow arrangements across the two areas as well as lead to the removal of back office functions related to cross charging for patients.

4.3 Such economies of scale can also support the re-negotiation of drug tariffs, the re-negotiation of laboratory costs and an overall reduction in other overheads.

The larger service will also permit the development of improved IT systems and the development of new staffing structures which will likely be much improved, leaner, and will include detailed plans on how to train the sexual health workforce of the future.

- 4.4 The Commissioners will seek the delivery of a high quality service that is both effective in improving universal outcomes through the use of evidence based interventions delivered by skilled practitioners, and also safeguards local people at risk of harm.
- 4.5 The expectation is that the service will combine a balance of advice/guidance and promotional/prevention activity as well as direct evidenced based interventions for those that require clinical support. Such an approach will enhance the availability of local services that are joined up, supportive and affordable.
- 4.6 The service will be delivered in a 'hub and spoke' system that will encourage locality based teams to be resourced to meet the identified needs of the population of the area they serve. The service will also commit to streamlining and improving access to public health/ health improvement services and will also seek to be co-located with partner organisations where appropriate.
- 4.7 Local stakeholders have informed and influenced the development of a refreshed service specification to ensure that it is fit for purpose and represents value for money. A number of further engagement activities will take place with potential providers, service users and other stakeholders to further inform the development of the service.

5.0 BUSINESS CASE

5.1 Value for Money

The contract for the new service will be awarded on the basis of quality and price, thus ensuring value for money. It is anticipated that applications to deliver this service will enable efficiency savings to be made which will represent a reduction on current expenditure. Tender submissions will be evaluated using MEAT (Most Economic Advantageous Tender) principles. The initial contract will be awarded on a five year basis with an opportunity to extend by two one year extensions. An integral element of the procurement process will be a proportionate approach to Social Value and all prospective providers will be evaluated against the Halton Social Value Procurement Framework.

5.2 Transparency

Contracts will be recorded in the Council's Contracts Register accessible via the internet together with the publication of all spend in excess of £500.

5.3 Propriety and Security

Compliance with anti-corruption practices will be adhered to and any of the contracts within the subject of this report will be terminated if there is any occurrence of corruption by any organisation or their staff.

5.4 Accountability

Approval from both the Operational Director and Monitoring Officer (Legal and Democratic Services) has been gained as per **Standing Orders 1.4.2(a) and 1.4.2(c)**, and the Executive is asked to support the decision to enable Warrington Borough Council to lead the procurement process on behalf of both parties. Representatives from Halton will play a full role in all stages of the procurement and the final decision to award a contract will be brought to both Executive Boards for joint approval. The contracts will be joint performance managed by both Boroughs and service standards will be monitored by commissioners and the contracts team.

5.5 Position of the Contract under the Public Contracts Regulations 2015

The process will comply with the requirements of the Public Contracts Regulations (2015) and will follow the Light-Touch Rules Regime for Health (Regulations 74 to 77).

6.0 POLICY IMPLICATIONS

- 6.1 The method of procurement complies with the Council's procurement policy and Procurement Standing Orders and will utilise the Chest e-procurement portal.

7.0 FINANCIAL/RESOURCES IMPLICATIONS

- 7.1 Financial provision for the Service is contained within the Public Health ring fenced grant. A contract will be awarded for **five years with two one year optional extensions**. TUPE regulations will apply for affected staff, and measures will be put in place to review contract values on an annual basis in line with available resources.

The current budgets for services in Halton are:

Integrated Sexual Health Service	£735,180
GP Services	£26,450
Pharmacy Services	£10,000
TOTAL	£771,630 per year

In addition, Halton currently pays the following for access to Level 3 Genito Urinary Medicine (GUM) services. These services attract an individual tariff for each episode of care.

GUM (Level 3) Services **£476,120 per year**

Halton currently spends a total of c. **£1,250,000** per year on sexual health services. It is anticipated that the joint approach to commissioning, as well as tighter control on GUM services will enable the realisation of approximately **10%** in savings. As a result, Halton will identify a budget of c. **£1,125,000 pa** for the

total delivery of Sexual Health Services. It is anticipated that this will include both the integrated service and all episodes of level 3 interventions.

The estimated budget for the delivery of Sexual Health Services in Halton will therefore be a total of **£5,625,000** for the initial five year contract, with a further **£2,250,000** if the extensions are used. This brings a total commitment over the seven year period of **£7,875,000**.

8.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

8.1 Children and Young People in Halton

The Government's aim is to enable local services to meet local needs, and robust sexual health services are a critical component in supporting the reduction of "risk taking" behaviours and supporting positive health outcomes. The service will support the effective and efficient delivery of both national and local strategies and action plans to meet the needs of local young people.

8.2 Employment, Learning and Skills in Halton

N/A

8.3 A Healthy Halton

Universal and specialist public health services are important in promoting the health and wellbeing of people and reducing inequalities through targeted intervention for vulnerable and disadvantaged individuals. The service contributes to the delivery of the objectives of the Health and Wellbeing Board.

8.4 A Safer Halton

Reducing the incidence of crime, improving Community Safety and reducing the fear of crime have an impact on health outcomes particularly on mental health. There are close links between the service and on areas such as safeguarding, mental health, substance misuse and domestic violence.

8.5 Halton's Urban Renewal

N/A

9.0 RISK ANALYSIS

9.1 Risk will be a particular consideration in the tender evaluation process. Robust service monitoring should provide early warning of any performance issues. The proposals are not so significant as to require a full risk assessment.

10.0 EQUALITY AND DIVERSITY ISSUES

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

11.0 REASON(S) FOR DECISION

- 11.1** A decision is required to enable the procurement exercise to commence. As the value of the proposed contract will exceed the EU threshold for services of this type, we are seeking Executive Board approval.

12.0 ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 12.1** N/A

13.0 IMPLEMENTATION DATE

- 13.1** The new procurement process will commence immediately, with the new service in place by April 2019.

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

- 14.1** None under the meaning of the Act.

REPORT TO: Executive Board

DATE: 19 April 2018

REPORTING OFFICER: Strategic Director – Enterprise, Community and Resources

PORTFOLIO: Environmental Services

SUBJECT: Household Waste Recycling Centres

WARDS: Borough-wide

1.0 PURPOSE OF THE REPORT

1.1 The purpose of this report is to provide Members with information in respect of Halton's Household Waste Recycling Centres (HWRCs) and to seek Members' approval for a number of proposed changes to current Policy and operating practices at the Centres to be introduced.

2.0 RECOMMENDATION: That

1) Members approve

- (i) That the current opening times for Halton's HWRCs be amended and new opening times of 9.00am to 5.00pm be introduced to operate all year round;**
- (ii) That the current HWRC Vehicle Permit Scheme be amended and the number of Temporary Permits that each household is eligible to receive be reduced from 12 per year to 6 per year;**
- (iii) A new 'Resident Only Policy' which limits access to the Council's HWRCs to Halton residents only and prohibits access to non-residents of the Borough;**
- (iv) A new Policy of charging for the deposit of 'non-household waste' items at Halton's HWRCs; and,**

2) The Strategic Director - Enterprise, Community and Resources be authorised, in consultation with the Executive Board Member for Environmental Services, to take all such actions and to make any decisions necessary to develop and implement the proposals set out in Recommendation 2, including the implementation date for each individual proposal and the setting of the level of charge for depositing Hardcore within the range of £2.50 to £3.00 per standard sized 'rubble sack'.

3.0 BACKGROUND

- 3.1 At their meeting of 28th February 2018, Members of the Environment and Urban Renewal Policy and Performance Board received a report on the Council's Household Waste Recycling Centres. The report set out a number of proposals which Members were asked to consider and endorse. The Policy and Performance Board subsequently resolved that a report be presented to the Executive Board recommending the approval of the introduction of a number of changes to current Policy and operating practices at the Centres; which are set out in paragraph 4.30 of this report.
- 3.2 In accordance with the requirements of the Environmental Protection Act 1990, the Council has a statutory duty to provide places where residents in its area may deposit their household waste. In meeting this duty, the Council provides two Household Waste Recycling Centres (HWRCs); one at Johnson's Lane in Widnes and one Picow Farm Road in Runcorn, where residents can deposit a wide range of items for recycling or disposal.
- 3.3 Over time, the range of materials that can be deposited at the HWRCs has increased and both Centres continue to perform well in terms of recycling performance. The Centres are well used and the annual tonnage of materials deposited has increased in recent years; with circa 3,000 tonnes more material currently being deposited compared to 2014/15. This has led to an increase in costs as indicated in Table 1 below.

Table 1 – HWRC Annual Operating Costs

Year	Annual Total
2014-2015	£1,182,286
2015-2016	£1,356,030
2016-2017	£1,390,320
2017-2018*	£1,428,867

**Estimated*

- 3.4 The increased costs associated with operating Halton's two HWRCs, together with the continuing financial pressures being felt by the Authority as a result of cuts to its funding by Central Government, resulted in a review of the Council's HWRCs operations being undertaken. The purpose of the review was to identify options to reduce the overall costs associated with the operation of the Centres whilst maintaining a high level of customer service.
- 3.5 As part of the review, and in addition to looking at Halton's own current practices, research was undertaken into the operation of HWRCs across a number of other local authority areas; both regionally and nationally, and four key options for change have been identified for Members' consideration. These are;

- To reduce the current opening hours at the Centres
- To amend aspects of the current Vehicle Permit Scheme
- To introduce a new 'Halton Resident Only' Policy
- To introduce a new Policy of charging for the deposit of 'non-household' waste items at the HWRCs

3.6 Further detail of the proposals set out in paragraph 3.4, along with the rationale behind each and relevant supporting information is set out in the following section.

4.0 SUPPORTING INFORMATION

HWRC Opening and Closing Times

4.1 The opening hours for Halton's two HWRCs are as follows;

- April to September - 8.00am to 8.00pm
- October to March - 8.00am to 6.00pm

A comparison shows that Halton's two sites are open for longer hours than HWRCs in Warrington, Cheshire West & Chester and across Merseyside.

4.2 Officers recently conducted a 'user' survey at Halton's HWRCs. The purpose was two-fold; Firstly, to determine the number of visitors to the Centres on an hourly basis, and secondly, to try and establish information in respect of the areas from which visitors had travelled. The survey was carried out for two weeks at each Centre; 7 days per week and covered all hours that the Centres were open.

4.3 Table 2 below provides information in respect of the number of visitors to the site and where they reside. Members will note that 4% of visitors were non-residents and 1% were not prepared to give their postcode.

Table 2 - Summary of HWRC Visitors

Summary	Johnsons Lane	%	Picow Farm Road	%	Overall	%
Total Vehicles	5,976		5,794		11,770	
In Borough	5,476	92%	5,633	97%	11,109	95%
<i>Runcorn</i>	<i>143</i>		<i>5,557</i>		<i>5,700</i>	
<i>Widnes</i>	<i>5,333</i>		<i>76</i>		<i>5,409</i>	
No Postcode	72	1%	73	1%	145	1%
Not In Borough	428	7%	88	2%	516	4%

4.4 Table 3 below shows the Centre visitor numbers on an hourly basis. It can be seen from the Table that the least number of visits were made between 8.00am & 9.00am and between 5.00pm & 6.00pm.

Table 3 - HWRC Visitor Numbers (November 2017)

Time	Johnsons Lane	%	Picow Farm Road	%	Total	%	Weekend	Weekday
08-09	253	4%	247	4%	500	4%	28%	72%
09-10	481	8%	407	7%	888	8%	30%	70%
10-11	685	11%	572	10%	1257	11%	31%	69%
11-12	830	14%	687	12%	1517	13%	35%	65%
12-1	765	13%	681	12%	1446	12%	38%	62%
1-2	754	13%	846	15%	1600	14%	34%	66%
2-3	872	15%	795	14%	1667	14%	28%	72%
3-4	734	12%	801	14%	1535	13%	34%	66%
4-5	446	7%	524	9%	970	8%	30%	70%
5-6	156	3%	234	4%	390	3%	24%	76%

4.5 Table 4 below shows the number of vehicles entering the Centres during a two week period between 11th and 24th September 2017. This information was formulated using Automatic Number Plate Recognition (ANPR) data and can be used as an indication of the number visitors during the 'summer' months. This information demonstrates that, as with the 'winter' opening hours, the largest proportion of visits to the Centres is made between 9.00am and 5.00pm.

Table 4 - HWRC Visitor Numbers (September 2017)

Time	Johnsons Lane	%	Picow Farm Road	%	Total	%	Weekend	Weekday
08-09	115	3%	253	5%	368	4%	39%	61%
09-10	253	6%	363	8%	616	7%	31%	69%
10-11	411	10%	462	10%	873	10%	35%	65%
11-12	507	12%	581	12%	1088	12%	36%	64%
12-1	510	12%	503	11%	1013	11%	33%	67%
1-2	532	13%	451	10%	983	11%	33%	67%
2-3	538	13%	418	9%	956	11%	36%	64%
3-4	452	11%	392	8%	844	10%	36%	64%
4-5	376	9%	424	9%	800	9%	40%	60%
5-6	229	6%	363	8%	592	7%	36%	64%
6-7	127	3%	317	7%	444	5%	34%	66%
7-8	99	2%	181	4%	280	3%	24%	76%

- 4.6 Cost savings can be realised by reducing opening hours. This saving would not be from a reduction in the amount of waste deposited, but from a reduction in the costs payable to the contractor for staffing the Centres. Information presented in Tables 3 and 4 shows that there would not be significant numbers of people unduly affected by a reduction in opening hours; with the only impact upon residents being that they would need to access the sites at a slightly later or earlier time than they may be accustomed to.
- 4.7 Taking into account the information set out in Tables 2 & 3, it is proposed that the opening hours at both the Johnson's Lane and Picow Farm Road Centres be revised and set as **9.00am to 5.00pm**; to operate all year round with the exception of Christmas Day, Boxing Day and New Year's Day when the centres are closed)

It is estimated that these revised opening hours could achieve savings in the region of £20k per annum. Having standard opening and closing hours operating all year round will also reduce any potential confusion associated with seasonal variations.

- 4.8 Anecdotal evidence suggests that in the 'summer months' residents from Warrington use Johnson's Lane HWRC between 6.00pm and 8.00pm due to the Gateworth Centre (in Warrington) closing at 6.00pm. This would increase the overall percentage of non-residents using the centres (as referred to in paragraph 4.15 below) and further increase the costs for the Council in disposing of non-Halton waste. Moving to the new opening hours proposed in paragraph 4.7 will help mitigate the financial risks associated with Halton's sites being open later than neighbouring authorities' Centres.

HWRC Vehicle Permit Scheme

- 4.9 In September 2010, the Council's Executive Board approved the implementation of a Vehicle Permit Scheme for the two Household Waste Recycling Centres (HWRCs) in Halton. The scheme was introduced to deter and prevent the depositing of 'trade waste' at the Centres. Under the scheme, residents who wish to access the sites using commercial-type vehicles or with large trailers must obtain a permit to do so. Permits are free and issued to residents who provide proof of vehicle ownership and residency within the borough to staff at one of the Council's Halton Direct Link shops.
- 4.10 There are two types of Permit available as detailed below;
- 4.10.1 **Annual permits** are available to residents of the borough who **own** a 'commercial-type' vehicle or large trailer and who wish to deposit rubbish, recyclables or smaller segregated household waste items. These permits are valid for one calendar year and allow unlimited visits. Only vehicle 'owners' may be issued with an Annual Permit, which is retained by the vehicle owner and which will expire 12 months after issue.

4.10.2 **Temporary permits** are available to;

- Residents of the borough who **own** a 'commercial-type' vehicle or large trailer and who wish to deposit materials other than those described in paragraph 4.10.1, such as bulky waste (furniture etc.), rubble and hardcore, scrap metal (white goods etc.), televisions and large electrical items, wood (fences etc), and;
- Residents of the borough who **are hiring or borrowing** a 'commercial-type' vehicle or large trailer and who wish to deposit **any** materials at the HWRCs.

4.11 The number of Permits issued between 1st January 2017 and 31st December 2017 is as follows;

- Annual Permits – 929
- Temporary Permits (Owned Vehicle) – 925
- Temporary Permits (Borrowed Vehicle) – 2226
- Temporary Permits (Hired Vehicle) – 765

4.12 A householder who wishes to use their own commercial-type vehicle for the deposit of bulky waste, rubble, wood etc is currently eligible to receive Temporary Permits to allow 12 visits to the Centres in a rolling 12 month period. The number of visits that can be made to the Centres in a borrowed or hired vehicle is currently also restricted to 12 in any 12 month period.

4.13 Moving forward, it is proposed that the number of Temporary Permits issued to a householder wishing to use either their own commercial type vehicle, or a hired or borrowed one, be reduced from 12 to 6. Members are advised that In the majority cases, the number of Temporary Permits issued for the use of a borrowed or hired vehicle was 6 or below and it is considered that 6 visits per year will still be sufficient to meet a householder's requirements. Issuing a maximum of 6 Temporary Permits would require a change to the Council's current HWRC Vehicle Access Policy.

4.14 Whilst the standard allocation of Temporary Permits would be 6 per year, it would be proposed to allow up to a maximum of 3 further Permits to be issued in cases where a resident could evidence genuine need due to special circumstances. Each such request would be treated on a case-by-case basis and the decision to allow additional Permits would be at the discretion of a Waste Management Officer.

Resident Only Access Scheme

- 4.15 Information gathered through the recent user survey, and presented in Table 2 above, shows that up to 5% of visitors to the Council's HWRCs during November were non-residents of Halton (assuming that those who refused to provide their postcode were reluctant to do so as they lived outside of the borough). Table 5 below provides further details of the areas from which these visitors travelled.

Table 5 – 'Out of Borough' Visitors to Halton's HWRCs

	Johnsons Lane	%	Picow Farm Road	%	Total	%
Bolton, Manchester	5	1%	6	7%	11	2%
Chester	1	0%	6	7%	7	1%
Crewe	1	0%	5	6%	6	1%
Frodsham	8	2%	47	53%	55	11%
Liverpool	34	8%	6	7%	40	8%
St Helens	30	7%	3	3%	33	6%
Warrington	349	82%	15	17%	364	71%
Total	428	7%	88	2%	516	4%

- 4.16 Members will note that the highest number of non-resident visitors to Johnson's Lane came from Warrington. The primary reason for this is likely the proximity of the Warrington boundary to the Johnson's Lane Centre; meaning that for some Warrington residents Halton's Centre is closer than the nearest Warrington HWRC at Gateworth. The highest number of non-residents visiting Picow Farm Road lived in Frodsham. It was noted during the user survey that the higher proportion of Frodsham residents visiting Picow Farm Road did so on a Tuesday and a Thursday when the HWRC in Frodsham was closed.
- 4.17 The annual cost of recycling or disposing of waste deposited at the Council's HWRCs is circa £760k. Working on the assumption that 5% of waste was deposited by non-residents would mean that the Council incurred costs of £38k for dealing with waste that should have been paid for by other Disposal Authorities and who make no financial contribution to the Council's costs.
- 4.18 There is no legal duty on the Council to provide HWRC facilities for residents outside of its area and it follows that the Council can prohibit non-Halton residents from accessing its Centres. To help eliminate 'cross-boundary' use of the Council's HWRCs, it is proposed to introduce a 'Halton Residents Only' access scheme. Under such a scheme, residents would be issued with a sticker that would bear their vehicle registration and which they could attach to their car window. There will be some administrative costs involved in implementing such a scheme (for which no charge could be made) however, it is anticipated that any costs will be outweighed by the savings achieved from avoiding the cost of disposing of 'non-Halton' waste.

- 4.19 An alternative option to providing residents with a car sticker would be to require them to provide proof of residency when they turn up at the Centre; such as showing photographic ID (such as a driving licence) or producing a valid vehicle registration document showing the vehicle registered in Halton. However, it was felt that asking Site Attendants to carry out the task of checking every visitor would be time consuming, would hinder them in carrying out their duties and cause traffic congestion. It was deemed that being able to simply observe an easily visible sticker in a car window would be much more practicable.

Charging for Non-Household Waste

- 4.20 Paragraph 3 of Schedule 1 of the Controlled Waste (England and Wales) Regulations 2012 states that waste from “construction, improvement, repair, alteration or demolition works, including preparatory works” is classified as Industrial Waste. Such waste would include, but not be limited to, concrete, bricks, tiles, ceramics, soil, stones, asbestos and gypsum based materials. Under Paragraph 4 of the 2012 Regulations, a charge may be made for the disposal of these waste types.
- 4.21 The Council’s duty (under Section 51 of the Environmental Protection Act 1990) is solely to arrange for places to be provided at which Halton’s residents may deposit Household Waste. There is no legal duty upon the Council to accept “non-household” waste (such as those waste types referred to in paragraph 4.20) at its HWRCs. However, in acknowledging that many householders carry out small DIY projects at their home, the Council has allowed these discretionary waste types to be deposited.
- 4.22 Industrial Waste is expensive for the council to dispose of. The most significant proportion of Industrial Waste tonnage deposited at Halton’s HWRCs is Hardcore (Bricks, Soil, Rubble etc); with an average of 2,200 tonnes being deposited each year. The disposal cost alone for dealing with Hardcore is circa £45k per annum.
- 4.23 Given the high costs involved and its continuing financial pressures, the Council does have the option to cease allowing Industrial Waste and non-household waste to be deposited at its HWRCs. However, in recognition of the fact that residents do produce such waste it is proposed that the Council continue accepting these discretionary types of waste, but that a reasonable charge is levied to cover the cost of handling and disposal as is permitted under legislation. Any charges introduced would be relatively low and only apply to items not generally disposed of on a frequent basis.
- 4.24 Whilst it is being proposed to introduce a Policy of charging for all materials classified as non-household waste, the intention would be to only initially apply such charge for Hardcore; given that this is the most substantial element of Industrial Waste currently deposited at the HWRCs and brings the highest cost to the Council.

Looking at how schemes work in other areas, charges are generally applied on a 'per rubble sack' basis. Members are advised that taking into account current costs and using comparable data from other local authorities, proposed charges would likely be in the region of £2.50 to £3.00 per standard sized rubble sack. The actual charges for disposing of Hardcore and the method of payment will be worked up subject to Executive Board approval of a charging Policy.

- 4.25 Other local authorities who have implemented charging schemes have seen the tonnage of Hardcore deposited reduce by up to 75%.
- 4.26 Whilst charging for non-household waste at HWRC's is permissible under currently legislation, the Government has expressed a view that residents should be able to dispose of household DIY waste free of charge. In the 'Litter Strategy for England', the Government stated its intention to review current guidance to make clear what can and cannot be charged for at HWRCs (including in respect of waste that arises from DIY work at households). This guidance was expected by the end of 2017 but has not yet been issued.
- 4.27 The key risks associated with the introduction of a charge for Industrial Waste are set out in Section 8 of the report.

Timescales for Implementation

- 4.28 A number of recommended proposals are set out within paragraph 4.30. If approved, the intention would be to introduce the proposals on a phased basis throughout 2018/19. Phasing the introduction of the proposals would ensure that;
- Sufficient time is available to work up each proposal in detail.
 - Sufficient time is available to develop the ICT systems and administrative processes required to operate the new schemes
 - A comprehensive communications package can be developed to ensure that members of the public are fully aware of the changes to opening hours and the new schemes that would be in place
 - Sufficient officer capacity is available to successfully manage the introduction of each new scheme
 - Any guidance issued by the Government in respect of charging for non-household waste at HWRCs can be fully considered.

- 4.29 Members will be aware that the Council's HWRCs are managed by VEOLIA Environmental Services through a long-term contract. Some of the proposals set out in this report may require formal changes being made to the current contractual arrangements and may trigger compensation payments being made to the Contractor. Any such payments will be factored into the assessing the financial advantages of the proposals. Phasing the introduction of the proposals (subject to approval) will also provide sufficient time for changes to contractual arrangements or terms and conditions of staff working at the HWRCs to be negotiated and agreed. There will also be implications for formalising the existing Inter Authority Agreement which is associated with this contract – but this will be a purely administrative exercise.

Recommendations

- 4.30 Members of the Executive Board are asked to approve;
- 4.30.1 That the current opening times for Halton's HWRCs be amended and new opening times of 9.00am to 5.00pm be introduced and operate all year round.
- 4.30.2 That the current HWRC Vehicle Permit Scheme be amended and the number of Temporary Permits that each household is eligible to receive be reduced from 12 per year to 6 per year.
- 4.30.3 The adoption of a new 'Resident Only Policy' which limits access to the Council's HWRCs to Halton residents only and prohibits access to non-residents of the borough.
- 4.30.4 The adoption of a new Policy of charging for the deposit of 'non-household waste' items at Halton's HWRCs.
- 4.30.5 That the Strategic Director - Enterprise, Community and Resources be authorised, in consultation with the Executive Board Member for Environmental Services, to take all steps necessary to progress and implement the recommended proposals set out in this report.

5.0 FINANCIAL AND RESOURCE IMPLICATIONS

- 5.1 The financial and resource implications of the proposals contained within the report are not known at this stage. However, it is envisaged that each element will result in cost reductions.

6.0 POLICY IMPLICATIONS

- 6.1 The proposals contained within this report would constitute changes to existing Policy or require the adoption of new Policies.

7.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

7.1 Children and Young People in Halton

No direct impact.

7.2 Employment, Learning and Skills in Halton

No direct impact.

7.3 A Healthy Halton

No direct impact.

7.4 A Safer Halton

No direct impact.

7.5 Halton's Urban Renewal

No direct impact.

8.0 RISK ANALYSIS

8.1 The Key risks associated with the proposals contained within this report are as follows;

8.1.1 Introducing charges for certain waste streams at HWRCs may result in 'chargeable waste' being disposed of in the residual waste stream; although information from other local authorities suggests that even if it did, this is likely to be a small amount.

8.1.2 There is a perception that introducing charges would result in an increase in fly-tipping but there is no conclusive evidence available of a direct correlation between charges at HWRCs and fly-tipping. However, anecdotal evidence from other authorities that have implemented charging schemes, has shown no discernible long-term impact on fly-tipping that can be directly attributed to the scheme.

8.1.3 The Government could take future steps to prohibit charges from being applied for the deposit of non-household at HWRCs; meaning that any decision to approve the introduction of such charges would need to be reconsidered.

8.1.4 Failing to put in place measures to prevent non-Halton residents from depositing waste at Halton's HWRCs will result in additional costs being incurred by the Council. Introducing a 'Resident Only' access scheme and not having Halton's HWRCs open whilst neighbouring authorities' Centres are closed will help mitigate the risk of incurring these additional costs.

8.1.5 Failing to ensure that the Vehicle Permit Scheme remains fit for purpose to prevent abuse of the HWRCs by traders and those charging for collecting waste from householders will lead to increased costs being incurred by the Council.

9.0 EQUALITY AND DIVERSITY ISSUES

9.1 There are no equality and diversity issues as a result of this report.

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

Document	Place of Inspection	Contact Officer
Executive Board Report 23 rd September 2010 - Household Waste Recycling Centres - Vehicle Permit Scheme and Access Policy	Municipal Building Kingsway Widnes	Angela Scott

REPORT TO: Executive Board

DATE: 19 April 2018

REPORTING OFFICER: Strategic Director (Economy, Community & Resources)

SUBJECT: Business Plan 2018 - 2019

WARDS: Borough wide

1. **PURPOSE OF THE REPORT**

- 1.1. To progress the adoption of the Council Business Plan for the period 2015 -18, as a basis for action and performance monitoring.

2. **RECOMMENDED: That**

- 1) **The draft Business Plan extracts be received; and**
- 2) **The Chief Executive, in consultation with the Leader, be authorised to make any final amendments and adjustments that may be required.**

3. **SUPPORTING INFORMATION**

- 3.1 The Council develops its business plan in parallel with the determination of its annual budget and the review and refresh of Corporate and Directorate Risk Registers. The Plan is formulated as a series of extracts representing each of the Council six strategic priority areas.
- 3.2 Whilst providing an overall operating context each of the Business Plan extracts will provide details of specific objectives and performance measures which would provide a focus for the ongoing monitoring of progress throughout the coming financial year.
- 3.3 Elected Members were engaged in the development of Directorate Plans, primarily through the autumn cycle of individual Policy and Performance Board meetings. This approach allowed members to enter into a dialogue with Lead Officers concerning key themes for each strategic priority area and the development of specific improvement activities and targets for the coming year.
- 3.4 Following this the draft Directorate Plans, in tandem with the 2015 – 18 draft budget, are presented to Executive Board for approval. This approach ensures that decisions on Business Planning are linked to resource allocation.

3.5 Information for each of the Business Plan extracts is contained within the following appendices:-

Appendix 1 - Corporate Effectiveness & Business Efficiency

Appendix 2 - Children Young People and Families

Appendix 3 - Employment, Learning, Skills and Community

Appendix 4 – Environment & Urban Renewal

Appendix 5 - Health

Appendix 6 - Safer

3.6 It should be noted that plans can only be finalised once budget decisions have been confirmed and that some target information may need to be reviewed as a result of final outturn data becoming available post March 2018.

4.0 POLICY IMPLICATIONS

4.1 The Business Plan forms a key part of the Council's policy framework and reflects known and anticipated legislative changes.

4.2 Elected Member engagement is consistent with "Best Value Guidance", to consult with the representatives of a wide range of local persons.

5.0 OTHER IMPLICATIONS

5.1 The Business Plan takes account of known and anticipated resource requirements relevant to the plan period.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 The business planning process is the means by which we ensure that the six corporate priorities are considered and translated into operational activity.

6.2 In accordance with the Council's performance management framework arrangements for the provision of Quarterly Performance Monitoring Reports will continue for 2018 - 19. Individual Priority Based Reports will be provided to relevant Policy and Performance Boards with Executive Board receiving quarterly Directorate Overview Reports.

7.0 RISK ANALYSIS

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

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 There are no specific issues related to equality and diversity.

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

9.1 There are no relevant background documents to this report.

This Business Plan extract contains information in relation to the delivery of the Council's following strategic priority.

Corporate Effectiveness and Business Efficiency

Our overall aim is to deliver continued and positive improvement on the quality of life in the communities of Halton through the efficient use of the Council's resources.

Key Developments

Financial Services

The Council set a balanced budget for 2017/18, despite having to identify £10m of savings. However, the first three quarters of the year have indicated that overall spending is significantly above budget, due in part to the reduced budget and in particular due to continued significant spending pressures in Children's Social Care and more recently in Adult Social Care. An action plan is in place to try to recover the situation in Adult Social Care and an action plan is being prepared along similar lines for Children's Social Care.

The Council's 2016/17 statutory accounts were published on schedule on 30th September 2017. Once again an excellent external audit report was received from Grant Thornton which provided the Council with another "clean bill of health."

Halton's council tax collection rate remains one of the highest in the region. However, following the introduction of the Council Tax Reduction Scheme in April 2013, significantly more households are now being billed and whilst the total cash collected has increased, a concern moving forward is the increasing level of accumulating council tax arrears.

There has been significant growth in business rates income generated over the past year and this is forecast to continue over the medium term. Since 1st April 2017 the Council has been part of the Liverpool City Region pilot scheme for 100% business rates retention and therefore now retains the full amount of any business rates growth. The need to make financial provision for rateable value appeals continues, although the Valuation Office Agency have now introduced a new three stage approach to appeals which is intended to speed up the process and avoid spurious appeals.

At a time of financial constraint and reductions in staff resources, it is particularly important to ensure that financial probity and a sound control environment is maintained throughout the Council. Work to provide assurance in this respect is led by Internal Audit, but all Divisions within the Finance Department contribute in this respect. Internal Audit has recently undergone a Peer Review which has confirmed that Halton is fully complying with the Public Sector Internal Audit Standards.

The Council's Procurement Strategy has been updated for 2018-2021 to reflect the changing local government landscape and financial challenges ahead. The implementation of the Strategy continues to ensure that value for money is achieved in the use of resources and that correct and robust procurement practices are followed across the Council.

The Department provides Direct Payments to over 650 adults and children, to assist with meeting their social care needs. The demand for Direct Payments continues to increase, particularly in respect of children and will therefore need to be managed over the coming years. In addition, the Department provides an Appointeeship and Deputyship service to over 290 vulnerable individuals, for which the intention is to make the service cost neutral over the next year.

Halton has been one of the first Boroughs to move onto “full service” for Universal Credit. During the past year assessments and payment of housing benefits have been provided for over 8,500 claimants. In addition, council tax support payments have been made to over 12,700 taxpayers and the Welfare Rights Team has advised 904 residents.

Following the opening of the Mersey Gateway Bridge, appropriate arrangements have been put in place for banking and reconciliation of toll and grant income, along with procedures for monthly verification and payment of the unitary charge and management fees to the bridge and tolling operators.

A major restructuring has been implemented within the Finance Department during the past year, which included a rationalisation from four to three Divisions and deletion of two senior posts. This has provided significant budget savings and will ensure the Department is better placed to meet future challenges.

Policy, People, Performance & Efficiency Services

The division has been restructured during 2017/18, primarily to enable it to operate at reduced cost, but also to refocus the way HR services are delivered so that the organisation is in a better position to deploy people resources optimally. HR activity is now split into four distinct areas; Recruitment & Resourcing, Pay & Pensions, Employment Relations, and Organisational Development. The new structure was implemented in December 2017, with a range of new processes accompanying the change in staffing structures.

Within the 2017/18 financial year, alongside the delivery of routine business, the division has discharged a number of significant ad-hoc HR activities, largely arising as a result of the pressures faced by the organisation. Notably, these include the inward transfer of two adult social care facilities where the incumbent providers were unable to maintain ongoing provision.

The changing landscape in the education sector brought project work resulting from further development of Multi-Academy Trusts (MAT's), requiring consideration of the need to serve larger education business establishments in the provision of payroll services.

The Efficiency Programme has continued to be delivered effectively, undertaking a review of the way the Council uses casual workers which has led to new and more efficient HR processes. During the last year, the work of the team has become more aligned to optimal resourcing of services across a range of areas. In view of that, the Efficiency team has now been co-located with the new Recruitment & Resourcing function within the reconfigured Division. This will enable the sharing of learning from the programme to inform day to day resourcing of the Council's business units, and associated recruitment activity.

The Council's agency worker contract has been subject to tighter control, and combined with the capping of rates regionally for high turnover areas such as children's social work, this approach has seen spend starting to reduce and usage being more considered. Detailed analysis during 2017/18 identified cost savings of 54% for the period 2014/15 – 2016/17. Routine work now continues to maintain lower expenditure on these resources.

The division progressed activity related to the Organisational Development Strategy, which was launched in April 2016. The strategy continues to inform workforce planning in the current climate, underpinning activity on skills development, the promotion of apprenticeships, and increasing productivity through initiatives such as better attendance management.

A key area of Organisational Development has been the creation of new apprenticeship placements. A policy framework has been implemented to bring a structured approach to recruiting and supporting apprentices through training programmes and employment experiences. In line with the Organisational Development Strategy, focus for some placements has been on 'hard-to-recruit' areas where labour market supply of regular recruits has diminished or is unstable. At the end of 2017/18, the Council will have progressed the establishment of ten new apprenticeships across a range of services.

Significant legislative change was expected during the 2017 – 18 financial year, however this was largely delayed within government and as a result features in the Emerging Issues section below, requiring adoption and management in the coming financial year.

ICT and Administrative Support Services

Year on year the demand increases for ICT development work and the use of shared accessible technologies across the authority, partners and Schools as the authority changes and develops new ways of working. The demand for Customer Service Delivery through both the one Stop Shops and Contact Centre increases along with the demand for Administrative Support Services as the authority changes and develops through its efficiency programme and consolidates key skills within many of its departments moving the support needs to the centre.

The ICT & Support Service as a central service continues to support change and service deliverables through its in-house systems development, technology delivery, administrative support, customer service centres, data governance, print and records management services.

The department has achieved and developed a high level of income as well as key strategic external partnerships with Sefton MBC, Mersey Travel, The Combined Authority, Halton Schools, All Faith's Remembrance Parks Limited, Mersey Gateway, Cheshire East & West; supplying systems and technology services across all partner agencies as well as the in-house development of the growing number of customised Halton based systems and service developments.

To support such a growth in demand whilst delivering efficiency savings from within the departments itself, new ways of supporting the authority and its clients technically have been under constant development. Allowing the centralisation of the authorities data assets and the constant development of secure simplified interfaces back into systems inclusive of

their related data sets; this ongoing process of developing easy to use centralised data management and desktop systems has allowed the authority to innovate in many areas of the business and will continue to support services as they evolve.

The list of projects delivered over the 2017/18 period has includes an extensive list of deliveries ranging from the delivery of full systems to replace expensive 3rd party solutions, new services, improvements to client process and support solutions. Continued major service deliveries such as the development of new and improved Schools Management Software Systems, Social Care developments such as Care Financials – Lifeline and partner systems, The development of an in-house developed Transport co-ordination solution, The development of the Financial Management systems with External partners releasing a substantial income opportunity, the development of new and improved cloud services that enable the delivery of internal as well as external opportunity and the delivery of Crematoria and Cemetery systems to commercial suppliers.

Legal and Democratic Services

The main priority of the legal department continues to be to ensure that the Council is kept up to date on legislative changes and new requirements affecting the delivery of the Council services.

The team ensures that the council decision making processes are compliant with the law and fit for purpose.

As changes have continued to be made to the Council's organisational structures and service delivery models the Communications and Marketing team have played an important role in ensuring that Members, staff and the public are given the best possible information on developments. The team have also been at the vanguard of a Cheshire initiative to promote the role of foster carers.

The Customer Intelligence Unit continues to excel at information gathering putting the Council in the best possible position to make informed decisions. It also seeks to ensure that the Council uses social media to the best effect and has made significant operational improvements to the Council's website. In addition, the small team managed an average of more than one consultation a week.

As the Mersey Gateway opened, support was required from Legal Services, and the Communications team were instrumental in publicising traffic management arrangements.

The Elections team were deeply involved in the inaugural Mayoral election for the Liverpool City Region Combined Authority in May 2017. The Legal team have again been called upon to support the development of the Combined Authority and assistance was given to the extensive revision of the Liverpool City Region Combined Authority constitution.

Considerable support has been provided to facilitate the development of major projects.

Work has been carried out with Members to ensure that committee and decision making structures remain fit for purpose.

Property Services

There have been continued efforts during the course of the 2017 – 18 financial year to maintain the corporate accommodation to a high standard for the benefit of staff, Members and the public alike and these will have a bearing on proposed accommodation moves in 2018/19 with an objective of further reducing the accommodation portfolio.

This has included the successful delivery of key accommodation moves including moving Her Majesty's Courts Services into Rutland house in order to secure an annual rental income of approximately £70,000. Further work will continue in 2018/2019 to secure further lease arrangements wherever possible.

A number of capital works projects have been delivered across the Council's property portfolio and these have included a new clubhouse for the Linnets, classroom extensions at both Weston Point & Lunts Heath Primary schools, and the refurbishment of the Vine Street Centre.

The Council has also delivered 12 major projects to the value of approximately £900K as a part of the Education Schools Maintenance Programme alongside a Cleaning and Property Repairs Service to ensure that school settings remain fit for purpose and asset value is maintained.

During 2017 – 18 carbon emissions across the Authority were further reduced by 9.8% over the previous year with overall reductions from corporate buildings reducing by 34.3% from the 2006 – 07 baseline year.

In addition the Council has secured funding of £65,000 from the One Public Estate initiative following a submission via the Liverpool City region for master planning exercises for the Kingsway Quarter in Widnes, and the area around the former Magistrates Court building in Runcorn. Further work in 2018/19 will link this initiative to the emerging Master Plan for Halton Lea Healthy New Town.

Community and Environment

The Stadium has for a number of years been one of the leading venues in the Wedding market within the Borough, in addition it competes very well within the function and conference market.

It remains a continuous challenge to ensure the facilities at the Stadium meet or better those of its competitors within the business environment and to ensure competitive advantage great emphasis is placed on customer care and all staff are trained in this area continuously.

Further efforts this year will see the Stadium compete for niche markets such as themed nights and cabaret nights utilising still further the Marquee Suite which is the largest single room offer in the Borough.

The Stadium has successfully hosted a variety of events over the past year linked to the Rugby Football League, including Representative Matches and Regional Finals, these events continue to raise the profile of the Borough and keep the Stadium firmly in the sights of the RFL for any other future events.

The Stadium has also hosted, for the sixth year running, the National Band Corp Championships.

The Elton John concert in June 2017 was a huge success with over 14,000 people attending, the co-promoters expressed their appreciation at the level of planning and professionalism shown by HBC, and it is envisaged that this will have a positive impact upon securing future events and the associated income generation.

The poor on-field performance of Widnes Vikings in 2017 resulted in less spectators attending than in previous years and this has had an adverse effect of the secondary spend on match days.

The Universal Free School Meals (UFSM) will continue for the foreseeable future and this will mean that all children under the age of 7 will receive a free hot, balanced, nutritious school meal every day. Given the existing levels of social deprivation in Halton this is a particularly welcome development.

By introducing school children at such an early age to a variety of healthy, well balanced food stuffs enables them to make the right decisions concerning eating habits as they move through childhood and Halton was one of the first Authorities to introduce free fruit for the under 7's and has led the way on healthy initiatives for a number of years.

Emerging Issues

Financial Services

A further £22m of budget savings are forecast to be required to deliver balanced budgets for the next three years, based upon indicative reductions in grant funding, increasing costs and increasing demand for Council services. This will prove extremely challenging given the significant reductions made over previous years. Therefore, the Council will need to give early consideration to how it might address further budget reductions on this scale.

The implementation of “full service” Universal Credit in Halton will continue to be monitored in order to manage the increasing workload generated in respect of housing benefits, council tax support, council tax arrears, the discretionary support scheme and welfare rights.

The Accounts and Audit Regulations 2015 require the statutory accounts to be published two months earlier from 2017/18 year-end onwards. Preparations have therefore been made during the past year to ensure the earlier deadline can be achieved, whilst still meeting Code of Practice requirements and maintaining the accuracy and robustness of the statutory accounts.

The Council’s current external audit contract with Grant Thornton expires on 31st March 2018. The Council participated in a sector-wide procurement exercise arranged via the Local Government Association. As a result, the medium-term contract for Halton’s external audit has been awarded to Grant Thornton for five years commencing from 1st April 2018.

Policy, People, Performance & Efficiency Services

There are a number of issues that will require consideration and attention during the financial year and these are summarised below.

General labour market conditions are creating challenges in some service areas, notably technical professional disciplines (e.g. Highways engineering), and care services. Anecdotally, it appears that local government continues to become less attractive as an employment prospect, possibly due to ongoing adverse publicity as a result of funding reductions and continued staffing reductions in the sector.

During 2017/18 a revised Absence Management policy was launched, combined with a significant amount of training to implement revised policy and practice, with the aim of reducing the incidence and costs of absence, enhancing support where appropriate, and increasing general productivity. The impact of this will be analysed in further detail during 2018 – 19 in order to determine the impact of the revised policy in terms of intended and unintended consequences and progress further actions if required.

As a large employer, the Council has been required to pay an ‘Apprenticeship Levy’ to central government since April 2017. This equates to approximately £300,000 per annum. The levy is held on account to fund apprentice training, but cannot be used to fund staff salaries. It has become clear that the amount of levy paid is disproportionate to the number of apprentices that can practically be recruited and maintained within the Council staffing structure.

The Council will continue to work collaboratively with other authorities and partners to explore ways to maximise the return on investment from the Levy paid, developing the opportunities to create an up-skilled workforce and providing development opportunities and career progression for the existing and future public sector workforce.

The relevant sections of the Enterprise Act 2016 / Small Business, Enterprise and Employment Act 2015 are not yet enacted.

Upon its introduction, this legislation will provide the framework for a restriction on public sector exit payments by allowing Regulations to be made that place a cap on the total amount of exit payments made to a person in respect of a relevant public sector exit. The legislation currently envisages this cap to be set at £95,000 although the regulations may prescribe a different amount.

In addition, the proposed legislation provides H.M. Treasury with the power to make regulations that require a public sector worker in receipt of an exit payments to return that payment, or a proportion of it, in cases where that person returns to work in any part of the public sector. Draft Regulations have been produced however no secondary legislation has actually been subsequently brought into force. It is envisaged that the 'minimum salary' of public sector workers to which the recovery provisions will apply will be set at £80,000 per annum.

It was anticipated that the implementation would occur within 2017, however this was not the case and the position relating to the calculation of redundancy payments, funding of 'pension strain' where redundancies occur in the interests of business efficiency, and the way this legislation will interface with other employment law and public sector pension regulations remains unclear. In any event, its complexity is likely to require new processes across multiple organisations and a significant resource requirement to put in place and manage. An implementation date is awaited.

The Government Equalities Office has introduced mandatory gender pay gap reporting for large public sector organisations (at least 250 employees). Regulations are now in place directing that data is captured at April 2017 and published by 31st March 2018. The Council will use this reporting to direct organisational development as far as it is able, however the prevailing financial climate does not allow for significant reconfiguration of the gender make-up of the workforce, particularly given that the general trend is a reduction in total employee numbers.

Although much UK employment law is derived from EU law, the UK's withdrawal from the EU is unlikely in itself to have an immediate impact on employment law as most EU Directives are implemented in the UK by regulations or Acts of Parliament. For example, even if the UK is no longer required to comply with the EU equality Directives, the Equality Act 2010 will remain in place. It will be for Parliament to decide whether to retain, amend or repeal domestic legislation, and this is an ongoing subject for debate in many business disciplines including HR.

Commentators have identified the harmonisation of contracts after a TUPE transfer; the calculation of holiday pay; agency workers' rights; and the introduction of a cap on compensation in discrimination claims as examples of areas, currently governed by EU law, where changes could be made in the future by a Government looking to roll back employment regulation.

It is possible that the UK will be required to continue to implement elements of EU legislation as a condition of any negotiated trade deal between the UK and EU.

The Council will therefore continue to monitor reputable commentary and information from professional bodies and networks, and plan for resulting changes in process and practice as any revised regulations emerge.

ICT and Administrative Support Services

Through 2018/2019 the ICT & Support Service will continue to support the considerable demand for Administrative, Customer and Technical support solutions.

Developments such as the centralisation of data management services will be co-ordinated through the Records Management Unit (RMU), further development of the RMU will continue as the unit digitises more of the authorities paper based records and links them to the newly developed systems now available.

The development of the Halton Cloud Service will continue with the incremental roll out of the new desktop facilities to all officers with plans to roll out across all Schools and commercial partners.

The authority's systems development programme will continue to manage and develop new integrated solutions releasing further savings as many of the systems over the last 48 months have been in-house developments reducing third party costs and procurement costs.

The drive to develop external income opportunity will continue as the Financial Management Systems programme develops, Cemetery System develops together with the authorities technical support offerings to Schools and external agencies.

Recruitment and retention continues to be an issue within the IT teams, a further recruitment drive early 2018 will focus upon attracting new talent into the team through career driven roles offering experience and training to those successful in order to manage and retain the excellent track record of in-house development and technical deliveries enjoyed by the authority and its partners as a whole.

Legal and Democratic Services

The Liverpool City Region devolution arrangements will continue to place considerable demands on the Legal and Democratic Services teams. Scrutiny support has been provided during the preceding financial year. Governance issues will continue to be a major focal point.

The recently commenced review of the Council's arrangements by the Boundary Commission Will place demands on staff in all areas of the Department.

The General Data Protection Regulation will come into force in May and is anticipated that it will generate a high demand for advice from Council officers and schools.

Property Services

Working with the Mersey Gateway team and Regeneration colleagues, commencement of taking back the temporary use area from the Mersey Gateway project will be undertaken during 2018 - 19. This will take place on a rolling programme and will be a significant piece of work for the department as a whole requiring input from property services, asset management and regeneration.

Following the Grenfell Tower tragedy there is an increased focus on fire safety. Much work has already been done on this, nevertheless this will continue into 2018 with the need to ensure that all recommendations coming out of the fire risk assessment processes are fully implemented.

The deregulation of the water retail market as of April 2017 will impact us next year as there is now a requirement to procure these services via a competitive exercise. Discussions have taken place on a Liverpool City Region basis in respect of this and a proposal to enter into a procurement process as a City region is now being considered.

The new agile/flexible working policy is currently still being developed which, when complete, will be rolled out across the Council. This will outline the framework for working in a more agile/flexible way, the intention being that this will enable us to ultimately vacate Kingsway House once the lease expires in 2019.

The Minimum Energy Efficiency Standards (MEES) will be coming into force in April 2018. They represent one of the most significant environmental policies to impact upon the public sector in several years as they will make it unlawful from April 2018 to let buildings in England and Wales which do not achieve a minimum EPC rating of 'E'.

The Government's Clean Growth Strategy which was published in October is aimed at growing the economy whilst reducing carbon emissions much further, and in respect of this the public sector will clearly be on the front line of both reducing our own emissions but also promoting a reduction in emissions across wider industry. More challenging emissions targets have been set by Government within the strategy which will impact upon how the Council will manage and use its buildings.

Appendix 1

Objectives, Milestones and Measures

Service Objective: FS 01	Set the Revenue Budget, Capital Programme and Recommend Council Tax.		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> ▪ Report 2019 – 22 Medium Term Financial Strategy to Executive Board - November 2018. ▪ Report 2019 – 22 revenue budget, capital programme and Council Tax to Council - March 2019. 		
Responsible Officer:	Operational Director Finance	Linked Indicators:	N / A
Service Objective: FS 02	To effect financial prudence by assisting managers to control their budgets by monitoring spending and providing timely and accurate financial reports.		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> ▪ Provide monthly financial reports to budget holders within 8 days of month end. ▪ Provide quarterly financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports. ▪ Provide quarterly monitoring reports on the overall budget to Executive Board. 		
Responsible Officer:	Operational Director Finance	Linked Indicators:	N / A
Service Objective: FS 03	Provide for public accountability by reporting the Council's stewardship of public funds and its financial performance in the use of resources by preparing the statutory Statement of Accounts in accordance with the latest accounting standards.		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> ▪ Publish the Statement of Accounts following external Audit by 31st July 2018. 		
Responsible Officer:	Operational Director Finance	Linked Indicators:	N / A

Service Objective: FS 04	Make best use of cash resources available to the Council and meet its statutory responsibility by setting, implementing and monitoring the Treasury Management Policy.		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> ▪ Establish Treasury Management Policy and report to Council - March 2018. ▪ Provide monitoring reports to Executive Board on a bi-annual basis. 		
Responsible Officer:	Operational Director Finance	Linked Indicators:	N / A

Service Objective: FS 05	Ensure that the Capital Programme is affordable, prudent, and sustainable by setting and monitoring prudential borrowing indicators.		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> ▪ Establish and report prudential indicators to Council - March 2018. ▪ Provide monitoring reports to the Executive Board on a bi-annual basis. 		
Responsible Officer:	Operational Director Finance	Linked Indicators:	N / A

Service Objective: PPPE 01	To enhance the efficiency and effectiveness of corporate training opportunities through the design and implementation of appropriate learning interventions, to include the development of bespoke Learning & Development offerings to individual service areas.		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> ▪ Promote and take forward the delivery of actions identified within the Organisational Development Strategy May 2018 ▪ Review and refresh annual training calendar September 2018. ▪ Regular engagement with service managers to identify areas of challenge and develop appropriate bespoke solutions April, September, December 2017, and March 2019. ▪ Development of Management Development Programme September 2018 		
Responsible Officer:	Principal Officer (Learning and Development)	Linked Indicators:	PPPE LI 03

Service Objective: PPPE 02	Implement the Apprenticeship Policy to support the establishment of apprenticeships across the Council, and achieve a return on the Apprenticeship Levy.		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> ▪ Establish 10 new apprentice placements within the Council consistent with the requirements of legislation March 2019 ▪ Establish 10 new existing employee apprenticeships to enable up-skilling in a range of business areas compliant with the requirements of Apprenticeships legislation March 2019 		
Responsible Officer:	Divisional Manager (Policy, People, Efficiency)	Linked Indicators:	PPPE LI 09

Service Objective: PPPE 03	Implement revised Attendance Policy to promote appropriate wellbeing support and secure reductions in the incidence and cost of staff absence.		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> ▪ Monitor the impact of policy quarterly – support with financial and data analysis – June, September, December 18 and March 2019 ▪ Demonstrate improved wellbeing, cost reduction and productivity enhancement over the financial year 2018 – 19, through a review of data and engagement with managers and employees March 2019. 		
Responsible Officer:	Divisional Manager (Policy, People, Efficiency)	Linked Indicators:	PPPE LI 01

Service Objective: PPPE 04	Optimise the use of the Agency Worker contract across Council services, to secure ongoing reductions in the incidence and cost of agency usage, and to ensure that correct and appropriate resourcing solutions are being deployed across Council services.		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> ▪ Review analysis and consider most appropriate resourcing mix in collaboration with service management in areas of highest Agency usage September 2018 ▪ Implement resourcing plans with service management in appropriate areas September 2018 ▪ Ongoing monitoring of agency usage and spend April, September, December 2018, and March 2019. 		
Responsible Officer:	Divisional Manager (Policy, People, Efficiency)	Linked Indicators:	PPPE LI 02c / 02d

Service Objective: ICT 01	Constantly evaluate and improve the usability, resilience, control and flexibility of the Council's Data Communications Network, Hardware and Software Infrastructure.		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> ▪ Continued Enhancement of the virtualization platform to enhanced or new technologies - March 2019. ▪ Further development of Cloud Services Platform - March 2019. ▪ SharePoint and Records Management enhancements - March 2019. ▪ Interactive Web Services Enhancement and further SharePoint Integration - March 2019. ▪ Further development of commercial ICT opportunity within desktop, hosting and DR provision - March 2019. 		
Responsible Officer:	Operational Director ICT & Support Services	Linked Indicators:	N / A
Service Objective: ICT 02	The implementation of a range of new corporate wide facilities including Web services, records & document management, business process workflow, corporate desktop portal.		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> ▪ Continuing improvements, enhancements and potential commercial use of Cloud system - March 2019. ▪ Continuing workflow implementation - March 2019. ▪ Improvement and enhancement of all web based customer interfaces - March 2019. ▪ Continued development of document management and distribution services - March 2019. 		
Responsible Officer:	Operational Director ICT & Support Services	Linked Indicators:	N / A
Service Objective: ICT 03	The implementation of a range of new corporate wide facilities including Web services, records & document management, business process workflow, corporate desktop portal.		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> ▪ Continual development of the I Want Admin Portal - March 2019. ▪ Develop and enhance operational Records management Unit Services - March 2019. 		
Responsible Officer:	Operational Director ICT & Support Services	Linked Indicators:	N / A

Service Objective LD 01	To ensure that decision makers are supported through the provision of timely and accurate advice and information and are kept informed of changing legislation and responsibilities.		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> ▪ Review constitution - May 2018. 		
Responsible Officer:	Operational Director (Legal and Democratic Services)	Linked Indicators:	

Service Objective LD 02	To provide efficient and effective Democratic Support Services that provides Elected Members, as key decision makers, with the necessary information, support and training opportunities to fulfil their individual potential and management and governance role effectively.		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> ▪ To ensure that all members have been given the opportunity of a having a MAP meeting where desired. ▪ To induct all new members by October 2018. 		
Responsible Officer:	Operational Director (Legal and Democratic Services)	Linked Indicators:	

Service Objective: PS 01	To provide an effective corporate property service.		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> ▪ INFORMATION TO FOLLOW 		
Responsible Officer:	Divisional Manager (Property Services)	Linked Indicators:	

Service Objective: CE 03	Increase the number of Pupils having a school lunch, to raise awareness and increase levels of healthy eating.		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> ▪ Deliver a promotion and educational campaign - September 2018 and January 2019. 		
Responsible Officer:	Schools Catering Manager	Linked Indicators:	CE LI 01, 02, 03, 04

Ref	Description	16/17 Actual	17/18 Target	17/18 Actual	18/19 Target
FS LI01	Receive an unqualified external audit opinion on the accounts.	Yes	Yes	TBA	Yes
FS LI02	Receive positive comment (annually) from the External Auditor relating to the financial standing of the Council and the systems of internal financial control.	Yes	Yes	TBA	Yes
FS LI03	Receive confirmation from External Auditor (annually) that reliance can be placed upon the work of Internal Audit.	Yes	Yes	TBA	Yes
FS LI04	Proportion of Council Tax that was due that was collected	95.04%	94.75%	TBA	95.00%
FS LI05	The percentage of Business Rates which should have been received during the year that were received	97.65%	95.00%	TBA	97.00%
FS LI06	Average time for processing new claims (Housing & Council Tax Benefit)	19.94	20	TBA	20
FS LI07	Average time for processing notifications of changes in circumstances	2.96	5.3	TBA	6
PPPE LI01	The number of working days / shifts lost due to sickness absence (Corporate)	9.05	10.00	TBA	
PPPE LI02a	Total Full Time Equivalent Staffing Establishment	3670	N/A	TBA	
PPPE LI02b	Total Staff (head count) (indicator for information only)	4876	N/A	TBA	
PPPE LI02c	Total Agency Worker usage (number of placements – year to date)	N/A		TBA	N/A
PPPE LI02d	Total Agency Worker usage (cumulative cost – year to date)	N/A		TBA	N/A
PPPE LI03	% of training delegates attending as proportion of places reserved	86%	90%		
PPPE LI04	The percentage of top 5% of earners that are women	54.78%	50.00%	TBA	N/A
	from BME communities.	1.50%	1.50%	TBA	N/A
	with a disability	8.00%	8.00%	TBA	N/A

Ref	Description	16/17 Actual	17/18 Target	17/18 Actual	18/19 Target
PPPE LI05	No of staff declaring that they meet the definition of disability within the Equality Act 2010 as a % of the total workforce.	1.28%	10.0%	TBA	TBA
PPPE LI06	Minority Ethnic community staff as % of total workforce.	1.00%	1.00%	TBA	TBA
PPPE LI07	Average time to recruit (Management Team approval to employee start date)	99.00%	99.00%	TBA	99.00%
PPPE LI08	Staff turnover rate (Permanent & temporary staff. Excludes casual)	99.00%	99.00%	TBA	99.00%
PPPE LI09	Number of apprenticeship placements established in the Council (cumulative – year to date)	N/A	20	TBA	TBA
ICT LI01	Average availability of Council servers	99.01%	99.00%	TBA	TBA
ICT LI02	Average availability of the Council's WAN Infrastructure	99.14%	99.00%	TBA	TBA
ICT LI03	School support SLA - % of calls responded to within agreed target				
	Priority 1	84.80%	85.00%	TBA	85.00%
	Priority 2	91.24%	90.00%	TBA	90.00%
	Priority 3	94.90%	95.00%	TBA	95.00%
	Priority 4	100.00%	95.00%	TBA	95.00%
ICT LI04	Average working days from delivery to completion of a new PC.	9	10	TBA	10
LD LI01	No. Of Members with Personal Development Plans (56 Total).	54 (96.00%)	56 (100.00%)	TBA	56 (100.00%)
LD LI02	Percentage of Members attending at least one organised Training Event.	86.00%	100.00%	TBA	100%
LD LI03	Average Time taken to issue prosecutions from receipt of full instructions (working days).	10	10	TBA	10

Ref	Description	16/17 Actual	17/18 Target	17/18 Actual	18/19 Target
LD LI04	Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days).	1	3	TBA	3
LD LI05	% of Executive Board minutes published within 5 working days after the meeting.	100	100%	TBA	100%
EEP LI01	Greenhouse gas (GHG) emissions indicator (Tonnes CO2E)	17,804 tonnes CO ₂ e (actual 15/16)	15,882 tonnes CO ₂ e (target 17/18)	TBA	TBA
EEP LI02	Occupancy of HBC industrial Units	88%	90%	TBA	TBA
EEP LI03	Occupancy of Widnes Market Hall	84%	84%	TBA	TBA
EEP LI04	Unit Costs – office accommodation (reported annually)	TBA	TBA	TBA	TBA
CE LI01	% Take up of free school meals to those who are eligible - Primary Schools.	86.00%	87.00%	TBA	87.00%
CE LI02	% Take up of free school meals to those who are eligible - Secondary Schools.	77.80%	77.50%	TBA	77.50%
CE LI03	Take up of school lunches (%) – primary schools.	63.00%	65.00%	TBA	65.00%
CE LI04	Take up of school lunches (%) – secondary schools.	55.40%	57.00%	TBA	57.00%

This Business Plan extract contains information in relation to the delivery of the Council's following strategic priority.

Children and Young People

Our overall aim is to support the development and learning of children and young people so they grow up feeling safe, secure, happy and healthy, and are ready to be Halton's present and Halton's future.

Key Developments

Improving outcomes for children and young people through effective multi agency early intervention

Children, Young People and Families Plan 2018-21

This new Halton Children and Young People and Family Plan 2018-21 marks a significant step forward in our collective ambition and efforts. We will continue to put children and young people at the heart of what we do to ensure that their needs are understood and met, and that they have clear ways to hold us to account for our decisions. Our priorities are based on clear evidence about what is needed and what works, and crucially are driven by what children and young people themselves have told us. The Halton Children, Young People and Families Plan is the main plan for all partners within Halton Children's Trust, it describes what we will do in Halton by agreeing on a set of priorities and take collective responsibility for improving the outcomes for every child and young person to ensure that regardless of their circumstances, they will have access to the best services. The priorities are:

- Early Intervention – we want families to get help when they need it.
- Achievement and Ambition - we want children and young people to do well at school so they can get the education, training or job they want.
- Healthy and safe – we want people to feel safe wherever they are and to understand how to look after their health.

The work identified in our business plan is aimed at addressing these three priorities.

Early Intervention

Investing in early intervention improves the life chances of children and young people. It also results in cost savings through a reduced need for expensive late interventions. The increasing number of children and young people requiring specialist support and intervention has resulted in increased costs and pressures on council budgets. The Council is working on reconfiguring services to identify and develop new approaches to early intervention to reduce the number of children and young people requiring specialist provision later on in their lives.

Troubled Families

The Troubled Families Programme has been extended until 2020. Halton achieved 100% payment by results for Phase One of the programme. The payment by results programme works with families to achieve positive outcomes and break the cycle of disadvantage. This programme has been very successful in helping Halton families achieve better outcomes, such as gaining employment and reducing offending. The continuation of this programme will benefit more families in the borough.

iCART

There will further development of the performance monitoring in iCART to include the outcomes of CAF to ensure CAF's are progressed by partner agencies. We will continue communication about the role and function of iCART as well as reviewing the link with Adult Services referral structures, we will also implement North West Boroughs Thrive staff front door into iCART.

Ofsted Inspections

The new framework, Inspection of Local area Children Services (ILACS) is seen by Ofsted as a step forward that will make a genuine and positive impact on children's lives. Regular contact with local authorities is at the heart of the new system meaning that Ofsted will have more frequent contact with Halton giving the opportunity to identify any issues of concern sooner enabling the Local authority to act swiftly to address them rather waiting until the next inspection to find out what/if practice has deteriorated.

Ofsted describe ILACS as a 'system' of inspection that is proportionate, flexible, and bespoke to each area Ofsted inspect. Each feature of the system informs how the rest of it works. A local authority's current Ofsted grade will determine the kind of inspection it has next time, and the contact and support it receives in-between visits. The new approach means:

- Local authorities previously judged to be good or better will get a one week short inspection every three years
- Those that required improvement to be good will get a two week standard inspection every three years; this will be the inspection that Halton receive.
- Both standard and short inspections will result in judgements on the established four point scale
- Focused visits will identify good practice or catch local authorities before they fall
- An annual conversation between Ofsted and local authorities
- An annual self-evaluation of social work practice by local authorities
- Ofsted's approach to authorities judged to be inadequate will remain the same as now – quarterly monitoring followed by an inspection under the single inspection framework (SIF)

The visits will result in a narrative outcome letter, which will be published, making clear what improvements are needed (where relevant). It is not all about identifying failings. Focused visits are an opportunity for Halton to showcase good practice, too.

Ofsted, Joint Targeted Area Inspections

In February 2016, the new Joint Targeted Area Inspection (JTAI) of services for vulnerable children and young people was launched. Ofsted, the Care Quality Commission, Her Majesty's Inspectorate of Constabulary and Her Majesty's Inspectorate of Probation will jointly assess how local authorities, police, health, probation and prison services are working together in an area to identify, support and protect vulnerable children and young people. Each inspection will look in detail at a specific theme and the theme changes 6 monthly.

The first inspections focused on:

- Child Sexual Exploitation (CSE) and children missing from home, care or education.
- Children living with Domestic Abuse (DA)
- Neglect

The next round of JTAs, beginning in February 2018, will revisit two earlier themes, four will take in an updated CSE remit (now includes gangs) and two will have a DA focus. From September onwards the focus of these inspections will be on familial abuse.

Keeping Children and Young People safe by improving practice

It is recognised that our most important asset is our workforce who are given access to learning and development opportunities throughout their careers. This will help them develop skills and knowledge to improve practice in order to transform the lives of children and young people. Halton Borough Council is committed to developing the careers of Social Workers through vocational and academic routes. This provides access to training, learning opportunities and increased professional responsibility based on a thorough assessment of the social worker's competence and ability via performance review and development and the supervisory process. Well-trained and supported social workers are essential to protecting children from harm and helping families to overcome the challenges they face.

With the change of emphasis and focus the Halton Children's Trust, Integrated Workforce Strategy 2014-17 is currently under review and will be refined so that the focus is specific to the Children Social Care workforce.

The Supervision Policy Social Work Progression Policy is currently under review to ensure safe practices are maintained and training and development opportunities are identified.

In reviewing the future development of the service, a review of the impact of the various pilots under the Innovation Programme was undertaken. It was clear that the strongest emerging evidence of impact and outcomes was in those areas which had adopted a systemic approach. Halton is now beginning to implement this as it preferred model of practice over the next 2 years.

The first cohort of frontline managers is in the middle of the “First line management development programme”, a systemic model. Immediate impact has been for managers becoming more reflective in their role, and taking this approach into the management and supervision of their staff.

Halton has also released 3 social workers (2 from CiC and 1 from CiN) to undertake training under IAPT (Improving Access to Psychological Therapies) to become systemic family practitioners. This training will take 12 months and they will undertake direct family therapy work with children, young people and families open to the service but also they will receive clinical supervision and cases via North West Boroughs. The aim is that by skilling social workers to do more structured systemic family therapy work with children and families, we will be able to work more intensively with those children earlier to prevent needs escalating and entering care but also to improve placement stability by working differently with foster carers and agencies who support CiC.

In addition, in partnership with North West Boroughs and Leeds University, we will be as part of our plan be training the wider workforce including early intervention staff, community support workers, social workers and fostering supervising social workers in the principles of systemic family practice and engagement as we look to change the conversation and move towards a strengths based and systemic model which is more resilient and less risk averse than current ways of working. Clear outcomes have been set for the contract to inform its evaluation and the first cohort of 16 staff will begin to be trained from the end of March 2018.

Children in Care Strategy

This multi-agency strategy continues the work of the previous one and recognises that every Corporate Parent has a part to play in improving outcomes. It establishes shared priorities and the actions to be taken over the next 3 years to make a positive difference to lives and outcomes. The Strategy is the framework by which agencies and services in Halton will ensure that children in care and care leavers have the same opportunities as their peers and are able to reach their full potential. We will relaunch the Children in Care Partnership Board, establishing a sub group approach linked to key areas of our Children in Care and Care Leavers Strategy 2017 – 2020, forging stronger links and accountability to our Children in Care Council and partnership ownership of our Pledge commitments.

Residential Provision

Commissioning of a provider to develop a specialist residential provision within an existing, currently unregistered, children’s home resource to support a group of complex children to step down from residential provision to foster care. This will support a reduction in the number of children in residential care, particularly younger children.

Sufficiency Strategy

In line with our refreshed sufficiency strategy we will review how placements are commissioned, in house and external.

Foster Care Service

Halton will work with neighbouring Local Authorities to develop a Market and Recruitment collaboration to increase the number of Foster Care households, meaning we can place more children in our own provision, keeping children more local to family, services and resources. Halton want to enhance our Foster Carers offer by developing an Intensive Placement Support Service, to better train and support our foster carers to enable them to manage more complex children – we are looking at the Secure Base Model which complements our Systemic Family Practice Model we have begun to roll out across the partnership. We will also review and embed a Stay Put policy so care leavers are able to stay with foster carers beyond 18 when they want to – this is normal now for children during the transition to adulthood and must be something Halton strives to achieve for our Children in Care.

Together for Adoption

Together for Adoption is based in Warrington and was officially launched on Friday 1 September 2017, it brings together the adoption services of five local authorities – Cheshire West and Chester, Halton, St Helens, Warrington and Wigan. Together for Adoption brings together outstanding expertise from across the region under one roof and by bringing the teams together it is hoped the process of adoption will be easier, increasing the number of children adopted and improving the experience of adopting. The Governance and performance monitoring processes are under constant review to ensure we capture this and other relevant data.

Domestic Abuse

Halton will be reviewing the commission for domestic abuse for both children and adults to ensure this is an integrated approach and includes a service for perpetrators.

Client recording System

IT and equipment support is of a sufficient quality for staff to work flexibly outside of the office as needed. We are in the process of re-commissioning our client recording system to support a more integrated multi-agency way of working across the full continuum of need, easier recording and reporting and better record the voice of children and families.

Improve progress and attainment across all key stages and diminish the difference between vulnerable groups and their peers.

Under the more challenging curriculum and assessment system, Halton have compared less favourably to the national average than under the previous system. This has resulted in a significant gap at Early Years and Key Stage one in comparison to national; Halton performing below national at Key Stage Two and whilst at Key Stage 4 performance in EBacc measures are strong, attainment in English and Maths GCSE and progress is an area that needs to be improved further. The current, statutory assessment system and Ofsted frameworks have a much greater emphasis on progress and quality of a schools performance against pupils' outcomes.

Disadvantaged pupils are also a key area of focus, with investment through two year old funding to nursery education; the 30 hour working parent offer; Early Years Pupil Premium and Pupil Premium funding being allocated to specifically target improving life chances and outcomes for disadvantaged pupils.

The role of the Local authority in School Improvement has shifted to being champions of high quality education and challenging schools and education providers. The support role is increasingly shifting to being commissioned/facilitated through Teaching Schools and Multi Academy Trusts. Local Authorities also have a key role in identifying “Schools Causing Concern”, holding maintained schools to account and working with the Regional Schools Commissioner (RSC) to hold Academies and Free Schools to account.

Regional priorities are identified through a Schools Regional Improvement Board (SRIB), whereby strategic leaders across a RSC region (which is Lancashire and West Yorkshire for Halton) work together on collective and borough wide priorities. Part of this work is submitting bids to the Strategic School Improvement Fund (SSIF) to access funding to resource school improvement work and additional capacity for targeted schools on specific themes. Halton have currently been successful in SSIF bids for Key Stage 4 maths and Early Years Language and Communication and are continuing to bid for key areas of priority.

Key priorities for Early Years and the School Improvement Team are to improve pupil outcomes and diminish the difference to national and between disadvantaged groups and their peers. Work is also targeted at holding schools to account where the quality of provision, pupil performance or strategic leadership are causing concern. The ambition is to raise aspiration, achievement and quality of provision, with all educational provisions to be graded at least good by Ofsted so that our children and young people have the best start in life.

Raise Achievement in Early Years.

In recent years, the Early Years Statutory assessment reports on children achieving a “Good Level of Development”(GLD). This is based upon children achieving at least the expected standard in Communication and Language; Physical Development; Personal, Social and Emotional Development; Literacy and Maths. Unfortunately this has proved challenging in Halton, with Halton LA 2017 data, being ranked as the lowest LA performance nationally for this GLD indicator. The One Halton Strategic group, have a detailed action plan and many measures have been taken and are in place to address improving the outcomes for EY children in Halton. This is a key priority and involves raising aspiration and ambition working with families, the community as well as settings, schools, child minders and multi- agency colleagues, including health.

A successful SRIB bid, transition working groups; refocus of EY and school improvement priorities and working arrangements are all part of the improvement plan. Increased understanding of child development, observation and assessments

being used to target specific next steps and detailed tracking are key to this improvement plan.

Improve attainment in Key Stage 1

During recent years, low performance in GLD has meant that children have been delayed starting the Key Stage One curriculum as they need to continue with EYFS curriculum until they are in a position to achieve GLD before they are able to access the Key Stage One curriculum. Given the increasing challenge of Key Stage One this has also impacted upon Key stage One performance and outcomes. In 2017, Halton's Key Stage One performance in Reading, Writing and Maths was 10% below the national average. Targeted work is planned to challenge any underperforming schools; to share good/outstanding practice both within Halton but also from wider regions and to launch a borough wide reading strategy to improve engagement, interest and achievement in reading.

Improve Achievement in Key Stage Two

Attainment and progress is improving on last year's performance within reading and writing, but Halton still experienced a 5% gap to national with maths attainment performance. Maths performance is being targeted through a maths SSIF bid and potentially a transition SSIF bid. The school improvement team are focusing capacity upon targeted schools to improve quality of teaching, learning and assessment in order to improve pupils Key Stage Two progress and outcomes.

Improve Achievement in Key Stage Four

There have been recent changes to the Key Stage Four curriculum with a higher level of challenge in the reviewed curriculum and the introductions of a progress 8 measure. The progress 8 is a combined measure of progress across a range of subjects that include Maths, English, Science and Humanity subjects and are measured against a pupils progress from their Key Stage 2 score in comparison to all pupils nationally who had achieved that same score at Key Stage Two.

In 2017 exams, GCSE exam performance for maths and English were measure on a new grading system of 9-1, with 9 being a higher level than the previous A* grading. A grade 5 and above are considered a good pass and a grade 4 is considered a standard pass. In 2018, most other curriculum subjects will also be assessed against this 9-1 new grading system. This has provided challenges nationally, with more clarity and information require around grade boundaries. Secondary schools nationally have been faced with challenges target setting and identifying the level of performance required to achieve specific grades. In 2017, Halton's 9-4 performance in English and Maths was 4% below national, with 9-5 performance being 9% below national. The percentage of pupils achieving an English GCSE pass was higher than the maths performance. Maths is a subject area that nationally is proving hard to recruit colleagues into teaching. Halton are working with strategic partners to improve the quality of maths teaching, learning and assessment through a successful Key Stage 4 maths bid. This includes capacity using Specialist Leaders in Education (SLE's) to work with regional maths hub sharing best practice, implementing new methods where appropriate and monitoring the impact of interventions.

Improving the offer for children and young people with SEND

The SEND Reform resulted in a major transformation in the way services for children and young people with special educational needs and/or disabilities are delivered with Schools in the local area using the graduated approach to tailor interventions to meet the needs of children and young people and focusing on an early intervention.

In March 2017 The Halton Local Area was inspected by OFSTED and the Care Quality Commission and they identified some key areas of strength. Our SEND Assessment Team were on track to complete all conversions from Statements of Educational Need into Education and Health Care Plans by March 2018. Our Children and Young people received effective support resulting in their needs being well met as a result of early identification and appropriate and timely assessment.

The achievement of children and young people showed signs of improvement across all key stages with the work of Visual Impairment services, Audiology, Teachers of the Deaf and School Nurses also being recognised.

Crucially the children and young people spoken to said they were happy and feel safe in their school or college and the inspection identified that Young People in Halton are well prepared for adulthood.

It was also identified that Leaders had an accurate understanding of what was working well and what needed to improve and as a result of the Inspection, an Action Plan had been produced to focus on key areas of development. Whilst not possible to identify them all in this document some key areas identified are:

- Leaders do not have a thorough understanding of the range of parental views.

In response to this an independent review of engagement with families and parents/carers is being commissioned to identify improvements in the arrangements.

- There is a sharp rise in the proportion of children and young people with social, emotional and mental health issues (SEMH). This has increased the number of children and young people who are consistently absent /and or being excluded from school.

The High Needs budget is under great pressure. Across all sectors demand has continued to rise and outstrip the resources available. In line with the national picture, there have been increases in requests for specialist provision and an increasing number of pupils and students are now placed in independent provision. Many of these pupils have Social Emotional and Mental Health Issues. As a result this has been recognised as the key priority for the Education Strategic Partnership Board. A review of behaviour has been undertaken, a Strategic Lead identified and a SEMH Action Plan developed. A programme of training to improve school capacity will be delivered by specialist settings and a new Behaviour Support Team established.

Under the Special Purposes Grant Halton Borough Council are to receive half a million pounds in instalments from the Department for Education over the next three years to increase placements for children with education and health care plans. The proposal is to increase the provision in Key Stage one, three and four for children with SEMH.

There has been a marked increase in the number of schools excluding pupils, both on a fixed term and permanent basis, over the last two years at both primary and secondary level with verbal abuse and persistent behaviour being the predominant reason. Proportionally these figures are higher than many other boroughs. The majority of these children and young people have SEMH difficulties as defined by the SEND Code of Practice (Paras 6.32). A Protocol for supporting schools with challenging behaviour has been developed and launched. Its aims to allow schools to reflect on the support they have provided to date prompt them to fully utilise their resources and seek advice where appropriate.

Nurture provision

'Nurture for Learning' is our Strategy for schools to reflect the six principals of nurture and will be launched in 2018, behind this will be a detailed action plan to address the priorities to ensure that by 2020:

- Fewer children and young people with Social, Emotional and Mental Health needs will be educated in out of Borough provision;
- Every school/setting will have nurture embedded at the heart of their curriculum and fully reflected in their policies and culture;
- The Halton Nurture Group Network continues to drive forward this Strategy and provide high quality Continued Professional Development opportunities;
- The parent of every child in a nurturing school or setting will be able to access a nurture based parenting programme;
- Every child/young person in care will have a Boxall Profile with an individual plan.

There are currently 20 settings that now have nurture champions; this was over double last year's target of 8. By 2020 we want all settings to have Nurture champions actively engaging with nurture principals.

Improving participation and skills for young people to drive Halton's future

LIVERPOOL CITY REGION SKILLS STRATEGY: New Strategy for Changed Times

Liverpool City Region are in the process of finalising a Skills Strategy for the region, the ambition and vision for the strategy states that the region has seen significant capital investment in infrastructure and buildings over the last decade. This creates a major platform to support and promote key industries that are major employers, such as tourism, health and retail. It is also providing a magnet around which to coalesce major groupings of businesses in the growth sectors of tomorrow, such as low carbon and advanced manufacturing. To ensure and enhance the competitiveness of these and other sectors, it is essential to secure a significantly increased level, and an appropriate mix, of education and skills to build and maintain a highly productive workforce.

The Skills Strategy goes on to state that the City Region still has too many people who find themselves economically inactive, or unemployed where they are seeking work. The percentage of young people in the NEET group remains unacceptably high, as does economic inactivity in the younger age groups. Much of this is influenced by the volume and quality of jobs on offer, but this interacts with low aspirations and educational attainment levels – particularly in key areas such as English, maths and digital skills - which remain lower than in the country as a whole. Geographical concentrations of economic inactivity and other indicators of deprivation remain entrenched.

The Skills Strategy identifies five outcomes, one of which is:

- A higher percentage of our young people have good attainment levels in English, Maths and digital skills, and higher levels of work readiness

The two key actions identified to meet this outcome are:

- More multi-agency support for young learners to help raise attainment levels and increase work readiness,
- Improve aspirations through promotion of clear progression pathways through education and learning, leading to sustainable and good quality employment nurturing ambition and building resilience.

Careers Strategy for England

In December 2017 the Government published the Careers Strategy: making the most of everyone's skills and talents.

These are some of the key elements from the strategy:

- The teacher responsible for careers will now be known as the 'Careers Leader'. From September 2018, every school will be expected to publish the name and contact details of their Careers Leader on their website. Government will provide £4 million to fund the development of new training programmes and support at least 500 schools and colleges in areas of the country needing most support to train their own Careers Leaders and build momentum behind this enhanced role.
- By 2020 secondary schools should offer every young person at least seven encounters with employers during their education, with at least one encounter taking place each year from years 7-13.
- From January 2018, Government will require schools to give providers of technical education, including apprenticeships, the opportunity to talk to pupils about the courses and jobs they offer, and publish how they will do this on their website.
- The Gatsby Benchmarks have set world-class standards, and now we want every school and college to use them to develop and improve their careers provision. Government will ask schools and colleges to meet standards.

- Government strongly recommend that all schools and colleges work towards the updated Quality in Careers Standard
- From September 2018, Government will expect schools and colleges to publish details of their careers programme [online].
- Starting in 2018, Government will test what careers activities are appropriate and work well in primary schools.
- To improve careers advice for people with special educational needs and disabilities, Government is funding the Education and Training Foundation to provide professional development for careers professionals working with these young people.

Young people who are not in education employment or training or whose activity is not known to the local authority

Halton Borough Council continued to reduce the percentage of young people who are not in education, employment or training (NEET) or whose activity is not known to the local authority (Not Known) with a further 0.3% reduction in 2016/17 bringing the overall percentage for 16 and 17 year olds down to 5.2% compared to 6% nationally. Only three statistical neighbours perform better than Halton, those being Darlington, South Tyneside and Hartlepool.

Emerging Issues

The Children and Social Work Act 2017

Halton Safeguarding Children Board was set up by the local authority and has had a strategic role in protecting children in our area by coordinating what is done by everyone on the Board to safeguard and promote the welfare of children in the area and make sure that each organisation acts effectively when they are doing this. The Government commissioned a fundamental review of LSCBs, which was undertaken by Alan Wood and reported in March 2016. A general response to the Review from the Government was published in May 2016, and a number of the recommendations from the Review have been incorporated into the Children and Social Work Bill which is a series of reforms to social work in England which have now become law, The Children and Social Work Act 2017.

The Act abolishes Local Safeguarding Children Boards, and replaces them with 'local arrangements'. These arrangements will involve the safeguarding partners for a local authority area, namely the local authority, the local clinical commissioning group, and the chief officer of police for the area and any other relevant agencies considered appropriate. Together, we must continue to work together in exercising our functions for the purpose of safeguarding and promoting the welfare of children in our area. Work will be undertaken with our safeguarding partners and other relevant agencies to implement a revised safeguarding framework for 2019.

The Children and Social Work Act 2017 also seeks to provide clarification of local authorities' corporate parenting obligations and provides an important list of 'corporate parenting principles' which local authorities in England must have regard to when carrying out their functions. The Act specifically requires:

- Local authorities to publish information about services which they offer for care leavers under the Children Act 1989, and any other services offered that may assist care leavers in preparing for adult and independent living.
- Local authorities to provide support to any care leaver (up until the age of 25) who requests it, including the provision of a personal adviser, assessment of needs, preparation of a pathway plan, and the provision of any support identified in that plan to be appropriate. Local authorities are under an obligation to inform care leavers of this opportunity for advice and support.
- Local authorities to make advice and information available to previously looked after children to promote their educational achievement. Local authorities must appoint at least one person to discharge this duty.
- Provide extra support in schools for children in care. Local authorities must make advice and information available for the purpose of promoting the educational achievement of previously looked after children educated in their area, and must appoint at least one person for the purpose of discharging that duty; schools must designate a member of the staff as having responsibility for promoting the educational achievement of previously looked after children
- The legislation extends the current considerations of the court when making decisions about the long-term placement of children to include an assessment of current and future needs and of any relationship with the prospective adopter.

There are, therefore, significant new obligations placed on Local Authorities under the Children and Social Work Act 2017 which must be complied with placing additional stress on resources.

Another element of the Children and Social Work Act 2017 is establishing a new regulator for social workers in England, this was named in the Act as 'Social Work England' and will set standards for social workers and ensure public protection. It will be accountable to both the Department for Education and the Department of Health and be overseen by the Professional Standards Authority. Whilst a detailed timetable for the transfer of regulatory functions from the Health and Care Professionals Council (HCPC) to Social Work England is not known, the recruitment process for the CEO and Chair of the new body has begun. The supporting recruitment information says 'we do not expect Social Work England to begin regulating the profession before Spring 2019'.

General Data Protection Act

The GDPR comes into effect on the 25th May with greater scope and tougher punishments for those who fail to comply with new rules around the storage and

handling of personal data. It contains explicit provisions that require us to maintain internal records of our processing activities. Among other things, records must be kept on processing purposes, data sharing, and retention. An information audit has been undertaken by Information Governance and plans to implement this are on schedule however the impact on day to day service provision and the practicalities of operating under the new act are still under consideration and there is still work to be done to ensure individual services are compliant.

Demand for Services

The full Universal Credit service was implemented in Halton in 2016. This, along with the other changes such as bedroom tax, Sanctions and disability benefit changes, have and will continue to have a significant impact on Halton families. This could impact on families through increased stress resulting in debt problems, increased likelihood of domestic violence etc., which will impact on children and young people and the services that support them and their families.

Monitoring of referrals to Children's Social Care to enable future service planning will continue. Increasing numbers of referrals will have an impact on capacity of social care staff. Increasing numbers of children and young people taken into care will have an impact on the budgets for the Council.

To meet the rising demand for support for children and young people with SEND, an inclusion Kite Mark is being developed. Work will be done to build schools capacity and resilience and reviews will be undertaken of the systems and processes for identifying and supporting children and young people. To ensure we have the most appropriate and effective specialist provision a detailed review has been commissioned.

The Changing Role Of Local Authorities in School Improvement and the Middle Tier

Over recent years there have been a plethora of changes in the educational landscape. As a local authority, we all want the best for our children and young people in terms of outcomes and preparation for adulthood. However as a Local Authority we are held to account for schools performance, pupil outcomes and overall effectiveness and quality by our regulatory inspector, Ofsted. In the last few years, the Local Authority role in School Improvement has had to change due to a range of statutory requirements which have most recently been outlined in the "Schools Causing Concern" document February 2018.

In the past, the local authority had the capacity, statutory roles and measures to work with all schools in both a supportive and a challenge capacity, our role is now to "act as champions of high standards of education" across our schools and includes:

- Understanding the performance of maintained schools, using data to identify underperformance and support progress
- Work with the RSC to ensure schools receive the support required
- Identify underperformance and use powers of intervention such as warning notice to improve leadership and standards

- Encourage good and outstanding schools to be responsible for their own improvement and to support other schools to make improvements needed RSC's will provide the same level of rigour to academies and free schools.

This shift in duty means that within the middle tier, stakeholders holding schools to account involves the Local Authority and the Regional School Commissioner, with LA's holding maintained schools to account and the RSC holding Academies and Free Schools to account. Local and regional priorities are identified and shared through the SRIB, who then commissions/broker support capacity from within the school led system and are able to resource such work by bidding for funding. The support is then derived from leaders within the system such as Teaching Schools, Multi Academy Trusts and system leaders such as National, Local and Specialist Leaders in Education and Governance (NLE's, LLE's, SLE's, NLG's). The Teaching School Council hold the Teaching Schools to account against their key performance indicators of providing training and bespoke support within the school led system; whilst the impact of funding bids are reported to the Department of Education. The Local authority is also responsible for statutory duties relating to statutory assessment and moderation activity; acting as the appropriate body for Newly Qualified Teachers (NQT's) and for SACRE duties. (Standing Advisory Council for Religious Education).

This shift in role does mean that the school improvement team are and will be working in a different way to previously. School Improvement capacity will focus on improving outcomes for all, but capacity will be targeted to working with those maintained schools that are at risk of causing concern either from standards or leadership concerns. Where performance does meet the "Schools Causing Concern" guidance, powers of intervention must and will be used to drive improvements. Any concerns regarding Academies and Free Schools will be shared with the RSC and held to account through increasing communication with RSC colleagues. Schools performing well will be encouraged to facilitate support for other schools and building system leadership capacity, such as a Halton Primary Teaching School offer. Rigorous and comprehensive data analysis will identify key priorities to share with the SRIB and identify themes for SSIF bids.

The National Funding Formula for Schools and High Needs

Following a two part consultation the new national funding formula for schools, high needs and the central services block, the government announced that the new funding arrangements would commence in April 2018. Through the national funding formula the government aim to ensure that schools with similar pupils and needs receive the same funding. The funding changes maximise pupil-led funding and protect funding for disadvantaged pupils and those with additional needs. There will be a two year transitional period with increased funding across the two years before the full implementation of the national funding formula in 2020/2021.

From April 2018 Halton schools will be funded on the national funding formula with transitional protection. Despite an increase in the total funding allocated through Dedicated Schools Grant, the implementation of the national funding formula with transitional relief has meant some schools have gained much more funding than

others. Key changes for the schools include the changes to the allocation of deprivation and in particular the value of funding allocated to low prior attainment, changes to the funding for the secondary pupil teacher ratio and changes to the level of lump sum for each school.

A new basis for funding High Needs provision commences April 2018. Local Authorities will now be funded on a range of factors including a basic entitlement, historic spend, a number of proxy indicators such as disability living allowance, children's health and low attainment as well as hospital education. Funding levels will be adjusted to take into consideration the number of children and young people from other authorities in Halton provision and the number of children and young people from Halton accessing other Local Authority provision. The total funding allocated remains insufficient to meet the rising demand within the borough.

Post-16 offer of learning

The September Guarantee helps Local Authorities to fulfil their duty to provide education and training to young people by ensuring they have a suitable offer of post-16 learning by the time they leave secondary school. The offer should be appropriate to the young person's needs and can include full time education in school sixth form or colleges, an apprenticeship or traineeship, or employment combined with part-time education or training.

Halton Borough Council 14-19 team work collaboratively with schools to secure offers for young people and in 2016 were successful in securing firm offers of learning for 97.6% of 16 and 17 year olds, an increase of 4.2% on 2015 and well above the National figure of 94.5%.

Whilst performance has increased year on year the expected reported figure for 2017 will be 97%, a 0.6% drop in performance.

Participation of 16 and 17 year olds in Education and Training

The Local Authority supports the participation of 16 and 17 year olds in education and training through the Raising the Participation Age strategy, delivered by the 14-19 Programme Team. The 2017 figures published by the Department of Education demonstrate Halton is below Regional and National figures in this area. Further scrutiny of the data shows that Halton has had an increase in the proportion of young people entering employment without training with twenty two more young people going into jobs without training in 2017 that in 2016, making a total of fifty two 16 and 17 year olds in employment without training in March 2017.

End of European Social Fund monies

2016 saw a number of new projects being commissioned through the use of European Social Fund (ESF) money to target young people who are at risk of or are already not in education, employment and training. Halton Borough Council itself has used ESF money to commission a Coaching and Mentoring programme for our hardest to reach young people. There are case studies about the significant impact this work has had on the lives of young people involved in the project. In total there

are five different ESF funded projects supporting young people in Halton, all due to finish between July and December 2018 with uncertainty about whether there will be any future funding to commission projects beyond 2018.

Together for Adoption

The Governance and performance monitoring processes are under constant review to ensure we capture this and other relevant data.

Foster Care Service

In partnership with the three Cheshire Local Authorities a collaborated approach to advertising and recruitment of foster carers is being developed.

Objectives, Milestones and Measures

Service Objective: PED01	Improve outcomes for children and young people through effective multi-agency early intervention		
Key Milestone(s) (17 / 18)	<ul style="list-style-type: none"> ▪ Further develop the performance monitoring in iCART to include the outcomes of CAF's (March 2019). ▪ Implement North West Boroughs Thrive staff front door into iCART (March 2019). ▪ Review the link with Adult Services referral structures (Sept 2018). ▪ Revise joint protocol of Working between Children's and Adult Services to be relaunched in February 2018 (June 2018). ▪ Preparation for Ofsted inspections (March 2019). ▪ Implement the Exclusions Protocol to reduce the number of exclusions (September 2018). 		
Responsible Officer:	Operational Director, Children & Families Service	Linked Indicators:	PED01 01-08

Service Objective: PED02	Keeping Children and Young People safe by improving practice		
Key Milestone(s) (17 / 18)	<ul style="list-style-type: none"> ▪ Move to a model of systemic practice across the service (March 2019). ▪ Revise LSCB arrangement for April 2019 (March 2019). ▪ Review the commission for domestic abuse support services (March 2019). ▪ Implement the revised Children in Care Partnership Board (July 2018). ▪ Commission and implement a new client recording system (March 2019). ▪ Commission a provider to develop a specialist residential provision supporting a group of complex children to step down from residential provision to foster care (March 2019). ▪ Develop a Market and Recruitment collaboration to increase the number of Foster Care homes (March 2019). ▪ Develop and publish a Local Offer for Care Leavers (July 2018). 		
Responsible Officer:	Operational Director, Children & Families Service	Linked Indicators:	PED02 01-05

Service Objective: PED03	Improve the offer for children and young people with SEND		
Key Milestone(s) (18/19)	<ul style="list-style-type: none"> ▪ Develop and implement a Social Emotional and Mental Health Strategy and outcome focused Action Plan (March 2019). ▪ Establish a Behaviour Support Team (March 2019). ▪ Review specialist SEND provision for children and young people in Halton (March 2019). ▪ Review the Education, Health and Care Plan process (March 2019). 		
Responsible Officer:	Operational Director, Education, Inclusion and Provision	Linked Indicators:	PED03 01-05

Service Objective: PED04	Improve progress and attainment across all key stages and diminish the difference between vulnerable groups and their peers		
Key Milestone(s) (18/19)	<ul style="list-style-type: none"> ▪ Using rigorous data analysis, feedback from the Cross Service Monitoring Group and School Improvement officer knowledge, schools will be categorised to identify levels of support and challenge. ▪ School categorisation review will be carried out in September 2018 using provisional data but the new and full categorisation will take place in spring term 2019 following the publication of validated school performance data. ▪ Analyse, evaluate and report end of EYFS, Key Stage 1, Key Stage 2, Key Stage 4, Key Stage 5 achievement outcomes ▪ Identify areas of need and support for Children in Care and Free School Meals pupils (December 2018). ▪ Monitor the impact of Pupil Premium and Early Years Pupil Premium in closing the gap between Disadvantaged pupils and their peers (March 2019). ▪ Ensure appropriate deployment of school improvement challenge and support for identified schools and settings, including school to school support as appropriate (March 2019). 		
Responsible Officer:	Operational Director, Education, Inclusion and Provision	Linked Indicators:	PED04 01-02

Service Objective: PED05	Raise achievement in early years		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> ▪ Analyse GLD performance for all pupils and groups ▪ Use data analysis to inform and share priorities with One Halton strategic group, the Educational Strategic Partnership 		

	<p>Board and the SRIB.</p> <ul style="list-style-type: none"> ▪ Agree local and regional priorities and bid for funding where appropriate through SSIF and other funding streams (September 2018). ▪ Complete RAG categorisation process for all EYFS settings (by September 2018) and identify actions, including levels of challenge, support and intervention required to improve pupil and inspection outcomes. ▪ Using “Schools Causing Concern” guidance and “Strategy for Support and Intervention” identify and challenge schools and settings underperforming, using powers of intervention and locally agreed strategies required to improve standards and leadership (March 2019). 		
<p>Responsible Officer:</p>	<p>Operational Director, Education, Inclusion and Provision</p>	<p>Linked Indicators:</p>	<p>PED05 01-05</p>

Service Objective: PED06	Raise Attainment across all Key Stages: Key Stage One, Key Stage Two, and Key Stage Four		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> ▪ Analyse and report on the performance of pupil, school and LA attainment outcomes against national data for reading, writing and maths KS1; RWM KS2; percentage of pupils achieving 9-4 and 9-5 in English and Maths(September 2018-provisional data; March 2019 validated data). ▪ Analyse and report on attainment 8 and progress 8 scores(September 2018-provisional data; March 2019 Validated data) ▪ Identify and share good practice locally, regionally and nationally (termly). ▪ Identify schools requiring further challenge and support due to outcomes and quality of teaching, learning and assessment and or middle/senior leadership. Broker support where necessary and use powers of intervention where necessary (ongoing). ▪ Increase the skills, knowledge and experience of middle leadership through training and facilitating coaching and introducing peer reviews (December 2018). ▪ Provide updates and training to strategic leaders including governors, outlining their role in holding schools to account and providing challenge to improve standards (December 2018). ▪ Using “Schools Causing Concern” guidance, identify and challenge schools underperforming, using powers of intervention and locally agreed strategies required, improve standards and leadership. Inform the RSC and hold the RSC to account where necessary regarding underperformance in Academies and Free Schools (March 2019). 		
Responsible Officer:	Operational Director, Education, Inclusion and Provision	Linked Indicators:	PED06 01-11

Service Objective: PED07	Improve participation and skills for young people to drive Halton’s future		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> ▪ Closely monitor the cohort of young people not in education, employment or training and identify any common patterns/issues to inform actions or future commissioning needs. (March 2019) ▪ Work with schools to review the post 16 offers of learning made to young people in order to review why the percentage dropped in 2017 and to avoid any further decreases. (June 2018) ▪ Work with Liverpool City Region colleagues to influence the development of the Careers Hub and how this works alongside the careers information, advice and guidance support given to institutions in Halton. (March 2019) 		

Responsible Officer:	Operational Director, Education, Inclusion and Provision	Linked Indicators:	PED07 01-05
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Ref	Description	16/17 Actual	17/18 Target	17/18 Actual	18/19 Target
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PED01 01	Monitor the average length of time between a child returning home and their return interview those missing from care/home (Commissioned services information)	72 hours	72 hours		
PED01 02	Reduce the number of young people who repeatedly run away in Halton	156	115		
PED01 03	Monitor the number of young people going missing in the year	395	N/A		N/A
PED01 04	Monitor the number of young people flagged as at risk of child sexual exploitation (snapshot at end of the quarter)	24	N/A		N/A
PED01 05	Reduce the number of incidents of fixed term exclusion	244			220
PED01 06	Reduce the number of children subject to fixed term exclusions	172			160
PED01 06	Reduce the number of children subject to permanent exclusion	52			40
PED01 08	Increase the number of children involved in early intervention (e.g. CAF) (All those who have had a CAF at any point in the year)	560	650		

PED02 01	Monitor the rate of referrals to Children's Social Care per 10,000 0-18 year olds	368	N/A		N/A
PED02 02	Reduce the number of children and young people who enter the care system	97	70		70
PED02 03	Reduce the number of children who are placed at home with parents on a Care Order	34	N/A		29
PED02 04	Reduce the number of children who are placed in residential care	40	N/A		34
PED02 05	Reduce the number of children who are placed in independent fostering agency placements	43	N/A		35

Ref	Description	16/17 Actual	17/18 Target	17/18 Actual	18/19 Target
PED03 01	Increase participation in the POET Survey (parent/guardians)	N/A	N/A	33	35
PED03 02	Increase the percentage of Education Health and Care plans completed within 20 weeks	N/A	N/A	26.8%	50%
PED03 03	Increase the number of schools identified as Nurture Champions	N/A	N/A	0	8
PED03 04	Increase the percentage of Statements converted to Education Health Care Plans to meet published timescales	N/A	N/A	22.9%	80%
PED03 05	Increase the number of people accessing the Local Offer (proxy measure of number of sessions measured annually in October)	N/A	N/A	3868	3950
PED04 01	Diminish the difference between disadvantaged pupils and their peers in achieving the expected standard at Key Stage 2 in Reading, writing and Maths	24%	N/A	24%	
PED04 02	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 conducted on an individual basis for these children to underpin resulting performance.			
PED05 01	Increase the percentage of children achieving a good level of development in Early Years Foundation Stage (SCS CYP)	62%	62%	61%	67%
PED05 02	Reduce the good level of development attainment gap for disadvantaged children and their peers at EYFS	24%	19%	23%	19%
PED05 03	Increase the take up of Early Years Entitlement for vulnerable 2 year olds	74%		95%	97%
PED05 04	Increase the take up of Early Years Entitlement for 3 to 4 year olds	93%	92%	92%	95%

Ref	Description	16/17 Actual	17/18 Target	17/18 Actual	18/19 Target
PED05 05	Monitor the percentage of Early Years settings (pre-schools, day care, out of school clubs, childminders) with overall effectiveness of Good or Outstanding	97%	90%		
PED06 01	Increase the percentage of pupils achieving the expected standard at Key Stage 1 Reading	67%		66%	
PED06 02	Increase the percentage of pupils achieving the expected standard at Key Stage 1 Writing	54%		58%	
PED06 03	Increase the percentage of pupils achieving the expected standard at Key Stage 1 Maths	64%		65%	
PED06 04	Increase the percentage of pupils achieving the expected standard at Key Stage 2 in Reading, Writing and Maths	46.8%	N/A	56%	59%
PED06 05	Increase the percentage making sufficient progress in Reading KS1 to KS2	-0.32	N/A	-0.05	0
PED06 06	Increase the percentage making sufficient progress in Writing KS1 to KS2	-1.47	N/A	-0.48	0
PED06 07	Increase the percentage making sufficient progress in Maths KS1 to KS2	-0.51	N/A	-0.41	0
PED06 08	Increase the percentage of young people achieving 9-5 in GCSE English and Maths			30.5%	
PED06 09	Increase the percentage of young people achieving 9-4 in GCSE English and Maths			55.0%	
PED06 10	Increase the average Attainment 8 score per young person			44.9	
PED06 11	Increase the Progress 8 score			-0.22	
PED07 01	Reduce the percentage of 16-17 year olds not in education, employment or training	4.4%	4.4%		4.4%
PED07 02	Reduce the percentage of 16-17 year olds whose activity is not known	0.8%	0.8%		0.8%

Ref	Description	16/17 Actual	17/18 Target	17/18 Actual	18/19 Target
PED07 03	Increase the percentage of 19 year olds achieving a Level 2 qualification	84.3% (15/16)	84.3%		
PED07 04	Increase the percentage of 19 year olds achieving a Level 3 qualification	54.4% (15/16)	54.4%		
PED07 05	Monitor the percentage of young people progressing to Higher Education	28% (15/16)	25%		25%

This Business Plan extract contains information in relation to the delivery of the Council's following strategic priority area

Employment, Learning, Skills and Community

To encourage investment, enterprise and business growth, and improve the opportunities for learning and development together with the skills and employment prospects of residents and the workforce so that they are able to feel included socially and financially.

Key Developments

Employment Learning and Skills

The Division was successful in being awarded subcontractor status for delivery of the new DWP Work & Health Programme (December 2017), acting as subcontractor to Ingeus.

The Combined Authority and DWP agreed to a jointly funded and innovative Households into Work programme, with recruitment completed in November 2017.

The Combined Authority have continued Devolution discussions with Government of the devolution of the Adult Education Budget. However, with the election and Brexit factors, the devolution of the budget has been delayed and full devolution will take place in academic year 2019/20.

Apprenticeship Reforms came into effect in May 2017. Changes resulted in a 61% reduction in apprenticeship starts nationally in the period 1st May - 31 July 2107 compared with the same period the year before.

Expressions of interest for Institutes of Technology were sought in late 2017. A joint expression of interest between HBC and Sci Tech Daresbury partners was submitted in November 2017. The IoTs will specialise in delivering the higher level technical skills that employers need.

Publication and implementation of a number of key Combined Authority plans, which will need to be aligned to plans locally: Skills Investment Statement 2018/19; Skills Strategy; Apprenticeship Growth Plan.

Implementation of the Department for Education Careers Strategy: making the most of everyone's skills and talents (December 2017). Linked to this is the new bidding round for delivery of the National Careers Service. HPIJ has submitted expressions of interest in November/December 2017 to act as subcontractor to prime contractors.

The Youth Employment Gateway Programme performed well in 2017/18. The Programme aims to pilot alternative ways of engaging with young people and one approach has been the development of a personalised budget planning tool where young people can use their budget to make their own choices in regard to training courses, travel, equipment and clothing.

Positive Ofsted Inspection Report April 2017 – the Adult Learning service was inspected at the beginning of 2017/18. The inspection framework was more challenging compared with the process during the previous inspection. It was therefore, a huge achievement for the service to continue to be categorised as 'Good' with some outstanding features.

Provided pre-employability and recruitment open days aimed at helping local people to find work at some of the borough's new developments. The training included interview techniques, application form advice as well as support in Mathematics and English.

Alstom Transport, with the help of our Employment Learning and Skills team, have held two recruitment sessions to promote job opportunities at Alstom's new Transport Technology Centre and Academy for Rail in Widnes.

The Mersey Gateway Toll Operator, Emovis recruited to its Contact Centre Operations team based in Runcorn. 33 individuals signed up to the programme, 17 individuals completed the course and booked an interview and out of which 13 received an offer of employment.

Liverpool City Region (LCR) Apprenticeship Hub - The New LCR Apprentice Hub team is hosted by Halton and became operational in May 2017.

Halton Chamber of Commerce 1st Tuesday Skills Event - We worked with the Chamber of Commerce to hold a skills roadshow/show case events as part of the Chamber's monthly '1st Tuesday' networking meetings. They provided local businesses with an opportunity to get some bespoke one to one support in accessing skills funding and advice.

Households into Work Programme (HiW) - We worked with colleagues in the Liverpool City Region to develop an alternative approach to supporting people into work. This will focus on households where more than one adult is unemployed rather than programmes that target individuals. The programme will test a new way of working that will see each eligible household provided with tailored support and assigned an Employment Advocate for up to 12 months.

Community & Environment

Library Service:

Library service activity supports the Society of Chief Librarians Universal Offers. The five Universal Offers (learning, reading, health, digital & information), along with the Children's Promise and Six Steps for Blind and Partially-Sighted People, cover key areas for a 21st Century library service. These Offers are an integral part of our service for customers. There is also a new Culture Offer that has been introduced.

Learning Offer: digital making and informal science learning

Expanding the lending of BBC Micro:bits, expanding science learning through computer programming, lego robotics, and augmented reality. These activities develop digital skills and creativity while embedding learning in people's lives and supporting the use of libraries as places for community learning

Reading Offer: new resources

New technology has been utilised to ensure library customers have access to a diverse range of reading resources. Alongside the traditional book collection, eBooks are now available as well as digital newspapers, magazines and comics. All are free to access for library members. Lending figures continue to increase creating a community of readers across the Borough.

Culture Offer: new opportunities

A programme of activity has been introduced to ensure libraries are vibrant spaces that offer new opportunities for the community to take part in cultural and creative activity. Produced quarterly, the events marketing brochure highlights the role of libraries as cultural hubs.

Health Offer: impact

Expanding the Home Library Service continues to impact on reducing social isolation, offering services to those unable to access the physical libraries. Our award winning Community Library Service is a project working with care homes across the Borough, delivering reminiscence, shared reading and IT skills. A new programme is in development supporting adults with learning disabilities, opening up access to reading and learning

Digital Offer: new technology

Access to local resources is expanding online as Picture Halton, a repository for local images from our collection, is being re-developed and marketed.

Library staff continue to support people to get online as part of the Include IT digital project,

Information Offer: networks

Libraries are developing a reminiscence network across the Borough, engaging care home practitioners to share best practice and develop skills to support residents living with dementia.

Community Involvement

Community Centres Service

The Council provides five Community Centres across the borough at Castlefields, Ditton, Grangeway, Murdishaw and Upton. The Centres have programmes of community activities, varying models of community café provision and service outlets. The Centres provide a community hub, a central point at the heart of Halton's communities for residents to enjoy chosen activities and receive services in their neighbourhoods. Community library IT provision has been extended with the Centres now providing increased digital access for the local community, and contributing to tackling worklessness by helping to deliver skills development opportunities, adult education and job clubs.

A dedicated community centres website is now live and includes;

- An online booking enquiry form
- Contact details and locations for all of the centres
- Information in respect of the activities at each centre

Social media presence has also improved with the promotion of a new inclusive community centres Facebook page for the five centres.

The five centres have been set up to receive online payments, expanding on the traditional payment methods: cash, cheque and sundry debtors system.

Over recent years, through improvements in management and increases in the range of services and activities offered, there have been year on year increases in Centre usage and income. Financial efficiencies have also been delivered over recent years meaning that the Centres now require significantly less subsidy than previously.

A key aim for the coming year, and beyond, will be to continue to increase income and deliver further efficiencies in order to make the service as self-sustaining as possible.

Moving forward, a marketing strategy will be developed to promote the Centres and seek new areas of business that provides an enhanced offer for local residents and work towards seven day demand. Community café provision is planned to be increased to embrace Halton's Health & Wellbeing ambition. Customer satisfaction and insight will be developed to better understand which parts of the service are highly valued, which require further development and to help identify gaps for future areas of focus. The service will also contribute to a partnership asset review and proactively develop the community centres service to strengthen the hub concept of neighbourhood access.

Community Development Service

The Community Development Service supports the creation, development and sustainability of independent local community groups. This generates the capacity for effective and inclusive community engagement with council departments and services thus enabling the delivery of community initiatives to tackle strategic objectives and community needs. The Service has a key role in enabling local community groups to access grant funding leveraging in additional funds to the Borough and will continue support community & voluntary sector organisations to access external funding to bring investment into Halton.

The Service will develop digital information to promote community activity and achieve wider reach to Halton residents and will support strategic activity with key partners to place community engagement and community insight at the heart of service development for Health & Wellbeing in the Borough.

The Service will work in tandem with the Community Centres service to identify gaps in community centre usage and provision and work collaboratively to support a wider offer to community activity, access to services and community events.

Emerging Issues

Employment Learning and Skills

The DWP Households into work programme will be delivered across Liverpool City Region. 2 Employment Advocates will work with 54 Halton households from March 2018. This is an innovative 2 year pilot to support workless households into employment and other positive outcomes.

Roll out of the new DWP Work & Health Programme will see the Division supporting residents with disabilities and health conditions into employment. This is potentially a 7 year programme.

The delivery of the DWP Work Programme will cease in March 2019 when this national programme comes to an end after over 7 years. Referrals to the programme have been gradually declining over the last year. During 2018/19 the Division will need to wind down this programme.

Academic year 2018/19 will be a transition year before the full devolution of the Education & Skills Funding Agency Adult Education Budget in 2019/20. Each provider will need to complete an Outcome Agreement and Delivery Plan, which will need Combined Authority approval. These papers will determine how much provision the CA will commission from each provider. It is still not known how much Adult Education Budget will be devolved to LCR. Currently in Halton, both HBC and Riverside College are in receipt of this funding.

The outcomes of a Skills Capital full application for development of a Skills Factory at Sci Tech Daresbury will be announced in 2018. Aligned to this are the outcomes from the Expressions of Interest for new Institutes of Technology. The Skills Group for Sci Tech Daresbury will be key to taking any such initiatives forward.

The Combined Authority will sign off the Apprenticeship Growth Plan in February 2018. The plan sets out how the CA will work within the parameters of the Apprenticeship Reforms in maximising apprenticeship opportunities for the Liverpool City Region. The plan will also identify appropriate investment committed to ensure priorities are delivered on, including the continuation of the Apprenticeship Hub, which is currently managed within the ELS Division at HBC.

The final round of ESF calls will be announced early 2018. The Division currently delivers on 3 ESF projects (DWP Ways to Work; Big Lottery Include IT; ESFA Employees Support in Skills). It is hoped that there will be an opportunity for some of these projects to be extended, although match funding would be a requirement for some strands of ESF.

In the Autumn Budget Statement, a formal skills partnership with the Trades Union Congress and the Confederation of British Industry was announced aimed at agreeing priorities for a National Retraining Scheme and the establishment of new Skills Advisory Panels to ensure that local economies' skills needs are reflected.

The Government also committed to work with employers to determine how the apprenticeship levy can be spent and to ensure that it works effectively. In Halton we host the Liverpool City Region Apprenticeship Hub. The Hub runs until July 2018, so it is important to lobby for the service to be continued, to ensure that Government is pressed to enable local areas to pool levy contributions so that provision can be planned and targeted more effectively.

Arising from recommendations from the Area Based Review of Further Education, Several evidence base studies, to guide how the City Region tackles skills shortages, were completed in 2017/18. Studies included the Liverpool City Region Skills Investment Statement and Skills strategy. Work in 2018/19 will focus on the development of a Skills Investment Strategy; and Apprenticeships Growth Strategy which will complement this earlier work.

There are also a number of emerging issues which will have an impact on the range of interrelated activities intended to support employment and economic regeneration and social prosperity at a national regional and local level as detailed below:

Industrial Strategy – The Government has published its Industrial Strategy White Paper, ‘Building a Britain fit for the future’. The White Paper sets out five foundations of productivity which are ‘the essential attributes of every successful economy’. These are:

Ideas (Research and Development, Innovation)

People (Skills and Education)

Infrastructure (Broadband, Energy, Transport)

Business Environment (support for specific sectors and SMEs)

Places (tackling regional disparities)

Improving the Five Foundations will enable the UK to tackle a series of Grand Challenges that the Government has identified which will help the UK “take advantage of global changes, improve people’s lives and the country’s productivity”. The Grand Challenges are:

1. Artificial Intelligence and the data revolution (embedding and maximising the advantages)
2. Clean Growth (low carbon technologies across the economy)
3. Mobility (low carbon transport, automation, infrastructure)
4. Aging Society (healthcare and labour market challenges)

The White Paper will be supported by a number of sector deals and an independent Industrial Strategy Council.

The White Paper has a number of implications for Halton. This is because the Government has acknowledged that the UK’s productivity lags behind other countries and to address this requires state intervention. The White Paper focuses on sectors that are already competitive and productive. Whilst Sectors such as science and innovation are well represented in Halton and stand to benefit from the funding identified in the White Paper nevertheless it extends to other areas and considers, for example, how health and social care, education and skills can contribute to driving productivity.

Brexit

Brexit is already having an impact on Halton’s Economy. It is not yet possible to evaluate whether the impact is negative or positive. In certain instances, there is uncertainty in the market regarding inward investment decisions. On the other hand, some companies are looking to consolidate their UK location with an interest

Library and Culture and Leisure Services

Digital Infrastructure

The Government Digital Service (GDS) with the support of The Department of Business, Innovation and Skills (BIS) is seeking suppliers who can provide digital training and digital support services to reduce the number of digitally excluded people in the UK, by removing the barriers presented by lack of access, digital skills, vulnerability or motivation.

The Society of Chief Librarians is applying to this framework on behalf of public libraries and Halton is part of this. The role that public libraries can play in reducing the digital divide is expanding and the infrastructure we rely on needs to be fit for this purpose.

Appendix 1

Key Objectives, Milestones and Measures

Service Objective: EEP 01	To promote access for learning for those who need it most		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> ▪ Secure National Careers Service Contract (sub contract arrangement) August 2018 ▪ Secure contract extension and or growth for the European Social Fund Employees Support in Skills contract – August 2018 ▪ Completion of Ways to Work under 29's cohort – July 2018 ▪ Completion of ESF Ways to Work cohort by December 2018 		
Responsible Officer:	Siobhan Saunders	Linked Indicators:	EEPLI 13

Service Objective: EEP 01	To develop and Economic Growth Plan for the Borough		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> ▪ Produce Annual Economic Assessment September 2018 ▪ Develop Business Growth Programme Successor Programme April 2018 ▪ Produce Halton Tomorrow document June 2018 ▪ Prepare Halton Offer for Business Festival June 2018 		
Responsible Officer:	Tim Leather	Linked Indicators:	EEPLI 20

Service Objective: CE 02	Increase the use of libraries – in alignment with the Society of Chief Librarians Universal Offers and local needs deliver a modern, vibrant public library service; promoting and supporting reading, health, learning, information, digital and culture. Improving life chances through skills development and access to new opportunities.		
Key Milestone(s) (17 / 18)	<ul style="list-style-type: none"> ▪ Deliver a programme of extended informal learning opportunities meeting identified local targets - March 2019 ▪ Develop a programme of cultural activity meeting identified local targets – March 2019 		
Responsible Officer:	Library Strategy & Development Manager	Linked Indicators:	Indicator CE LI 07 and 08

Ref	Description	16/17 Actual	17/18 Target	17/18 Actual	18/19 Target
EEP LI 07	Number of Enrolments (Adult Learning)	3183	3600		
EEP LI 08	Number of People supported into work	543	400		
EEP LI 09	Percentage of learners achieving accreditation	16%	37%		
EEP LI 10	Total number of job starts on DWP programme (People Plus)	123	36		
EEP LI 11	Total number of job starts on DWP programme (Ingeus)	197	58		
EEP LI 12	Number of new starts into permitted/paid work for local people with disabilities (over 12 month period)	33	30		
CE LI 07	Number of active users (physical & digital resources) of the library service during the last 12 months.	255,095	320,000		
CE LI 08	Number of physical and virtual visits to libraries (annual total)	323,779	440,000		
CE LI 09	Increase in percentage of the population taking part in sport and physical activity at least twice in the last month (KPI 1 from Active Lives survey)	N / A	Target to be agreed and established from baseline data in next financial year		
CE LI 10	Percentage of people physically inactive (KPI 2 from Active Lives survey)	N / A			
CE LI 11	Percentage of adults utilising outdoor space for exercise/ health reasons (MENE survey)	N / A			

This Business Plan extract contains information in relation to the delivery of the Council's following strategic priority area

Environment and Regeneration

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

Key Developments

Policy, Planning and Transportation

Policy and Development Services

The replacement of the Unitary Development Plan (UDP) which is 12 years old, and the identification of new development sites (allocations) to provide for growth remains a priority in 2018. It is critical that a fresh set of allocations are adopted to meet the Borough's residents' need for household growth and jobs.

This will be achieved through the emerging Delivery and Allocations Local Plan (DALP). The draft plan will be placed on consultation at the beginning of 2018. Following a period of refinement, a second draft will be consulted on in the second half of 2018. A revised DALP will then be submitted to Government for approval through the 'examination in public' process.

A significant amount of new development is in the process of being delivered, including East Runcorn and the Southern Widnes Key Area of Change.

Within the Liverpool City Region the Devolution Agreement has seen progress towards some elements of strategic planning being undertaken jointly by the constituent local authorities.

The Building Control Service collaboration with Knowsley MBC has been successful, delivering reduced costs and increased income. This service collaboration is expected to continue and integrate further.

Traffic

The programme to convert lighting columns to LED operation is continuing, in order to reduce energy consumption. It is anticipated that the programme will take another three years to complete. Work is underway to upgrade traffic signals to LED operation to reduce energy consumption too.

In March 2016 a Permit Scheme was introduced to improve control of Streetworks (works undertaken by statutory undertakers). This is working well and has improved co-ordination of works together with controlling the works better.

The work by the Road Safety team continues although reduced due to few staff. An initiative is being developed to target Older Drivers.

A review of all speed limits within the Borough has been carried out and the system is now map based rather than text based. It is proposed to review traffic regulation orders too and move them to a map based system, when resources permit.

Highways

The team is still working with Cheshire East and Cheshire West and Chester to produce a Sustainable Urban Drainage (SUDS) guide - this will need to go hand in hand with policy amendments as part of Land Allocations Plan. Highway Development also have transportation/highways advice input into the allocations process.

The team continues to have significant input into the highways, transportation and flooding elements of development schemes, from pre development advice to construction and adoption. The significant rate of housebuilding is expected to continue into 18/19. There is also ongoing involvement with the Mersey Gateway project, in regulatory and approval authority roles.

Following on from the development of the 'Transport Pipeline' programme with Liverpool City Region colleagues, the team has worked on the management of consultants reports into the feasibility of a number of schemes including: Watkinson Way Gyratory grade separation, Widnes Loops to West Bank link and Silver Jubilee Bridge Delinking Option Development.

M56 junction 11A preferred route announcement was made on 31 August 2017, with a signalised crossroads replacing the current Murdishaw Roundabout being the preferred option. The team continues to have significant input and discussions with Highways England on emerging option development.

The Public Rights of Way Improvement Plan (joint City Region document) is due to for public consultation following a report to Urban Renewal PPB. A number of Rights of Way improvement schemes have also been delivered.

Warrington BC have announced preferred route for 'Western Link Road' to provide relief to town centre congestion and the Highway Development team have attended a number of meetings with Warrington to help ensure that impacts and opportunities are understood.

The team continues to work on transportation funding bids and final outcomes are awaited for a number of schemes including: Prescott to Widnes cycle links, Widnes Fiddlers Ferry Rd Gyratory (at grade improvements), Halton Lea and Gorse Point (Bayer) and station access.

Feasibility work has been commissioned with the Combined Authority on the Eastern Access Road to Liverpool John Lennon Airport.

The team have also recently taken on an Apprentice Civil Engineering Technician.

The team supported the regeneration team in the management of consultants' reports into the delinking of the south side of SJB. A briefing by Mott MacDonald to key Council officers was completed. Work will continue with master-planning in 2018/19.

The team worked with Highways England on their proposal to deliver M56 Junction 11A. A Public exhibition has been completed and Highways England considered comments. Further consultation is anticipated.

The team has been involved in developing a 'Transport Pipeline' programme, working with Liverpool City Region colleagues. Following on from this a bid to Liverpool City Region has been submitted, working jointly with Transport Planning colleagues, to enable work to assess the feasibility of "dualling" the A558 Eastern Expressway to enable development in the Daresbury Enterprise Zone and East Runcorn development area, in line with the East Runcorn Sustainable Transport Strategy. Should this bid be successful work will continue on this during 18/19

The team continues to have significant input into the highways, transportation and flooding elements of development schemes, from pre development advice to construction and adoption. The significant rate of housebuilding is expected to continue into 18/19.

There is ongoing involvement with the Mersey Gateway project, in regulatory and approval authority roles.

Highways Schemes and Development

Integrated Transport: Several schemes have been completed including Clifton / Grangeway Cycleway; Kingsway / Leigh Avenue, Lowerhouse Lane / Liverpool Road bus priority improvements.

Reconstruction of Kingsway central reserve was completed.

STEP schemes are currently being developed for; Widnes Town centre connectivity; Runcorn town Centre to the Heath business park; Runcorn East Station Car Park improvements.

A new section of cycle route from Daresbury Park linking to Preston Brook at A56 Chester Road Daresbury was completed in April, including a new Pegasus crossing on the A56 utilising funding from the LCR 'STEP' programme.

A new crossing at Watkinson Way to The Hive was completed in May. This new crossing has been 'future-proofed' to accommodate further future works to create a widening of the Watkinson Way Gyratory to provide an additional left turn lane to Widnes town centre.

Highway Maintenance: The carriageway and footway programmes of resurfacing and reconstruction have been phased over the course of the year and delivery to the full budget allocation is nearing completion.

Year 3-6 STEP programme to improve sustainable links to employment sites is programmed to continue in 2018/19, current projects include:

- Runcorn East Rail station car park upgrade designed to increase the number of car parking spaces, create accessible parking for disabled car users and provide electric charging points.
- Silver Jubilee Bridge deck reconfiguration including improvements to walking and cycling links between Runcorn Town Centre to Widnes Town Centre.
- Astmoor busway walking and cycling improvement providing access to businesses in Astmoor including upgrading existing traffic signal junction equipment.
- Bridgewater Canal route walling and cycling project to upgrade and improve existing links along the Canal from Runcorn Town Centre to Murdishaw Marina.

Design and delivery of three projects at Watkinson Way Gyratory to improve traffic capacity through the junction, including:

- Earle Road junction reconfiguration and widening to provide a two lane exit from Earle Road in the Gyratory.
- A562 left turn lane extension into Fiddlers Ferry Road.
- Additional Town Centre turning lane opposite Earle Road Junction.

Design and delivery of the annual footway reconstruction, resurfacing and surface treatment programmes.

Design and delivery of the annual carriageway reconstruction, resurfacing and surface treatment programmes.

Procurement of a new Highways Capital Improvement Projects Contract to assist with delivery of the STEP funded projects.

Highway Structures

In 2017/18, most of the activities within Year 2 of the LCR programme of maintenance work for the Silver Jubilee Bridge (SJB) complex were completed, including the major scheme to re-paint the below-deck steelwork between the Runcorn Trestle and Node Y5. Project development is progressing towards site commencement in Q4 for the Year 2 cable replacement trial and the Year 3 scheme for concrete repairs to the deck on Runcorn Approach Viaduct.

The team has undertaken and completed project development work for the major SJB steel arch superstructure re-painting scheme (primarily DfT-funded), to enable site commencement in October, as required to coincide with the simultaneous opening of the Mersey Gateway and temporary closure of SJB.

Design and project development is also progressing on the SJB carriageway reconfiguration scheme, and this is being co-ordinated with the Widnes tie-in work for the Mersey Gateway Crossings Board and the STEP-funded scheme for cycle improvements on the approaches to the bridge.

The team provided input to the SJB Runcorn de-linking study and subsequent option development work, and to the Mersey Gateway Regeneration Plan.

The SJB steel arch painting scheme will continue on site during 2018/19, and is due for completion in Spring 2019. The SJB carriageway reconfiguration scheme will be completed during 2018/19, as will the various activities within Year 3 of the LCR programme for the SJB complex. It is anticipated that there will be a significant call on the team's resources in 2018/19 in connection with the Runcorn de-linking of SJB and the Mersey Gateway Regeneration Plan.

Logistics

In collaboration with ICT Services, Transport Co-ordination has developed a bespoke transport scheduling system to replace the previous software which had become outdated. The system holds data for passengers, routes, vehicles, contracts and transport providers in relation to school and college transport as well as for vulnerable adults who are provided with transport. The route optimisation element of the system assists in accurately planning journeys. Additionally, the system has the capability of despatching routes electronically to the Council's vehicle fleet.

Transport Co-ordination have recently been required to tender all passenger transport contracts consisting of taxi and minibus services for children with special educational needs and for vulnerable adults. A Dynamic Purchasing System (DPS) approach was used for the first time, this has been successful as a mechanism that enables the Council to identify cost effective transport providers who are capable of delivering the specialist nature of transport contracts on its behalf to the required quality and standard.

Charging for pupils with special educational needs of post 16 age was successfully introduced from September 2017, in accordance with the revised Post 16 Home to School and College Transport Policy. The changes applied for new transport applications only and therefore did not affect existing travel arrangements. A reduced charge has been applied for families in the low income category.

Waste & Environmental Improvement

The Council provides a recycling collection service to all households in the borough and two Household Waste Recycling Centres where residents can deposit a whole range of materials and items for recycling. Significant savings can be realised by reducing the amount of general waste that is sent for costly disposal and this can be achieved if households generate less waste in the first instance and then recycle more of what they produce. A key focus therefore will be to continue to promote waste prevention and encourage residents to make full use of the recycling services and facilities provided by the Council.

In order to ensure that all services are delivered as cost-effectively as possible, and to maximise efficiency saving opportunities, the Council's Waste Management Policies will be subject to continual review and updating as necessary.

Local environmental quality is important as it impacts on the whole community. The residents of Halton tell us that clean and safe streets are two of the most important factors in helping to make their neighbourhood a good place to live. It is crucial therefore that the Council continues to undertake actions to effectively tackle environmental crime,

such as littering, fly-tipping and dog fouling, that can negatively affect the safety and attractiveness of the local environment.

The Council has a responsibility to protect those members of our community who are affected by the irresponsible behaviour of individuals who commit environmental crime and it is important to continue to work closely with enforcement partners and other external agencies to deliver a co-ordinated approach to enforcement. This will involve developing joint protocols and action plans and the utilisation of statutory provisions available to address all forms of environmental crime within the boundaries of the Borough.

Whilst it will be important to develop and deliver effective communication, education and awareness raising initiatives, policies for tackling environmental crime will also need to be continually reviewed to ensure that they remain fit for purpose.

Open Space Service

In 2016/17 the Council's specification for the management of green spaces was altered to reflect a reduction in the Open Space Service budget. The most noticeable reduction as far as the general public were concerned was in grass cutting frequencies (reduced from one cut every two weeks to one cut every three weeks and not cut as short as previously). Although the reductions proved unpopular with the public the new specification was delivered and by the second half of the mowing season (July to September) complaints had reduced significantly.

Prior to 2016/17 the Council had 12 parks that had Green Flag Award status. In 2016/17 only three parks (Hale Park, Runcorn Hill Park and Victoria Park) were submitted for the award, and all achieved it. The reason for only entering three parks was twofold. Firstly there is no longer the capacity within the Open Space Service to prepare the bids and ensure compliance. Secondly there were three parks (Hale Park, Runcorn Hill Park and Victoria Park) that the Council is contractually obliged to keep to Green Flag Award standard. This is because they were granted Heritage Lottery Funding. The parks that no longer have Green Flag Award status are still maintained to the same specification as previously.

Economy, Enterprise and Property

The key developments identified by the Economy, Enterprise and Property department relating to the corporate priority of Environment and Urban Renewal are as follows:

- Produced the Mersey Gateway Regeneration Plan Plus which sets out the borough's long-term regeneration priorities over a 10 year period and recognises the Mersey Gateway Project as a catalyst for change. This will continue to be a major piece of work for the team over the next financial year and beyond
- Developed a Runcorn Vision document, which has informed the development of the Master Plan for the Station Quarter
- The completion of the Crosville Site has been a major development. This has been a complex site but has resulted in the creation of a family pub, coffee store and additional car parking for the town centre.
- This financial year the team supported the completion of specialist laboratory and office accommodation Tech Space 1 and 2 at Sci-Tech Daresbury. Given the success of this development, further work will be undertaken to progress further development phases at the site
- Alstom's Rail Facility – opened June 2017 with the creation of 200 jobs in the first phase of this development
- The team developed a brief and appointed consultants to develop a Master Plan for the Halton Lea Healthy New Town
- Business Improvement District – preparation for next year's election (June 2018) on Halton's Business Improvement Districts (Astmoor and Halebank). An initial ballot consultation period took place July and August with 1-2-1 meetings taking place with businesses during July and August which targeted the larger businesses.

- Continued to support the Castlefields Masterplan and facilitated the completion of 100 homes during the period.

Emerging Issues

Traffic

The programme to convert lighting columns to LED operation will continue, in order to reduce energy consumption. Due to increasing costs and political uncertainties around the world, it is anticipated that the cost of electricity will increase.

When funding becomes available it is hoped to carry out a review of Traffic Regulation Orders that cover waiting restrictions throughout the Borough. In some areas due to changes in developments the restrictions are no longer applicable and in other areas new restrictions are required.

Policy and Development Services

In its bid to grow the economy and resolve the housing crisis, planning reform continues to feature strongly in the Government's agenda:

The Government continues to revise planning guidance to achieve its manifesto ambitions. Examples include:

- Revised NPPF
- Housing delivery test
- Publication of minimum housing figures for each LA
- Penalties for slow plan making – both Wirral and Liverpool are on the Government's intervention list
- Impacts of failure to demonstrate a five year housing land supply

Retaining control of local housing delivery is a key objective for the Division in 2018.

Regulations under the Neighbourhood Planning Act 2017 were laid before Parliament on 13 December 2017, and, subject to parliamentary procedures will be brought into force in 2018. These will require all authorities to have up to date plans (and Statements of Community Involvement) and commence the statutory duty for authorities to identify their strategic priorities and the policies to address them. Additional powers are also provided for the Secretary of State to intervene in plan-making where authorities are not planning effectively for the needs of communities. Attention is drawn in particular to the following regulations:

Introduction of a requirement for review of Local Development Documents every five years, coming into force on 6 April 2018: The regulations introduce a requirement to review Local Plans/ Statements of Community Involvement at least every 5 years from adoption. To comply with this authorities must, every five years from the adoption of the plan, carry out an assessment of whether it remains relevant and effectively addresses the needs of the local community, or whether policies need updating. Having carried out this assessment authorities must decide:

- that one or more policies do need updating, and update their Local Development Scheme to set out the timetable for updating their plan, and then update their plan; or
- that their policies do not need updating, and publish their reasons for this decision.

Permitted development rights

The permitted development right for the change of use from light industrial (B1 (c)) to residential use (C3) came into effect on 1 October 2017. The right allows for the change of use of buildings up to 500sq m, subject to prior approval by the local planning authority. Applications for prior approval must be made on or before 30 September 2020, and the change of use must be completed within three years of the date of prior approval. Details of the legislation can be found [here](#).

Highways

Highways Asset Management work and targets may be affected in the future by reporting of parts of the network for Combined Authority Key Route Network (KRN) and Mersey Gateway network by others. Work has been ongoing with the appropriate partners to ensure that a joined up approach is taken to the management of Highway Assets.

The team is currently working with the Open Spaces Department to form a better understanding of the management requirements of drainage assets and watercourses, particularly where these interact with high speed roads, following recent flooding incidents.

Highways Development

The team are working with the North West Regional Flood and Coastal Committee, representing the authority at a strategic and tactical level on the Cheshire and Mid Mersey catchment flood groups. During 2016/17 an appointment was made to a match funded support officer post serving the 6 boroughs involved. It is also intended to assign a joint officer from the Environment Agency in a support role to the Cheshire Mid Mersey area. The remit of this post is currently being developed.

During 2017/18 it is expected to become clearer how the management of highway infrastructure assets will be split between Halton BC and Merseylink (for Mersey Gateway Project area as PTU is reached) and Liverpool City Region (for identified Key Route Network).

Structures

Through the scheme development work undertaken during 2016/17 into the major SJB works that need to be implemented following opening of the Mersey Gateway (i.e. carriageway re-configuration, arch re-painting and concrete deck repairs to the Runcorn Approach Viaduct), it has become apparent that the closure period for SJB will need to be a minimum of 12 months duration.

Logistics

Bus Services Act 2017

The new Bus Services Act 2017 has set out to enable local authorities to improve local buses services and connectivity; the three main points of the bill are to:

- Strengthen arrangements for partnership working in the sector, introducing ‘enhanced partnerships’
- Introduce new franchising powers with decision making at a local level
- Provide for a step change in the information available to bus passengers
- The Act also incorporates local bus contracts, advanced ticketing schemes, registration requirements and provision of services.

Concessionary Travel

Halton continues to be part of the Cheshire concessionary travel scheme administered by Cheshire West & Chester Council having recently signed an agreement for the two year period from April 2018 to March 2020. The agreement between the three consortium partners (Cheshire West & Chester, Halton and Warrington) will incorporate operator

reimbursement levels, the back office administration (host operator processing) system and card management system, auditing of the scheme.

Bus service network changes

It has been necessary for the local bus operators to make route and timetable changes to a number of their commercially operated services as a result of the new Mersey Gateway crossing and subsequent closure of Silver Jubilee Bridge. Information relating to the various changes has been made available on the Council website where passengers have been able to view new bus timetables and altered route information, there has also been a dedicated telephone information line for members of the public to contact for enquiries.

Waste & Environmental Improvement

Waste & Recycling

In order to help reduce costs, the quality of recyclable materials collected through the blue bin/box scheme needs to improve. This can be achieved by reducing 'contamination' levels. Through the kerbside recycling service, residents can recycle glass bottles and jars, plastic bottles, paper, cardboard and metal cans. 'Contamination' occurs when residents place 'non-target' materials (i.e. materials that are recyclable but not through the kerbside collection service) or non-recyclable waste into their blue bin or box. Contamination can lead to entire vehicle-loads of recyclables being rejected and, instead of being recycled, the waste being sent for costly disposal.

Halton has experienced increased levels of contamination in recent years and this has resulted in an increase in the costs of dealing with waste. Changing resident behaviour through community engagement and awareness raising activity is therefore crucial to ensure that not only do all householders make use of the recycling services provided by the Council, when they do, they use them correctly.

Economy, Enterprise and Property

Industrial Strategy

The Government has published its Industrial Strategy White Paper, 'Building a Britain fit for the future'. The White Paper sets out five foundations of productivity which are 'the essential attributes of every successful economy'.

Brexit

Brexit is already having an impact on Halton's Economy. It is not yet possible to evaluate whether the overall impact will be negative or positive in the long-term. In some instances, there is uncertainty in the market regarding inward investment decisions. On the other hand, some companies are looking to consolidate their UK location with an interest in investing in existing sites in Halton.

New Mersey Gateway

Again, it is too early to evaluate the impact of the Mersey Gateway on Halton's economy, not least because of wider macro-economic factors such as Brexit above having an impact. However, research to date points to a net increase in the number of businesses based in Halton. In the future, it is probable that emerging trends will be sector specific. For example, some businesses report improved productivity as a result of reduced journey times, whilst others in the logistics and distribution industry refer to increased costs as a result of tolling.

The Council's Business Improvement and Growth Team will need to continue with its Account Manager approach to ensure that businesses in Halton can benefit from a rapid response and bespoke service.

From a regeneration perspective, the Mersey Gateway will present opportunities, not just in terms of hand back land available but also sites which become viable as a result of changes to the road infrastructure.

Review of Liverpool City Region Single Investment Fund and Production of an Investment Strategy

The review will inform how existing devolved funding will be prioritised and allocated. This will have a major impact on how Halton schemes will be co-financed.

Development of Local Industrial Strategy

Combined Authority areas will be required to develop a Local Industrial Strategy by March 2019. It is anticipated that the department will need to allocate human resources to this work in order to ensure that Halton's economic regeneration priorities and opportunities are reflected in the final document.

Appendix 1

Key Objectives, Milestones and Measures

Service Objective: PPT 01	Silver Jubilee Bridge (SJB) Complex Major Maintenance – delivery of Liverpool City Region (LCR) Full Business Case and subsequent procurement of contractors to complete works over 3 year period from April 2016. This will ensure continued, unrestricted availability of the SJB crossing and to allow future maintenance to be delivered on a steady-state, lifecycle-planned basis.		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> Review progress against LCR SJB maintenance strategy and deliver 2018/19 major bridge maintenance works programme. 		
Responsible Officer:	Divisional Manager Highways	Linked Indicators:	N / A

Service Objective: PPT 02	Local Transport Plan (LTP) Capital Programme – Deliver the LTP Capital Programmes to ensure that the transport system is maintained and developed to meets local needs.		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> To deliver the 2018/19 LTP Capital Programme March 2019. 		
Responsible Officer:	Divisional Manager Highways	Linked Indicators:	N / A

Service Objective: PPT 03	Highway programmed maintenance.		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> Ensure continued unrestricted availability of the Highway network and to allow future maintenance to be delivered on a steady state, lifecycle planned basis. 		
Responsible Officer:	Divisional Manager Highways	Linked Indicators:	N / A

Service Objective: PPT 04	Highway Routine and reactive maintenance		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> Continue to maintain the Highway Authorities statutory duties in accordance with Section 41 and 58 of the Highways Act. 		
Responsible Officer:	Divisional Manager Highways	Linked Indicators:	N / A

Service Objective: PPT 05	Deliver the statutory development plan as required by the Town and Country Planning Acts to provide a clear direction for the future development of the Borough. Provide operational policies that implement strategy and ensure transparent and accountable service delivery.		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> Consult on a revised draft Delivery and Site Allocations Local Plan (DALP) September 2018. 		
Responsible Officer:	Divisional Manager Policy and Development Services	Linked Indicators:	N / A

Service Objective: PPT 06	Service Objective Description		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> To ensure that at least one exercise is carried out each financial to test the COMAH plans March 2018. 		
Responsible Officer:	Divisional Manager – Traffic, Risk & Emergency Planning/H&S	Linked Indicators:	N / A

Service Objective: CE 03	Manage and Maintain the Borough's green space areas so that they continue to function to their intended purpose.		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> Manage greenspace areas as per the agreed specification - March 2019. 		
Responsible Officer:	Divisional Manager Open Space Services	Linked Indicators:	CE LI 11

Service Objective: CE 04	Implementation of actions to ensure that the Council achieves its waste related targets and objectives.		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> 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 - March 2019. Undertake a review of the Council's Waste Management Strategy and associated Policies and update as necessary - March 2019. 		
Responsible Officer:	Divisional Manager Waste & Environment Services	Linked Indicators:	CE LI 05 and 06

Service Objective: CE 05	Maintain actions to ensure that the Council continues to prevent and tackle a range of waste and environmental offences		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none">▪ Review, assess the effectiveness of, and update as necessary the Council’s Environmental Enforcement Plans and Policies - March 2019.▪ Work in partnership with external organisations and enforcement agencies and deliver joint initiatives to tackle environmental crime and anti-social behaviour - March 2019.		
Responsible Officer:	Divisional Manager Waste & Environment Services	Linked Indicators:	N / A

Ref	Description	16/17 Actual	17/18 Target	17/18 Actual	18/19 Target
PPT LI 01	Percentage of third party compensation claims due to alleged highway / footway defects successfully defended. Annual Calculation.	49.00%	N / A	TBC	TBC
PPT LI 02	Net additional homes provided	700	552	TBC	552
PPT LI 03	Number of affordable homes delivered (gross)	138	138	TBC	138
PPT LI 04	Processing of planning applications (%) as measured against targets for, a) 'major' applications b) 'minor' applications c) 'other' applications	77.8% 88.9% 100%	60% 80% 80%	TBC TBC TBC	60% 80% 80%
PPT LI 05	To ensure a rolling five year supply of housing land. Deliverable supply (units) as a % of rolling 5 year requirement	105%	105%	TBC	105%
PPT LI 06	No. of people killed or seriously injured (KSI) in road traffic collisions. (5 Year Av.)	41.2	N / A	TBC	TBC
PPT LI 07	No. of children (<16) killed or seriously injured (KSI) in road traffic collisions. (5 year Av.)	N / A	N / A	TBC	TBC
PPT LI 09	The percentage change in number of people killed or seriously injured during the calendar year compared to the previous year. Figures are based on a 3 year rolling average, up to the current year.	5.4	N / A	TBC	TBC
PPT LI 10	No. of people slightly injured in road traffic collisions.	77	N / A	TBC	TBC
PPT LI 11	The percentage change in number of children killed or seriously injured during the calendar year compared to the previous year. Figures are based on a 3 year rolling average, up to the current year.	-8.30%	N / A	TBC	TBC
PPT LI 12	Damage to roads and pavements (% above intervention levels) repaired within 24 hours	100%	100%	TBC	100%

Ref	Description	16/17 Actual	17/18 Target	17/18 Actual	18/19 Target
PPT LI 13	Average number of days taken to repair street lighting fault: non-DNO (Street lights controlled by the authority). (Previously BVPI 215a).	5	5	TBC	5
PPT LI 14	Average number of days taken to repair street lighting fault: DNO (Street lights controlled by the energy provider). (Previously BVPI 215b).	28	30	TBC	30
PPT LI 15	% of network where structural maintenance should be considered:				
	a) Principal Roads	1.00%	2.00%	TBC	2.00%
	b) Non-Principal Roads	1.00%	4.00%	TBC	4.00%
	c) Unclassified Roads	3.00%	9.00%	TBC	9.00%
PPT LI 16	Bus service punctuality, Part 1: The proportion of non-frequent scheduled services on time (%):				
	a) Percentage of buses starting route on time	96.22%	98.55%	TBC	98.55%
	b) Percentage of buses on time at intermediate timing points	86.52%	95.00%	TBC	95.00%
PPT LI 17	% of footpaths and Public Rights of Way (PROW) which are easy to use.	84.00%	82.00%	TBC	82.00%
PPT LI 18	% of bus stops with Quality Corridor accessibility features.	73.00%	78.00%	TBC	78.00%
	(No. of stops – 603)	(434 Bus stops)	(470 Bus Stops)		(470 Bus Stops)
CE LI 05	Residual household waste per household.	578 Kgs	593 Kgs	TBC	TBC
CE LI 06	Household waste recycled and composted.	42.00%	42.00%	TBC	TBC

Ref	Description	16/17 Actual	17/18 Target	17/18 Actual	18/19 Target
EEP LI 01	Greenhouse gas (GHG) emissions indicator (Tonnes CO ₂ e)	17,804 tonnes (actual 15/16)	15,882 tonnes (target 17/18)	TBC	TBC
EEP LI 02	Occupancy of HBC industrial Units	88%	90%	TBC	TBC
EEP LI 03	Occupancy of Widnes Market Hall	84%	84%	TBC	TBC

This Business Plan extract contains information in relation to the delivery of the Council's following strategic priority area

A Healthy Halton

Our overall aim is to improve the health and wellbeing of Halton people so that they live longer, healthier and happy lives.

The priorities from the Health Policy and Performance Board in relation to Adult Social Care have been identified as:

- Care Homes – Funding and Sustainability;
- Supported Housing/Accommodation Review;
- Acute Trusts/Acute Mental Health – National pressures and how these translate into local pressures; and
- Accountable Care System.

Key Developments

ADULT SOCIAL CARE

1. Older People

- i) **Transforming Domiciliary Care (TDC)** – The TDC programme aim is to progressively refine and implement an outcomes model for domiciliary care into a workable, effective solution, delivering clear outcomes for service users in terms of independence, wellbeing, and commissioners in terms of value for money. As part of the TDC programme, a re-tender of domiciliary care took place during 2017/18 to move to one centralised provider developing a flexible, responsive and holistic care provision model. A Programme Board is providing oversight of the overarching TDC programme which comprises 5 to 6 senior representatives from key stakeholders. This group ratifies all major decisions relating to the Programme and reports into the SMT for Adult Social Care.
- ii) **Sustainability and Quality of the Care Home Sector:** – Work is ongoing with NHS CCG and care home providers to ensure we continue to improve the health and wellbeing of people who live in care homes. A Care Home Development Project Group has been formed to enable stakeholders representing key sectors to work collaboratively in exploring and implementing identified work streams. The work streams aim to:
 - Share best practice and resources via sector-led improvements;
 - Deliver dignified, quality, outstanding care within residential and community settings;
 - Be proactive and identify early warnings of potential reductions in quality;
 - Provide value for money and sustainability; and
 - Provide seamless transfers of care to and from hospital.

2. Adults with Learning and/or Physical Disabilities

- i) **Transforming Care** - Recognising the importance of effective transition for people with disabilities and/or complex needs (including those with autism), Halton established a dedicated

Transition Team early in 2017 alongside the development of a new multi-agency Transition Protocol for the period 2017-2020. This approach ensures that legislative obligations are met and the transition process is joined up across education, health and social care with increased and targeted co-ordination and communication from all agencies starting from Year 9 (age 13/14) up to the age of 25 years or until an individual's appropriate transfer into generic adult services.

- i) **All-Age Autism Strategy** - A new All-Age Autism Strategy has been developed and will be implemented on 1st April 2018, based on the Government's *Think Autism* initiative. This is a high level strategy, designed to support people with autism in Halton, ensuring that services across Halton work in collaboration with key partners to move forward the priorities set out in *Think Autism*. The strategy has been developed jointly with HBC, NHS Halton CCG, NW Boroughs NHS Foundation Trust, children with Autism and their families/carers, adults with Autism and their families/carers and providers of Autism services across Halton. A Delivery Plan focusses on the current gaps in services, where investment and resources to improve areas needs to be and where outcomes need to be improved.

3. Adults with a Mental Health Condition:

Halton's Dementia Delivery Plan for 2018/19 was developed in conjunction with people living with dementia, carers, voluntary and community sector and professional health and social care stakeholders. The priorities of the dementia delivery plan for 2018/19 include: Working with Hospital partners to understand the experience for people living with dementia, GP dementia care plan reviews, care home education and understanding local booked respite provision. The Halton Dementia Delivery Group are tasked with monitoring the implementation of the local Dementia Strategy and oversee the partnership work required to deliver actions on the dementia delivery plan.

4. Safeguarding:

- i) **Deprivation of Liberty Safeguards** - Deprivation of Liberty Safeguards (DoLS) came into force on 1 April 2009 as a response to an identified breach of the European Convention on Human Rights. This is a particular challenge for the Council in responding to this large increase in the number of DoLS assessments and making sure we keep people safe. As a result of the mounting criticism of DoLS the Government requested the Law Commission undertake a review and in March 2017, they produced their final proposal on a replacement for the DoLS, and suggested amendments to the Mental Capacity Act itself. The changes to the act are to incorporate the new scheme, called the Liberty Protection Safeguards (LIPS), and to strengthen people's rights in areas such as best interest decisions. The Government confirmed that it will provide its final response to this report in Spring 2018.
- ii) **Making Safeguarding Personal** - Making Safeguarding Personal is a joint Local Government Associated (LGA) and Association of Directors of Adults Social Services (ADASS) programme that supports Councils and their partners to develop outcomes-focused, person-centred safeguarding practice. The approach aims to facilitate a shift in emphasis in safeguarding from undertaking a process to a commitment to improving outcomes alongside people experiencing abuse or neglect. Making Safeguarding Personal is a shift in culture and practice in response to what is known about what makes safeguarding more or less effective from the perspective of the person being safeguarded. It is about having conversations with people about how we might respond in safeguarding situations in a way that enhances their involvement, choice and control as well as improving their quality of life, wellbeing and safety. It is about seeing people as experts in their own lives and working alongside them. The key message about this approach

is a shift from a process supported by conversations to a series of conversations supported by a process.

5. Carers:

Halton has in place a joint carer's strategy with Halton NHS CCG, "Recognising, Valuing and Supporting Carers in Halton" which is due for review this year. In terms of Carers satisfaction of services, a bi-annual survey is undertaken focussing on carer reported quality of life, overall satisfaction of carers with social services and the proportion of carers who report that they have been included or consulted in discussions about the person they care for. This survey is due to take place during the Autumn 2018.

6. Homelessness

- i) **Homelessness** - During the past few years there has been a National increase in homelessness. Halton also continues to experience a gradual increase in homelessness presentations, with the main causes identified as loss of home due to family exclusions, relationship breakdown or the loss of a private sector tenancy.
- ii) **Homelessness Prevention** – Prevention is key to reducing homelessness, and the introduction of a number of preventative initiatives has proven successful among statutory and none statutory homeless households. This change from reactive assessment to proactive prevention, coupled with a housing options service, proved to be a significant factor in improvement and overall service delivery.
- iii) In accordance with statutory requirement, Halton is undertaking a review of the **Homelessness Strategy**, which will identify key priorities and a devised action plan for 2018 - 2023. A consultation event is planned for February 2018 to ensure partner agency involvement and determine local priorities. The introduction of the Homelessness Reduction Act is due to be implemented on 1st April 2018 and will impact upon homelessness provision and service delivery. The 'Gold Standard' which previously steered the Homelessness Strategy has now been superseded by the new Act. The strategy will reflect the 'Housing First Model' and will cover current activity around the resettlement of refugees.

PUBLIC HEALTH

The key developments for Public Health are: A 2018 – 2023 Whole System Healthy Eating and Exercise Strategy and Action Plan to tackle the challenge of overweight and obesity in the local population; a refresh to the Sexual Health Strategy and recommissioning of the service; linking in with the Cheshire & Merseyside Cancer Alliance to highlight the importance of early detection and recognition of signs and symptoms; joint working across Cheshire & Merseyside on Mental Health with a particular emphasis on tackling self-harm in young people and reducing suicide rates; building on our strategy to tackle high blood pressure by working with community pharmacies and implementing quality improvement programmes for Primary Care; and focussing on the Thrive Model for Child Mental Health which will ensure swift access to support and services.

1. Healthy Weight

Overweight and obesity present a big Public Health challenge both nationally and locally. This is really due to its association with serious chronic diseases such as Type 2 diabetes, hypertension and hyperlipidaemia. These are major risk factors for cardiovascular disease and cardiovascular related deaths. Obesity is also associated with cancer, disability, reduced quality of life and can lead to premature death (Healthy Lives, Healthy People, A call to action on obesity in England).

In 2016/17, 26.6% of Reception year children in Halton were overweight or obese and 38.1% in Year 6. The Active People Survey for 2012 also indicates that adult levels of excess weight are estimated at 74%, which also gives cause for further concern.

The causes of obesity are complex. Tackling obesity requires action at every level, from the individual to society, and across all sectors.

In Halton we promote a coordinated life course approach to tackling overweight and obesity which recognises the barriers local people face when trying to practice a healthy diet or undertake regular physical activity. The focus on healthy weight rather than obesity reflects intentions to encourage people from an early age to maintain a healthy weight, to minimise the stigma attached to the term obese and encourage people to see their weight in a positive way.

A review of weight management services in Halton is currently underway to ascertain the best model of service delivery moving forward. Alongside this, Public Health England, the Local Government Association and the Association of Directors of Public Health have entered into a partnership with Leeds Beckett University with a view to designing local whole systems approaches to assist in preventing and tackling obesity. Halton is one of only 6 local authority areas across England chosen as a pioneer site. Pioneer status means that we will be supported by Leeds Beckett University and Public Health England to make a major step change in dealing with this important and challenging issue.

The programme recognises the crucial role of local authorities (LAs) in tackling and working to prevent obesity. As well as having responsibility for many of the contributing factors (leisure services, parks and green spaces, planning, economic regeneration) local authorities can play a key co-ordinating role for engaging wider partners (health, education, housing providers, and the community and voluntary sector).

Pioneer status will enable us to build upon local partnership work and best practice to develop a whole system approach. We will test a draft route map and tools to support it: this process will take Halton (local authority and wider stakeholders) through the process of thinking through why obesity matters in its widest context, who needs to be involved in bringing about change, and creating an action plan that is evidence-based, personal to and owned by the local area.

In effect, it is envisaged that the results of this work will provide the framework for Halton's Healthy Weight Strategy.

2. Sexual Health

In Halton, we recognise that good sexual and reproductive health is an important aspect of health and wellbeing and it is crucial have information, confidence and are able to make choices that are right for them. Improving the sexual health of the whole population to make sure that people are free from stigma and safe from sexual abuse or exploitation is of paramount importance.

We are working with local partners to refresh our Sexual and Reproductive Health Strategy, which is due to be finalised soon. The strategy has taken on board local consultation and has identified priorities for action based on local need and consultation responses.

3. Cancer

Cancer remains one of the main causes of death and illness for residents in Halton. Death rates remain some of the highest in the country and are the biggest single killer locally. Our highest rates for cancer are lung, bowel and breast; these are related to lifestyle issues. Smoking rates have been falling but alcohol-related hospital admissions and obesity rates for adults remain high.

Efforts in Halton focus on preventing cancer through promoting healthy lifestyles (not smoking, maintaining a healthy body weight, being active, eating a healthy and balanced diet, reducing alcohol consumption and enjoying the sun safely) and we are working to improve cancer survival rates by promoting the early detection and effective treatment of cancer. The proportion of cancers caught early is similar to England and survival rates have been rising. Cancer screening rates have improved but are still lower than nationally. This is especially so for bowel screening uptake.

Halton is closely associated with the various work streams across the Cheshire and Merseyside Cancer Alliance and is supporting the development and implementation of a Cheshire and Merseyside wide Cancer Prevention Plan.

4. Mental Health

Mental Health is a key health and wellbeing priority and as such, is supported by the Mental Health Strategy and Action Plan. This provides a robust framework which identifies need and co-ordinates activity across the life-course from maternal mental health, through to childhood and into old age. The strategy also covers the spectrum of need from prevention and early intervention to treatment services.

1 in 4 people attending their GP seek advice on mental health problems and levels of hospital admissions due to self-harm are significantly higher than the England average. Many social factors make children more at risk of development mental health problems.

Currently suicide rates in Halton are lower than the England average across all ages and gender but in line with national trends, this is rising. Halton has a current suicide prevention strategy and action plan and are currently involved in collaborative work across Cheshire and Merseyside on the Zero Suicide strategic approach which has been highlighted as best practice at national level.

Halton has an ageing population and in 2017, had a diagnosis rate of 76.2% of those over 65 years of age. This is higher than the national average and represents a positive approach to case finding, diagnosis and access to treatment.

5. Cardio-Vascular Disease (CVD)

This remains a local priority as a quarter of all deaths in Halton are caused by cardiovascular diseases and one in five of the CVD deaths are premature (occurring in people under 75 years of age). The prevalence of strokes was 2% last year; the two biggest risk factors for this are hypertension and atrial fibrillation. For men in Halton 1 in 20 deaths are due to coronary heart disease and for women

it is higher at 1 in 13. Hypertension is the most common long term condition in Halton, and the second highest risk factor for early death and disability, addressing high blood pressure has already been identified as a prevention priority locally as well as regionally for the Cheshire and Merseyside Health and Care Partnership (formerly STP)

There is no single solution to tackle CVD, and a systems wide response is required to prevent, detect and optimally manage these conditions. The C&M strategy to tackle high BP, 'Saving lives: Reducing the pressure' was launched in May 2016 and set out a series of high-level deliverables for 2016-2018. Work on tackling blood pressure and on Atrial Fibrillation (AF) has already started with partners across the region which has direct local benefits. The lifestyle risks that contribute to cardiovascular disease are largely preventable and include lack of physical activity, excess alcohol consumption, smoking and obesity. The Health Improvement team offers a diverse range of services to enable people moderate their lifestyle risks, the underlying causes of these causes remain societal contributing factors like poverty, educational attainment and the built environment.

6. Child Development

Child development continues to be the main priority for children for the One Halton Health and Wellbeing strategy, and the team are working to improve outcomes through a range of different avenues. A child development action plan is in progress.

In Halton 24% of children live in poverty despite the majority of their parents being in full time employment. By 3 years of age children in families living below the poverty line are 8 months behind in language and 9 months behind in school readiness compared to those with incomes above. However, activities such as daily reading, regular bedtimes and library visits can improve cognitive development.

Despite improvements, 2016 data shows Halton still has one of the lowest percentage of children achieving a good level of development at age 5 in England.

North West Boroughs Healthcare have been jointly commissioned by the CCG and Public Health to deliver the Tier 2 children and young people's mental health service (CAMHs). This service has been in place since July 2015 and, as well as providing the targeted mental health service provides mental health and wellbeing training for staff working with children and young people, such as schools, school based face-to-face work and an online counselling service. Additional support for schools to enhance wellbeing includes Mindfulness, Youth connect 5 for parents and cyber bullying.

Over the past 12 months, work has started to develop a new model of service delivery for CAMHs known as THRIVE. This new approach seeks to remove the existing Tiers of service provision linked to different levels of need and join these up across the system. This approach should provide a more seamless approach that focusses on the holistic needs of children and young people.

7. Emerging Issues in Public Health

Public health is facing a continued reduction in funding from both local and national budget reductions. A significant challenge going forward will be the continued need to meet council financial efficiency expectations alongside a reduction in the Public health funding allocation.

The development of the One Halton Accountable Care structures will provide challenge to public health in ensuring that prevention is embedded within new developing structures and work streams as a key priority. It is also vital to ensure that widespread system change does not destabilise the existing programmes and initiatives.

Appendix 1

Objectives, Milestones and Measures

Adult Social Care

Service Objective: 1	Working in partnership with statutory and non-statutory organisations, evaluate, plan, commission and redesign services to ensure that they meet the needs and improve outcomes for people with Complex Care needs.		
Key Milestone(s) (17 / 20)	<p>Mental Health:</p> <ul style="list-style-type: none"> Monitor the Local Dementia Strategy Action Plan, to ensure effective services are in place. Mar 2020. <p>Homelessness:</p> <ul style="list-style-type: none"> The Homelessness strategy be kept under annual review to determine if any changes or updates are required. Mar 2020. 		
Responsible Officer:		Linked Indicators:	ASC 11, 12 (A), (B), 13, 14, 15, 16, 17

Service Objective: 2	Working in partnership with statutory and non-statutory organisations, evaluate, plan, commission and redesign services to ensure that they meet the needs and improve outcomes for vulnerable people		
Key Milestone(s) (17 / 20)	<ul style="list-style-type: none"> Monitor the effectiveness of the Better Care Fund pooled budget ensuring that budget comes out on target 2020. Integrate frontline services with community nursing 2020. Monitor the Care Management Strategy to reflect the provision of integrated frontline services for adults March 2020. 		
Responsible Officer:		Linked Indicators:	ASC 01, 02, 03, 04 (Annual Collection Only)

Service Objective: 3	Continue to effectively monitor the quality of services that are commissioned and provided in the borough for adult social care service users and their carers.		
Key Milestone(s) (17 / 20)	<ul style="list-style-type: none"> Continue to establish effective arrangements across the whole of adult social care to deliver personalised quality services through self-directed support and personal budgets. March 2020. Monitor and review all ASC milestones in line with three year planning cycle. March 2020. 		
Responsible Officer:		Linked Indicators:	ASC 21, 26, 27, 28, 29, (Annual Collection Only) ASC 22, 23, 24, 25 (Biennial Collection Only)

Service Objective:	Working in partnership with statutory and non-statutory organisations, evaluate, plan, commission and redesign services to ensure that they meet the needs and improve outcomes for vulnerable people		
Key Milestone(s) (17 / 20)	Safeguarding: <ul style="list-style-type: none"> Monitor and review all milestones in line with three year planning cycle. March 2020. 		
Responsible Officer:		Linked Indicators:	ASC 18, 19, 20 (A), (B), 21 (Annual Collection Only)

Service Objective:	Effectively consult and engage with people who have Complex Care needs to evaluate service delivery, in the form of an annual survey to highlight any areas for improvement and contribute towards the effective re-design of services where required		
Key Milestone(s) (17 / 20)	<ul style="list-style-type: none"> Monitor and review all ASC milestones in line with three year planning cycle. March 2020. 		
Responsible Officer:		Linked Indicators:	ASC 21, 26, 27, 28, 29, (Annual Collection Only)

Service Objective:	Ensure that there are effective business processes and services in place to enable the Directorate to manage, procure and deliver high quality, value for money services that meet people's needs		
Key Milestone(s) (17 / 20)	<ul style="list-style-type: none"> 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. Mar 2020. Monitor and review all ASC milestones in line with three-year planning cycle. Mar 2020 		
Responsible Officer:		Linked Indicators:	N/A

Ref	Description	16/17 Actual	17/18 Target	17/18 Actual	18/19 Target
ASC 01	Permanent Admissions to residential and nursing care homes per 100,000 population 65+ <i>Better Care Fund performance metric</i>	515.3	635		

ASC 02	Delayed transfers of care (delayed days) from hospital per 100,000 population. <i>Better Care Fund performance metric</i>	5245	5247		
ASC 03	Total non-elective admissions in to hospital (general & acute), all age, per 100,000 population. <i>Better Care Fund performance metric</i>	18657	17570		
ASC 04	Proportion of Older People (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services (ASCOF 2B) <i>Better Care Fund performance metric</i>	62.12%	63%		
ASC 05	Percentage of items of equipment and adaptations delivered within 7 working days	93%	96%		
ASC 06	Proportion of people in receipt of SDS (ASCOF 1C – people in receipt of long term support – include brief definition) (Part 1)	74%	80%		
ASC 07	Proportion of people in receipt of SDS (ASCOF 1C – people in receipt of long term support – include brief definition) (Part 2) DP	44%	46%		
ASC 08	Proportion of adults with learning disabilities who live in their own home or with their family (ASCOF 1G)	86.9%	87%		
ASC 09	Proportion of adults with learning disabilities who are in Employment (ASCOF 1E)	5.94%	5%		
ASC 10	Out of Borough Placements – number of out of borough residential placements	32	30		
ASC 11	Percentage of adults accessing Mental Health Services, who are in employment.	8.1%	TBC		
ASC 12 (A)	Percentage of adults with a reported health condition of Dementia who are receipt of services.	52.86%	TBC		
ASC 12 (B)	Percentage of Carers who receive services, whose cared for person has a reported health condition of Dementia.	11.57%	TBC		
ASC 13	Homeless presentations made to the Local Authority for assistance In accordance with Homelessness Act 2002.	New	500		
ASC 14	Homeless Households dealt with under homelessness provisions of Housing Act 1996 and LA accepted statutory duty	New	100		
ASC 15	Homelessness prevention, where an applicant has been found to be eligible and unintentionally homeless.	New	1650		

ASC 16	Number of households living in Temporary Accommodation	1	17		
ASC 17	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)	6.62%	6.00%		
ASC 18	(SCS SH5) Percentage of VAA Assessments completed within 28 days	83.5%	88%		
ASC 19	Percentage of existing HBC Adult Social Care staff that have received Adult Safeguarding Training, including e-learning, in the last 3-years (Previously PA6 [13/14] change denominator to front line staff only.	48%	56%		
ASC 20 (A)	DoLS – Urgent applications received, completed within 7 days.	73%	80%		
ASC 20 (B)	DoLS – Standard applications received completed within 21 days.	77%	80%		
ASC 21	The Proportion of People who use services who say that those services have made them feel safe and secure – Adult Social Care Survey (ASCOF 4B)		82%		
ASC 22	Proportion of Carers in receipt of Self Directed Support.	99.4%	99%		
ASC 23	<i>Carer reported Quality of Life (ASCOF 1D, (this figure is based on combined responses of several questions to give an average value. A higher value shows good performance)</i>		N/A		
ASC 24	<i>Overall satisfaction of carers with social services (ASCOF 3B)</i>		N/A		
ASC 25	The proportion of carers who report that they have been included or consulted in discussions about the person they care for (ASCOF 3C)		N/A		
ASC 26	Do care and support services help to have a better quality of life? (ASC survey Q 2b) Better Care Fund performance metric		93%		
ASC 27	Social Care-related Quality of life (ASCOF 1A). (This figure is based on combined responses of several questions to give an average value. A higher value shows good performance)	19%	20		
ASC 28	The Proportion of people who use services who have control over their daily life (ASCOF 1B)	74%	80		
ASC 29	Overall satisfaction of people who use services with their care and support (ASCOF 3A)	71.80%	70		

Public Health

Service Objective 1	Weight Management		
Key Milestone(s) (17 / 20)	<ul style="list-style-type: none"> ▪ Development and ratification of a healthy weight strategy ▪ Demobilisation of current specialist tier 3 weight management provider and provision of an in house integrated healthy eating and exercise service to include support across the life course ▪ Increase the percentage of children and adults achieving recommended levels of physical activity. ▪ Increase the percentage of children and adults meeting the recommended '5-a-day' on a 'usual day'. ▪ Reduce the levels of children and adults who are overweight and obese. 		
Responsible Officer:	Elspeth Anwar	Linked Indicators:	PH 02 a, PH 2.06, PH2.11, PH 2.12, PH 2.13
Service Objective 2	Sexual Health		
Key Milestone(s) (17 / 20)	<ul style="list-style-type: none"> ▪ Ratification of Sexual and Reproductive Health Strategy for Halton ▪ Feasibility assessment of a Cheshire and Merseyside wide Joint commissioning for sexual and reproductive health services ▪ Increase coverage of HIV testing ▪ Increase the proportion of 15-24 years olds screened for chlamydia ▪ Increase the portion of women choosing Long Acting Reversible Contraceptive methods such as Intra uterine devices. 		
Responsible Officer:	Sarah Johnson Griffiths	Linked Indicators:	PHOF indicator 2.04 PHOF indicator 3.02
Service Objective 3	Cancer		
Key Milestone(s) (17 / 20)	<ul style="list-style-type: none"> • Reduce smoking prevalence overall and amongst routine and manual groups and reduce the gap between these two groups. • Increase uptake of cancer screening (breast, cervical and bowel). 		

	<ul style="list-style-type: none"> • Improved percentage of cancers detected at an early stage. • Improved cancer survival rates (1 year and 5 year). • Reduction in premature mortality due to cancer. 		
Responsible Officer:	Sarah Johnson Griffiths	Linked Indicators:	PH 2.14, PH 2.19, PH 2.20, PH 4.05

Service Objective: 4	Mental Health		
Key Milestone(s) (17 / 18)	<ul style="list-style-type: none"> • Creation and roll out a package of age relevant self-harm programmes across all schools in Halton • Achieve Suicide Safer Community Status across the C&M footprint • Reduced level of hospital admissions due to self-harm. • Improved overall wellbeing scores and carers' wellbeing scores. • Reduced excess under 75 mortality in adults with serious mental illness (compared to the overall population). • Reduce suicide rate 		
Responsible Officer:	Sarah Johnson Griffiths	Responsible Officer:	PH 2.23, PH 4.10

Service Objective 5	CVD		
Key Milestone(s) (17 / 20)	<ul style="list-style-type: none"> ▪ Ensure local delivery of the National Health Checks programme in line with the nationally set achievement targets ▪ Reduce smoking prevalence overall and amongst routine and manual groups and reduce the gap between these two groups. ▪ Increase the percentage of adults who undertake recommended levels of physical activity and eat at least five portions of fruit and vegetables per day. ▪ Improve early detection and increase the proportion of people treated in line with best practice and reduce the variation at a GP practice level. ▪ Reduce the level of hospital admissions due to heart disease, stroke and hypertension. ▪ Reduce the premature (under 75) death rate due to cardiovascular disease and stroke. 		

Responsible Officer:	Ifeoma Onyia	Linked Indicators:	PH 2.22, PH 2.14, PH 4.04
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Service Objective 6	Child Development		
Key Milestone(s) (17 / 20)	<ul style="list-style-type: none"> ▪ Improvement in the percentage of children achieving a good level of development at age 5. ▪ Reduction in percentage of women smoking at time of delivery. ▪ Increased percentage of women breast feeding (initiation and at 6-8 weeks). 		
Responsible Officer:	Julia Rosser	Linked Indicators:	PH 1.02, PH 2.01, PH 2.02, PH 2.03,

Ref	Description	15/16 Actual	16/17 Target	16/17 Actual	17/18 Target
PH 1.02	School readiness	61.9%			66%
PH 2.02	Breastfeeding 6-8 weeks after birth	21.8%		22.0%	23%
PH 2.03	Smoking status at time of delivery	19.3		16.4	15%
PH 2.06	Child excess weight in 4-5 and 10-11 year olds i reception year ii year 6	i 26.9% ii 37.9%		i 26.6% ii 38.3%	i 26.0 ii 38
PH 2.10	Self-Harm Emergency Admissions ((Emergency admissions, all ages, directly standardised rate per 100,000 population))	341.5	301.3	336.7 (provisional)	298.3
PH 2.13	Proportion of physically active adults (Percentage of adults achieving at least 150 minutes of physical activity per week)	58.1%	49.0% (2016)		49.5% (2017)
PH 2.14	Smoking prevalence – adults (over 18s) (% adults who currently smoke)	20.1% (2015)	19.5% (2016)	16.6% (2016)	19.0% (2017)
PH 2.19	Cancer diagnosed at stage 1 and 2	50.3%			52%

		(2015 experimen tal data)			
PH 2.20	National screening programmes i breast screening coverage ii cervical screening coverage iii bowel screening coverage	i74.1% ii71.8% iii53.3% (2016)			i74.5% ii72.0% iii55%
PH 2.22	Take up of the NHS Health Check programme (cumulative % of those offered a health check that took it up)	45.1% 2013/4 – 16/17)			
PH 2.23	Self-reported well-being (% of people with a low happiness score)	12.7%	12.6%		12.7%
PH 3.02	Chlamydia detection rate (rate of chlamydia detection per 100,000 15-24 year olds)	1786 (2016)			1800
PH 4.04	Under 75 mortality rate from cardiovascular diseases (including heart disease and stroke) (Directly Standardised Rate, per 100,000 population) <i>Published data based on calendar year, please note year for targets</i>	93.4 (2014-16)	93.1 (2015- 17)		92.1 (2016- 18)
PH 4.05	Under 75 mortality rate from cancer (Directly Standardised Rate, per 100,000 population) <i>Published data based on calendar year, please note year for targets</i>	169.2 (2014-16)	167.5 (2015- 17)		165.8 (2016- 18)
PH 4.10	Suicide rate (age standardised mortality rate form suicide and injury of undetermined intent per 100,000 population)	7.5 (2014-16)	7.3 (2015- 17)		7.1 (2016- 2018)

This Business Plan extract contains information in relation to the delivery of the Council's following strategic priority.

Safer Halton

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

Key Developments

Community Safety

Anti- Social Behaviour

Reducing Anti-Social Behaviour (ASB) continues to be a key priority for the communities of Halton. The introduction of the ASB, Crime and Policing Act in October 2014 has seen a change in the way partner agencies work together to share information, co-ordinate activities and ensure that a victim centred approach is delivered. Key developments include:-

1. The introduction of the Public Space Protection Order.
2. Increased submissions to the Crown Prosecution Services for Criminal Behaviour Orders.
3. Weekly problem solving and information sharing meetings with housing partners and Cheshire Police (Runcorn and Widnes Local Policing Units).
4. Increased number of applications for Closure Orders to properties.
5. Increased number of information Sharing applications regarding mental health, drugs, alcohol, housing, social care, risk and harm etc.
6. Improved identification of ASB repeat callers (victims) and hotspots locations.
7. A Co-ordinated partnership response to problem areas and seasonal demands (School Summer Holidays, Halloween and Bonfire) and trends (Off Road bikes, Social media).
8. Increased community participation in addressing the root causes of ASB.
9. Increased use of police dispersal powers to provide intelligence of those persons likely to cause ASB.
10. More visibility and education in schools around the dangers and consequences of fires, missiles, legal highs, stranger danger.

Making Public and Private spaces safer.

1. The Licensing Team check compliance of licensing objectives across all "on" and "off" licensed premises and local businesses to promote a safe and responsible business environment (Streetsafe and Community Alcohol Project).
2. Take robust action against premises and their managers where licensing objectives are not met or where there is a rise in alcohol and/or drug related crime and ASB.
3. The reduction in the supply of alcohol to under 18's.
4. Continue to support Pubwatch and Street Pastors.

5. Management and control of the 24hr / 365 day public space CCTV and Radio control room. This includes over 140 cameras, police radio, shop and pubwatch radios. The system is operated by professional security licensed and vetted operators.
6. Identification of derelict and dangerous buildings. Working with building control and the police to ensure owners are informed and made safe.
7. Increased co-operation with development control, housing providers and architects to “Design Out Crime and ASB” in proposed new developments. This includes the regeneration of Murdishaw and 4 Secured By Design developments.
8. Increased use of environmental measures (barriers) to prevent the use of Off Road motor bikes.
9. Better liaison with local Councillors and the Community Development Team to build up social capital, community participation and environmental alterations.
10. Closer working relationships with the Open Spaces team and Waste Management to tackle environmental ASB.

Protecting Vulnerable Persons

1. Deliver and support interventions relating to the Halton Domestic Abuse Forum and Domestic Abuse and Sexual Violence Strategy.
2. Monitor and evaluate the performance of the Domestic Abuse commissioned service, Changing Lives. This includes the refuge provision and the community based service
3. Work with Police and Changing Lives to ensure immediate support for victims. To have oversight of the new pilot project in Halton, this involves a joint agency (Independent Domestic Violence Advocate IDVA and Police officer) response to domestic incidents.
4. Work more closely with Operation Relentless and the new I-CART team (Team Around the Family) to reduce reoffending of Serial Domestic Abuse perpetrators.
5. Attend professionals meetings with Mental Health, Drug and Alcohol Services, Housing and Working Together teams to reduce Anti-Social Behaviour and Public Order.
6. Identify Young Persons most at risk from Child Sexual Exploitation (CSE) or Organised Crime (Drugs) and ensuring effective sharing of intelligence, information and action to remove those risks.
7. Providing mediation and ASB support to those victims most at risk. This includes support and advice on pre, during and post court proceedings.

Offender Management

1. A team of officers tackle prolific offenders and now includes low level sex offenders. The officers regularly assess the risks of their cohort; this incorporates a balance of active risk management, enforcement and rehabilitation.
2. Operation Relentless (now called I-DAT) will manage a cohort of Domestic Abuse perpetrators.

Medical and Community Harm from Alcohol¹

Alcohol harm reduction continues to be a priority area within the Health and Wellbeing action plan. An alcohol harm reduction strategy for Halton has been developed. The strategy sets out actions across the life course to reduce alcohol related harm and reduce hospital admissions.

¹ Alcohol reduction is shared with the Council’s Health Priority

Good progress is being made towards implementing the Halton alcohol strategy action plan. Key activity includes:

- Developing a coordinated alcohol awareness campaign plan.
- Delivery of alcohol education within local school settings (Healthitude, R U Different, Amy Winehouse Foundation, Cheshire Police, Alcohol education Trust, wellbeing web magazine).
- Ensuring the early identification and support of those drinking above recommended levels through training key staff members in alcohol identification and brief advice (alcohol IBA).
- Reviewing alcohol treatment pathways
- Working closely with colleagues from licensing, the community safety team, trading standards and Cheshire Police to ensure that the local licensing policy supports the alcohol harm reduction agenda, promoting more responsible approaches to the sale of alcohol (e.g. promotion of Arc Angel and the local pub watch schemes within Halton), promoting a diverse night-time economy.
- Working to influence government policy and initiatives around alcohol: 50p minimum unit price for alcohol, restrictions of all alcohol marketing, public health as a fifth licensing objective.
- The 'please stop drinking mummy' campaign ran from February to June 2015, and is still ongoing through social media and websites. The campaign has been well received with good traffic to sites, and positive feedback from midwives that helped them to discuss drinking habits with pregnant women.
- A Halton Alcohol Inquiry was held at Halton Brook Community Centre to increase knowledge of alcohol related harm within local communities and develop community led responses.

Traffic and Risk & Emergency Planning/Health & Safety

Emergency Planning

There are currently nine top tier COMAH sites within the Borough, that require emergency off site plans which need to be tested every three years. The new site is Emerald Kalama which is located Bennets Lane, Widnes and is due to a change in quantities of specified chemicals on site.

Emerging Issues

Community Safety Team

Political

- In May, 2016 a new Police Crime Commissioner was appointed to Cheshire Constabulary. One of the first major tasks for David Keane will be to develop his Police & Crime Plan and his intention is to publish this in the Autumn. This will be a 5 year plan and will set out his policing and crime priorities.
- The PCC receives policing grants from the Home Office, various grants from the Department for Communities and Local Government and the local precept. Funding opportunities and commissioned services will be part of the PCC's overall plan to make Cheshire safer.
- Cheshire Fire and Rescue are co-locating with Cheshire Police in Clemonds Hey (Police HQ).

Technology

- Cheshire Police are looking at major projects around a new emergency services network. This will include technology that allows officers and staff to work remotely whilst accessing secure case management systems (Niche).
- Collaborations with regional Police Forces around case management systems.
- Drone CCTV cameras (Public Order and Off Road bikes) and Body Worn cameras (hate Crime) are being piloted.
- Hate Crime body worn cameras are now being piloted in Halton.

Environment

- The new "Project road / Bridge" may impact on travelling criminality. The implementation of a toll/fee may see police receiving an increase in Theft or Cloning of Motor Vehicles (Number Plates) to avoid payment. Additionally, organised criminals may be less reluctant to travel over the new bridge to commit cross border crime due to the use of tolls and Automatic Number Plate Recognition.
- The White House development in Runcorn will see the development of over 448 1 and 2 bed - suites. Construction will commence in the 4th quarter of 2016. Due to the shortage of social housing for 1 and 2 beds in Halton, this location will be popular for private social landlords and those that are on the housing waiting list. Unfortunately, Halton has experience of large social housing projects in this ward/area (Southgate development in the 1970's) and due to the large concentration of mixed tenures (private buyers and rented) we will undoubtedly see a significant demand on calls for service.

Legislation

New Coercive Laws (Domestic Abuse) – December 2015

The government's new coercive or controlling behaviour offence will mean victims who experience the type of behaviour that stops short of serious physical violence, but amounts to extreme psychological

and emotional abuse, can bring their perpetrators to justice. The offence will carry a maximum of 5 years' imprisonment, a fine or both.

Appendix 1

Objectives, Milestones and Measures

Service Objective: PH 04²	Reduction in the Harm from Alcohol: Working with key partners, frontline professionals, and local community to address the health and social impact of alcohol misuse.		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> ▪ Work in partnership to reducing the number of young people (under 18) being admitted to hospital due to alcohol ▪ 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) ▪ Ensure those identified as having an alcohol misuse problem can access effective alcohol treatment services and recovery support. 		
Responsible Officer:	Simon Bell / Dr Elspeth Anwar - Public Health	Linked Indicators:	N / A

Service Objective: PH05	To ensure safe and more secure neighbourhoods – Anti-Social Behaviour		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> ▪ Report quarterly to the Safer Halton Partnership – ASB. ▪ Through Problem Solving Groups, namely 1) Partnership Tasking and Coordination (location hotspots), 2) Multi Agency Meetings (ASB perpetrators and Victims) the 3) Alcohol Enforcement Licensing group, partnership agencies will develop responsive and robust plans to ensure the right resources are in the right place at the right time and with the right actions. All ASB tools and powers, including licensing laws will be robustly sanctioned to make Halton safer. ▪ Work with Cheshire Police and Housing providers via the weekly beat management process to bring offenders to justice, whilst taking swift action against tenants and home owners. ▪ Development of Individual Support Plans for each ASB victim and/ or witness. ▪ To undertake community engagement events and surgeries to identify the communities local concerns. This will be reported back on quarterly Blue Lamp reports. ▪ Co-ordination and delivery of the summer Schools Out campaign and Operation Treacle. ▪ To deliver education inputs, called “Cop Stars” in Yr5 and 6 primary schools. 		

² This objective contributes to and is shared with Council’s Health Priority

	<ul style="list-style-type: none"> ▪ To deliver timely and relevant education/warning/ consequences talks to pupils in high schools in the Borough. ▪ To work with the Planning Department and developers to ensure large scale developments incorporate crime prevention thorough environmental design measures. 		
Responsible Officer:	Mike Andrews	Linked Indicators:	N / A

Service Objective: PH06	Making Public and Private Spaces safer		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> ▪ Report quarterly to the Safer Halton Partnership – Alcohol Licensing (Alcohol fuelled violence in Public Places) ▪ Delivery of Operation Staysafe to ensure young persons are safe from alcohol and NPS ▪ To monitor daily occurrences in licensed premises and take appropriate action in accordance with the Licensing Legislation. ▪ To develop joint operations with Cheshire Police (drugs dogs etc), Trading Standards and UKBA following intelligence reports and information. ▪ To provide weekly briefing and tasking. ▪ To support Trading Standards on the Community Alcohol Project and Test Purchase operations. ▪ Report quarterly to the Safer Halton Partnership - CCTV ▪ To ensure information and intelligence is regularly used to enhance the effectiveness of the CCTV and radio communications system. ▪ To provide “best” evidence to the police and legal officials. ▪ To ensure the system is fit for purpose, cost effective and complies with Data Protection and Human Rights principles, specifically “The right to a private life” and “The right to a fair trial”. 		
Responsible Officer:	Mike Andrews / Bill Seabury	Linked Indicators:	N / A

Service Objective:			
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> ▪ Report quarterly to the Safer Halton Partnership – Domestic Abuse ▪ To work in partnership with the Halton Domestic Abuse Forum and deliver support interventions ▪ To monitor and evaluate the commissioned service, namely Changing Lives, including the refuge provision, IDVA's and case management system. ▪ Work with the new I-CART and I-DAT team. ▪ To ensure Operation Enhance and Relentless work effectively and information is shared in a quick and accurate manner thus protecting those most at risk. ▪ Report quarterly to the Safer Halton Partnership – Hate Crime ▪ To identify hate Crime victims and ensure proper and effective measures are in place to prevent repeat incidents or offences i.e body worn cameras, support plans. ▪ To work with diverse communities and build confidence and support networks. 		
Responsible Officer:	Mike Andrews/ Sarah Ashcroft	Linked Indicators:	N / A

Service Objective: PPT 06	Service Objective Description		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> ▪ To ensure that at least one exercise is carried out each financial to test the COMAH plans March 2018. 		
Responsible Officer:	Divisional Manager – Traffic, Risk & Emergency Planning/H&S	Linked Indicators:	N / A

Ref	Description	16/17 Actual	17/18 Target	17/18 Actual	18/19 Target
CE LI 12	No. of reported ASB incidents				
CE LI 13	No. of Criminal Behaviour Orders and Civil injunctions				
CE LI 14	No. of Closure Orders				
CE LI 15	No. of Acceptable Behaviour Contracts and Discussions.				
CE LI 16	No. of Community Triggers or Calls for Action (Councillor / MP)				
CE LI 17	No. of Public Space Protection Orders and breaches				
CE LI 18	No. of Information Sharing requests to support housing legislation (possession orders, risk assessments etc)				
CE LI 19	No. of ASB victims and support plans.				
CE LI 20	No. of referrals to problem solving group.				
CE LI 21	No. of MAM and Partnership T&C referrals				
CE LI 22	No. of dispersals				
CE LI 23	No. of “You Said We Did” initiatives including no. of community consultations.				
CE LI 24	No. of education programmes – school talks (Prevention)				
CE LI 25	No. of Secured By Design Design out Crime and environmental measures (Prevention)				
CE LI 26	Diversions Activities (Prevention)				
CE LI 27	ASB communication messages – Social Media (Prevention)				
CE LI 28	No of off road bikes seized (intelligence reports)				
CE LI 29	Alcohol fuelled violence in and/or relating to licensed premises (not bookmarked).				

Ref	Description	16/17 Actual	17/18 Target	17/18 Actual	18/19 Target
CE LI 30	No of licensing reviews.				
CE LI 31	No. of operations and results.				
CE LI 32	No. of closure orders and dispersals.				
CE LI 33	Street pastors report – hours of patrols, bottles removed and persons engaged with.				
CE LI 34	No. of occurrences caught on camera (ROOF)				
CE LI 35	No of occurrences released (evidence on disk) to police and legal teams.				
CE LI 36	No of Domestic Abuse incidents				
CE LI 37	No. of Domestic Abuse incidents (violence with injury)				
CE LI 38	No. of offenders on DVPO`s.				
CE LI 39	No. of victims being supported.				
CE LI 40	No of offenders engaging in I-DAT service				
CE LI 41	No of Hate Crimes				
CE LI 42	No of offenders brought to justice				
CE LI 43	No. of victims engaging with support.				

REPORT TO: Executive Board

DATE: 19 April 2018

REPORTING OFFICER: Strategic Director - Policy & Resources

PORTFOLIO: Resources

SUBJECT: Directorate Performance Overview Reports for Quarter 3
2017 - 18

WARD: Borough wide

1.0 PURPOSE OF REPORT

1.1 To report the Council's performance for the second quarter period to 31st December 2017. The reports detail progress against key objectives / milestones and performance targets, and describes factors affecting each of the Directorates.

2.0 RECOMMENDED: That

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

3.0 SUPPORTING INFORMATION

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

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

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

Appendix 1 – People Directorate (Children and Young People)

Appendix 2 – People Directorate (Adult Social Care)

Appendix 3 – 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.

Children and Young People Priority Based PPB Report

Reporting Period: Quarter 3, 01 October 2017 – 31 December 2017

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 Careers Strategy (published December 2017) (AMc)

In December 2017 the Government published the Careers Strategy: making the most of everyone's skills and talents. This was followed in January 2018 with an update to the Careers guidance and access for education and training providers statutory guidance for governing bodies, school leaders and school staff.

The Careers Strategy describes how the Government wants England to move towards a culture of young people and adults having the right advice, in the right place, at the right time, backed up by the experiences with employers and educators that make a difference. Key to this is:

- All young people to understand the full range of opportunities available to them, to learn from employers about work and the skills that are valued in the workplace and to have first-hand experience of the workplace;
- All young people in secondary school and college to get an excellent programme of advice and guidance that is delivered by individuals with the right skills and experience;
- Everyone to get support tailored to their circumstances. All adults should be able to access free face-to-face advice, with more bespoke support for those who most need it;
- Everyone to get the information they need to understand the job and career opportunities available, and how their knowledge and skills can help them in considering suitable careers.

Key actions from the strategy and statutory guidance:

- The teacher responsible for careers will now be known as the 'Careers Leader'. From September 2018, every school will be expected to publish the name and contact details of their Careers Leader on their website.
- From January 2018, the Government will require schools to give providers of technical education, including apprenticeships, the opportunity to talk to pupils about the courses and jobs they offer, and publish how they will do this on their website.
- By 2020 secondary schools should offer every young person at least seven encounters with employers during their education, with at least one encounter taking place each year from years 7-13.

Link to access the Careers Strategy:

<https://www.gov.uk/government/publications/careers-strategy-making-the-most-of-everyones-skills-and-talents>

2.2 Children, Young People's & Family Plan (AMc & TC)

Halton's Children, Young People's and Family Plan 2018-2020 is for all children, young people and families who live, grow and learn in the borough. It is a joint, strategic, overarching plan for all partners within Halton Children's Trust and the services they provide for children, young people and families.

The plan sets out our hopes and aspirations for Halton's children, young people and families, and explains how we will achieve our ambitions for them to achieve the best possible outcomes. The best way that agencies can support our children and young people to achieve these outcomes is by jointly planning and delivering services based on the identified needs to improve health and well-being.

As part of this all agencies and services should listen to and involve our children, young people and families in decision-making, to find out what they think is important. This will ensure that our services are delivered in a way that suits their needs and can really make a difference to their lives.

The plan covers all services for children and young people and guides the activity of Halton Children's Trust until April 2020. The plan is written around the three overarching priorities that have been agreed. These priorities are:

- Early Intervention – we want children, young people and families to get help when they need it.
- Achievement and Ambition – we want children and young people to do well at school so that they can get the education, training or job they want.
- Healthy and Safe – we want everyone to feel safe wherever they are and to understand how to look after their health.

Link to access the Children, Young People and Families Plan:

<http://haltonchildrenstrust.co.uk/children-young-peoples-plan-2014-2017/>

2.3 Development of Primary Teaching Schools (AMc)

Halton Primary Schools brought a proposal to the Educational Strategic Board to develop a Primary Teaching School offer within Halton. Halton are included in the Department for Education identified development areas, as we do not currently have a Primary Teaching School within the borough. Teaching Schools fulfil three core functions including providing Initial Teacher Training (ITT); providing school system leadership and providing evidence base professional development for teachers and leaders.

All schools who were interested in developing an offer and met the criteria, met to put forward a proposal for the area. Halton submitted two Primary Teaching School applications in December 2017. A Runcorn offer would include Halton Lodge Primary School, St Martin's Catholic Primary School and St Clement's Catholic Primary school all applying for Teaching School status, but within one alliance group. The Widnes offer would have St John Fisher Catholic Primary School applying as a Teaching School, supported by Ditton Primary as an Alliance deliverer. Halton Borough Council and the Diocese are supporting these applications and would be strategic partners, along with wider partners. A further Secondary Teaching School application has also been submitted by Ormiston Chadwick Academy with a specialist focus on supporting disadvantaged pupils. Halton Borough Council are also supporting this application as strategic partners.

2.4 Behaviour Review (AMc)

The Behaviour Review has now been completed and has been shared with the Education Strategic Partnership Board, the SEN Review Group and the SEND Strategic Partnership. It has been acknowledged that this is a key priority for the Board and a task and finish group is being established with representatives across the key stakeholders, with a focus on improving behaviour borough wide.

2.5 Children in Care and Care Leavers Strategy 2017-2020 (TC)

Halton has launched its Children in Care and Care Leavers Strategy which sets out the aspirations and priorities for Halton's Children in Care and Care Leavers.

Link to the strategy:

http://haltonchildrenstrust.co.uk/wp-content/uploads/2018/01/12469CIC_care_Leavers.pdf

2.6 Sufficiency Assessment (AMc)

The sufficiency duty sets out a requirement for local authorities to:

systematically review the current situation in relation to ensuring sufficient accommodation to meet the needs of Looked After Children/Young People and Care Leavers.

The sufficiency duty must be seen as part of a mechanism that provides children and young people with the most appropriate placement to meet their needs and improve their outcomes through quality assessments, care planning and decision making. The guidance also advocates strengthening the links between practitioners working with individual children in care and staff with responsibility for the commissioning function.

Statutory guidance acknowledges the importance of taking earlier, preventative action to support children and families to becoming looked after. This is through the provision of preventative and early intervention services to reduce the need for care proceedings as well as through clear and robust links into universal and targeted services.

Local Authorities need to assess existing commissioning practice and identify how to ensure that in future services commissioned away from the Local Authority can be delivered more locally, wherever this is possible and providing it is consistent with the child's welfare. Although the sufficiency duty lies with the local authority, the duty will be implemented most effectively through a partnership between the local authority and its partners in the Children's Trust.

The guidance is clear that local authorities should not move children from out of authority placements for the sole purpose of meeting the sufficiency duty if their needs are being met by the existing range of services involved.

Within Halton an updated Sufficiency report is in the final stages of completion, the associated action plan will report into the Commissioning Partnership Board and the Children in Care Partnership Board.

2.7 Residential Child Care (TC)

Agreement has been reached regarding a strategic plan for Residential Child Care. The process of commissioning a partners to run a specialist provision based on our sufficiency in Edinburgh Road is to commence in the forthcoming quarter.

2.8 Commissioning of Care Leavers Support (AMc & TC)

In order to develop the offer for Halton Care Leavers, approval has been obtained to commission support in a different manner, linking with the local Registered Social

Landlords sector. Phase 1 of the proposal will be to commission support for young people where this is required. This will include the delivery of the following outcomes:

- Reducing the number of individuals not in education, employment or training (NEET)
- Ensuring young people receive financial support
- Promoting personal safety
- Enabling young people to become valuable members of their local community
- Increasing individual self-esteem and resilience
- Developing tenancy ready young adults

It is envisaged that the Leaving Care outcomes and outputs will be delivered through the Leaving Care Contract Specification which will focus on:

- A requirement, as part of pathway planning, for increased independence for the young people
- To ensure health needs are met
- To motivate to attend education, employment and training, thereby achieving potential
- Each young person working towards an independent living plan, subject to regular review
- To promote family contact where appropriate
- For each property to be well maintained
- For properties to be sustainable post-18.

The type of support required and how many hours required will be clearly defined within the contract specification. As part of this plan the local Registered Social Landlords will utilise voids or early identification of planned voids to the Care Leavers team to both aid planning and make maximum use of the limited supply of housing locally, especially for 1 bedroom properties.

Phase 2 of the proposal will be to work with the local housing providers to develop a small group setting for Care Leavers. This ideally would be a block of 3-4 flats where young people could live with staff on site 24 hours a day to provide tailored support. This could also be an additional base for Personal Advisors to work from and offer support, and if large enough, could offer an emergency bed for homeless 16-17 year olds. Identifying such a property will be challenging and careful consideration needs to be given to the impact of possible voids within such a setting.

2.9 Audits (TC)

A new framework for internal audits within Children's Social Care has been devised and agreed. This is to be implemented in January 2018. This will allow for greater transparency as the audit form will be contained within the social care caseload management system (CareFirst).

3.0 Emerging Issues

3.1 Horizon scanning/National drivers

Children and Social Work Act 2017 (TC)

The Children and Social Work Act requires the authority to produce a 'Local Offer' for Care Leavers. Whilst the regulatory framework is awaited to guide implementation, work is ongoing to build on our SEND Local Offer to develop this piece of work in participation with Halton Care Leavers.

Troubled Families (AMc)

There is a revised financial framework for Troubled Families, which takes effect from January 2018. It reflects local feedback that the payment by results (PBR) approach has provided a much needed emphasis on services achieving real, tangible changes with families. The framework outlines the 'Earned Autonomy' and PBR process of which Halton has agreed to continue with a PBR model this year. The principles set out in the document concerning, for example, family working, service transformation and evaluation will continue to apply to all local authorities and their partners participating in this programme, regardless of funding arrangements. The two main changes to measures are around education and universal credit and these will need to be reflected in a refresh of the Troubled Families Outcome plan in the coming weeks.

Multiplication Tables (AMc)

In June 2020, the government will introduce a new assessment, testing out Year Four pupils knowledge of multiplication tables. This is likely to be an onscreen assessment tool and is currently in the process of being trialled. The Standards and Testing Agency (STA) will be selecting sample schools across the country to take part in the trial and will be notifying schools selected during the spring term.

3.2 Halton Specific

September Guarantee (AMc)

The September Guarantee figures for 2017 dropped 0.6% compared to the 2016 figures, which at 97.6% was higher than the national average of 94.5%. National figures for 2017 are awaited.

School Improvement Conference (AMc)

As Early Years outcomes and child development are a key priority for Halton, the School Improvement team will be holding a School Improvement Conference in January 2018, with a special focus on Early Years. The event will provide a detailed analysis of Early Years data, pattern and trends across the borough and benchmarking. It will also celebrate and share good practice found within the borough.

Funding Schools (AMc)

In December 2017 the Executive Board agreed that Halton would use the National Funding Formula with transitional protection from April 2018. The grant allocation was announced in late December and the schools block for 2018/19 is £84,318,746. The High Needs budget requirement is at least £2.1 million greater than the budget received. School Forum agreed to the transfer of 0.5% from the schools block to the High Needs block, a sum of £421,594 leaving £83,897,152 for distribution to maintained primary and secondary schools and academies. This is a total increase in funding from 2017/18 of £1,177,586. Primary and Secondary schools will receive their budget allocation the week commencing 22 January 2018.

Despite the agreed transfer there is insufficient budget to support High Needs provision. Options to balance the budget were discussed at School Forum 17 January 2018. A full range of proposals will be considered at an additional School Forum meeting in February 2018. There will need to be reductions in funding from Early Years to Post-16 High Needs provision. For Primary, Secondary and Special schools and specialist provision there will be a reduction in the value of top up allocated from 2018. Further information will be provided to schools in the coming weeks.

Young People Mental Health Survey (AMc & TC)

The young people of Halton Youth Cabinet are looking to make a difference to mental health services for young people in Halton. To do this they are asking young people to tell them what they should be doing. Halton Youth Cabinet want to encourage as many young people as possible to complete their mental health support survey. The survey only takes minutes to complete and is anonymous. Any young person can take the survey at:

https://webapp.halton.gov.uk/survey_snap/mental_health.htm

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 2017-18 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 indicators across the key business areas that have been identified by the Directorate. It should be noted that given the significant and unrelenting downward financial pressures faced by the Council there is a requirement for Departments to make continuous in-year adjustments to the allocation of resources in order to ensure that the Council maintains a balanced budget. Whilst every effort continues to be made to minimise any negative impact of such arrangements upon service delivery they may inevitably result in a delay in the delivery of some of the objectives and targets contained within this report.

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

Ref	Measure	16/17 Actual	17/18 Target	Current	Direction of Travel	Quarterly Progress
PED01 01	Monitor the average length of time between a child returning home and their return interview for those missing from care/home (Commissioned Service)	72 hours	72 hours	72 hours		
PED01 02	Reduce the number of young people who repeatedly run away in Halton (SCS SH04)	156	115	126		
PED01 03	Monitor the number of young people going missing in the year	395	N/A	340		
PED01 04	Monitor the number of young people flagged as at risk of Child Sexual Exploitation (snapshot at the end of the quarter)	24	N/A	38		
PED01 05	Reduce the number of children subject of fixed term exclusions	244 instances 181 children	270	212 instances 131 children (Apr – Dec)		
PED01 06	Reduce the rate of permanent exclusions	0.046% 42 children (Apr – Dec)	0.035 %	36 children (Apr – Dec)		
PED01 07	Increase the number of children involved in early intervention (e.g. CAF) (All those who have had a CAF at any point in the year)	560	650	626		
PED01 08	Monitor the rate of referrals to Children's Social Care per 10,000 0-18 year olds	368	N/A	396		
PED01 09	Reduce the number of children and young people who enter the care system	97	70	40		

Supporting commentary:

PED01 01, 02 and 03: During the quarter there have been 282 missing notifications which come from 111 individuals. This is an increase in number from the previous quarter. There are 43 repeat individuals that are responsible for 219 instances. There have been considerably more males this year, in comparison to previous years.

PED01 04: There is an Operational Group that monitors the number of children at risk of CSE which is multi-agency. Representatives from iCART, alongside other social workers attend this meeting to monitor those children in the care of other local authorities who are considered at risk (CICOLA).

PED01 05 and 06: Data for the year to date (April – December) is suggesting that there may be a reduction in both fixed term and permanent exclusions in the recent months, however the number of exclusions in the Summer term 2017 will mean there is a challenge to reduce the fixed term exclusions from the previous year, and to meet the end of year target.

PED01 07: CAF data shows an increase in those involved in CAF during the year to date and Halton is likely to meet the end of year target.

PED01 08: There was an increase in referrals in quarter 3, and a total of 817 referrals have been received since April 2017.

PED01 09: There is an effective early intervention offer to avoid admissions to care, particularly for older children. Where needs escalate a Community Support Worker is available to offer coordinated support to the young person and their parent alongside statutory social worker intervention. The children in care population remains higher than previously seen and further work is to be undertaken to strengthen both our edge of care offer and to ensure a timely exit from care of younger children via securing permanency at as early a stage as possible. These are to be built into the key priorities for the Children in Care team.

Ref:	Milestones	Quarterly Progress
PED01a	Monitor and review the effectiveness of iCART (June 2017)	
PED01b	Establish and implement a multi-agency locality provision (March 2018)	
PED01c	Develop a system to identify, assess and support vulnerable adults (March 2018)	
PED01e	Develop performance information which ensures that early intervention is responsive to trends of those being referred to children's social care	

Supporting commentary:

PED01a: Weekly performance meetings with the principal managers, divisional managers and support from the performance team have ensured an ongoing improvement in the percentage of contacts and referrals for both Children's social care and early intervention being authorised within timescales.

PED01b & PED01e: Early Intervention managers participate in a monthly performance challenge meeting with Divisional Managers, Children's Social Care managers, and the Operational Director which monitors trends and performance.

PED01c: Successful outcome in terms of acceptance of MEAM (Making Every Adult Matter) to have continued support from them at no cost and to be involved in a research programme. Attended an initial launch event with other MEAM areas. Hosted a local partner workshop in December 2017 with input from MEAM and an expert by experience. Quarterly reports have been developed. Halton needs to explore strategic reporting and afford considerations to sustainability of the project.

Objective: Raise attainment and progress at Key Stage 2 (PED02)




Ref	Measure	16/17 Actual	17/18 Target	Current	Direction of Travel	Quarterly Progress
PED02 01	Increase the percentage of children reaching the expected standard in reading at KS2	63.4%	N/A	69%		
PED02 02	Increase the percentage of children reaching the expected standard in writing at KS2	65.9%	N/A	72%		
PED02 03	Increase the percentage of children reaching the expected standard in maths at KS2	64.9%	N/A	70%		
PED02 04	Increase the percentage of children achieving the expected standard in Reading, Writing and Maths (SCS CYP02)	46.8%	N/A	56%		
PED02 05	Increase the average key stage 1 to 2 progress score for reading	-0.32	N/A	-0.05		
PED02 06	Increase the average key stage 1 to 2 progress score for writing	-1.47	N/A	-0.48		
PED02 07	Increase the average key stage 1 to 2 progress score for maths	-0.51	N/A	-0.41		
PED02 08	Increase the percentage of Children in Care achieving expected outcomes at KS2 (SCS CYP16)	Refer below				

Supporting commentary:

Separate reporting process with commentary on progress is provided for all attainment data.

PED02 08: Analysis of individual children in care is provided in the Virtual School Annual Report. Overall outcomes for children in care at KS2 have been positive as there has been a diminishing gap between their performance and all their non-care peers across all measures.

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 2017 and identify actions, including levels of support and intervention, required to improve inspection outcomes (March 2018).	
PED02b	Develop data tracking system (March 2018).	
PED02c	Conduct the annual analysis of school performance data for all primary schools during September to December 2017 (with further reviews undertaken at key points in the performance data release cycle).	
PED02d	Analyse, evaluate and report end of Key Stage 2 achievement outcomes (December 2017).	

PED02e	Identify areas of need and support for Children in Care and Free School Meals pupils (December 2017).	
PED02f	With schools, monitor the impact of Pupil Premium and its impact on raising achievement (March 2018).	
PED02g	Ensure appropriate deployment of school improvement challenge and support for identified schools and settings, including school to school support and wider system leadership (March 2018).	

Supporting commentary:

PED02a: Revised categorisation of schools has been undertaken.

PED02b: Further capacity is required to be able to fulfil this by March 2018.

PED02c: High level performance data on schools performance has been shared with primary and secondary head teachers and the Education Strategic Partnership Board.











PED02d: Attainment outcomes have been shared with PPB in separate reporting.

PED02e: A new Children in Care and Care Leavers Strategy has now been launched and will be reviewed through the CIC Partnership Board. Raising educational outcomes for CIC and improving Care Leavers' EET outcomes are 2 key priorities.

PED02f: School improvement officers, including associated School Improvement advisors have continued to support individual schools with strategies to diminish the difference in attainment and progress of vulnerable groups. A diminishing the difference network group provides further challenge and support to those schools who participate in this network.

PED02g: School to school support is provided based on school categorisation. This is to be reviewed in the Spring term based on validated data and any changes in school circumstances.

Objective: Raise achievement in Early Years (PED03)





Ref	Measure	16/17 Actual	17/18 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 (SCS CYP)	62%	62%	61%		
PED03 02	Increase the percentage of 2 year old funded children achieving a good level of development	47%	20%	49%		
PED03 03	Increase the take up of Early Years Entitlement for 3 and 4 year olds	93%	92%	93%		
PED03 04	Monitor the percentage of Early Years settings (pre-schools, day care, out of school clubs, childminders) with overall effectiveness of Good or Outstanding	97%	90%	97%		
PED03 05	Reduce the good level of development attainment gap for disadvantaged children and their parents at EYFS	24%	19%	23%		

Supporting commentary:

Separate reporting process with commentary on progress is provided for all attainment data.








PED03 03: A major focus of the marketing and promotional activities of the Halton Families Information Service (FIS) is the increase in the take up of 3 and 4 year olds Free Entitlement places. The take up in this monitoring is encouraging as this is traditionally the quietest period. Local measure in relation to take up of Early Years Entitlement for 2 year olds has exceeded the DfE target by 125 children in the monitoring period.

PED03 04: The quality of PVI sector Early Years provision in Halton remains extremely high and exceeds both regional and national comparators.





Ref:	Milestones	Quarterly Progress
PED03a	Develop data tracking system across early years (March 2018).	
PED03b	Implement recommendations from the Early Years Review and OFSTED Early Years thematic report (March 2018).	
PED03c	Analyse the outcomes of children who have accessed funding two year old placements (January 2018).	
PED03d	Complete RAG categorisation process for all EYFS settings by October 2017, and identify actions, including levels of challenge, support and intervention required to improve quality of educational provision.	

Ref	Measure	16/17 Actual	17/18 Target	Current	Direction of Travel	Quarterly Progress
Supporting commentary: PED03a: A "Ready for Reception" tracker and "good level of development" tracker has been developed and are in use. A wider tracking process and tool are currently under development. PED03b: "One Halton" Strategy Parents guide produced a detailed action plan, with actions being implemented. PED03c: Analysis has been undertaken in relation to two year funded reaching the good level of development and achieving their individual early learning goals. PED03d: EYFS settings have been RAG rated. Support and challenge identified as a result of their categorisation and circumstances.						

Objective: Improve the offer for children and young people with SEND (PED04)

Ref	Measure	16/17 Actual	17/18 Target	Current	Direction of Travel	Quarterly Progress
PED04 01	Increase participation in the POET Survey (Parent/Guardians)	109	70	N/A		N/A
PED04 02	Increase the percentage of Education Health Care Plans completed within 20 weeks	23%	80%	68%		
PED04 03	Increase the number of schools identified as Nurture Champions	12 schools	20 schools	6 schools		
PED04 04	Increase the percentage of Statements converted to Education Health Care Plans to meet published timescales	N/A	90%	95%		
PED04 05	Increase the number of people accessing the Local Offer (proxy measure of number of page views)	37,215	40,000	22,276		

Supporting commentary:
 PED04 01: Participation in the relaunched POET Survey is being encouraged. Administration services will be contacting every parent to encourage participation.
 PED04 02 and 04: 22 children/young people are still subject to a statement of special educational needs. All of these conversions have been started and will be completed by March 2018. Performance for timescales is increasing, although unlikely to meet the end of year target. Currently delay is experiences in identifying an appropriate setting for the children and young people with more complex needs.
 PED04 03: There are 16 schools with nurture groups with additional settings who have groups run along nurture principles. Feedback from new groups has been very positive.
 PED04 05: The number of page views has decreased however still represents a good reach. Meeting the end of year target is uncertain.





Ref:	Milestones	Quarterly Progress
PED04a	Develop and refine the annual analysis of progress data for children and young people with additional SEND funding through Enhanced Provision or Education Health Care Plans (March 2018).	
PED04b	Undertake a review of all SEND provision within the borough (March 2018).	
PED04c	Improve provision in Halton for young people with challenging behaviour and social, emotional and mental health challenges (March 2018).	
PED04d	Evaluate qualitative data through Personal Outcomes Evaluation Tool (POET) of family and individual views with the SEND reform process in Halton, to increase satisfaction with their experience (March 2018).	

Supporting commentary:
 PED04a: These meetings in schools identified children and young people who may need additional support through Enhanced Provision or Education and Health Care Plan. Schools were challenged on their use of the Graduated Approach and progress data was discussed. Inclusion 0-25 division have identified schools that may benefit from additional support and those who are showing good outcomes for SEND children.
 PED04b: Funding has been identified for this action and research has been undertaken to find experienced professionals to undertake the action.
 PED04c: Capital funding of £500,000 has been granted to the borough to be paid in instalments over the next three years from DfE. This funding is to be used to help meet the needs of children and young people with an Education Health and

Care Plan. Data has been analysed and identifies the need to have more Social Emotional and Mental Health provision in the borough at key stage 1 and key stage 3/4. A public consultation is now in progress to open discussion on our evidence and rationale. This can be found on the Local Offer.

PED04d: Analysis of the POET Survey 2017 showed increased satisfaction with Halton's services and processes for both Children and young people and their families. The 2018 Survey is live on the Local Offer and letters are to be sent to every person who has been involved in the EHC Plan process in the last 12 months.

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



Ref	Measure	16/17 Actual	17/18 Target	Current	Direction of Travel	Quarterly Progress
PED05 01	Reduce the percentage of 16-17 year olds not in education, employment or training	4.4%	4.4%	4.3% (Nov)		
PED05 02	Reduce the percentage of 16-17 year olds whose activity is not known	0.8%	0.8%	1% (Nov)		
PED05 03	Increase the percentage of 19 year olds achieving a Level 2 qualification	84.3% (15/16)	84.3%	Awaited		
PED05 04	Increase the percentage of 19 year olds achieving a Level 3 qualification	54.4% (15/16)	54.4%	Awaited		
PED05 05	Monitor the percentage of young people progressing to Higher Education (SCS CYP13)	28% (15/16)	28%	Awaited		

Supporting commentary:

All targets have been revised in line with the publication of 2015/16 data (shown in the 2016/17 data column as published with a timelag) and the new DfE calculations.

PED05 01 and 02: Current performance is November 2017. Whilst the NEET performance is slightly reduced, the Not Known performance has slightly increased. It is expected that as the activity is known for these remaining young people that the NEET performance will increase. There are 9 young people from the 16-17 cohort for whom activity has yet to be identified.

PED05 03, 04, 05: Latest performance is 2015/16. Expected update in Quarter 4.

Ref:	Milestones	Quarterly Progress
PED05a	Develop the 14-19 Commissioning Statement to reflect Local Enterprise Partnership priorities (March 2018).	
PED05b	Develop a Post 16 monitoring framework to demonstrate how providers are supported and challenged in the borough (March 2018).	

Supporting commentary:

PED05a: The previous 14-19 Commissioning Statement document format has been revised to better meet the needs of the 14-19 team and Strategic Analysis and Work Priorities. The document has been ratified by Senior Leadership Team and shared with the Halton Association of Secondary Headteachers and Children and Young Peoples PPB.

PED05b: Monitoring framework has been written in draft form so it can be linked to School Improvement Strategy when revised.

7.0 Financial Summary

7.1 EDUCATION, INCLUSION AND PROVISION

Revenue Budget as at 31st December 2017

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance to Date (Overspend) £'000
Expenditure				
Employees	5,970	4,313	4,342	(29)
Premises	112	45	55	(10)
Supplies & Services	2,624	1,449	1,306	143
Transport	5	0	5	(5)
Schools Transport	926	528	745	(217)
Commissioned Services	2,677	1,638	1,638	0
Agency Related Expenditure	1,595	1,116	1,085	31
Independent School Fees	2,463	1,867	1,867	0
Inter Authority Special Needs	175	32	32	0
Pupil Premium Grant	73	82	82	0
Nursery Education Payments	5,199	3,266	3,266	0
Special Education Needs Contingency	1,250	1,172	1,172	0
Schools Contingency	416	180	180	0
Capital Finance	150	119	118	1
Total Expenditure	23,635	15,807	15,893	(86)
Income				
Fees & Charges	-301	-377	-362	(15)
Government Grants	-639	-608	-608	0
Reimbursements & Other Income	-933	-637	-700	63
Schools SLA Income	-181	-278	-283	5
Transfer to/from Reserves	-587	-487	-487	0
Dedicated Schools Grant	-14,686	-11,015	-11,015	0
Inter Authority Income	-578	-333	-23	(310)
Rent	-104	0	0	0
Total Income	-18,009	-13,735	-13,478	(257)
Net Operational Expenditure	5,626	2,072	2,415	(343)
Recharges				
Central Support Services Costs	1,770	1,253	1,253	0
HBC Support Costs Income	-79	-59	-59	0
Premises Support Costs	226	169	169	0
Transport Support Costs	209	145	145	0
Net Total Recharges	2,126	1,508	1,508	0
Net Department Expenditure	7,752	3,580	3,923	(343)

Comments on the above figures

Employees are showing as being over budget due to the COP Management division having a large over spend salary costs. This will be looked at during the budget setting process to ensure that the Budget Holder is aware of this pressure.

Supplies and services are currently projected to be under budget. This is across all divisions with the exception of the Inclusion division. These budgets have been monitored closely all year and budget holders are aware of the need to reduce spending and this is reflected in this budget.

Schools Transport is still showing quite a large over spend against budget. This has continued a trend of the past couple of years with the figures above are based on current projections. The Council has a statutory responsibility to provide Special Educational Needs pupils with transport and there has been a large demand for this service. All efforts are being made to try and identify where efficiencies in the service could be made.

Agency Related Expenditure is still showing spend being below budget for the year to date. This is needs led expenditure and could increase if schools require additional support from the Council.

Fees and Charges are not expected to achieve the budgeted target for the year primarily relating the budgeted income target for Excluded Pupils. As it is not in the Councils interest to exclude pupils we do not receive the required income back from schools once pupils leave. This is an ongoing financial pressure.

Reimbursements and Other Grant Income is showing a healthy over achievement of income. This is due to the Educational Psychology service being in demand and schools are buying additional hours back from them.

Inter Authority Income will not achieve its income target. This is because the Council has a reduced number of pupils in maintained schools that are from other authorities.

Budget Holders are making every effort to ensure spend is restricted where possible and kept to a minimum. Controllable budgets will be monitored closely throughout the remainder of the year, although current forecast shows the department could be overspent by approximately £0.5m by year-end.

Capital Projects as at 31st December 2017

Capital Expenditure	2017/18 Capital Allocation £'000	Allocation to Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
Asset Management Data	5	1	1	4
Capital Repairs	692	441	441	251
Asbestos Management	38	12	12	26
Schools Access Initiative	15	2	2	13
School Modernisation Projects	67	67	67	0
Lunts Heath	200	174	174	26
Universal Infant School Meals	2	2	2	0
Early Education for 2yr Olds	8	8	8	0
Hale Primary	3	3	3	0
Fairfield Primary School	760	760	760	0
Weston Point Primary	140	137	137	3
Kitchen Gas Safety	50	0	0	50
Small Capital Works	101	48	48	53
The Bridge School vocational centre	15	0	0	15
Total Capital Expenditure	2,096	1,655	1,655	441

Comments on the above figures.

Asset Management (CADS) works, kitchen gas safety works and small capital works 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.

Some Capital Repairs works were completed during the Easter and Summer holiday. Remaining works are planned to be completed before financial year end.

Work has been completed on Lunts Heath classroom. Final invoices are awaited.

School modernisation project works have been completed.

Hale Primary classroom extension, Early education for 2yr olds and Universal School Meals projects are complete.

Fairfield Primary construction work to the infants and junior schools and MUGA pitch are now complete. Works have commenced to enhance the grass playing field but these cannot be completed until Spring 2018.

Weston Point classroom extension works have been completed.

A feasibility study has been carried out and tender documents are currently being prepared at The Bridge School vocational centre. Work is expected to be completed by end of August 2018.

7.2 CHILDREN AND FAMILIES DEPARTMENT

Revenue Budget as at 31 December 2017

	Annual Budget	Budget To Date	Actual To Date	Variance to Date (Overspend)
	£'000	£'000	£'000	£'000
Expenditure				
Employees	8,576	6,264	6,222	42
Premises	264	155	148	7
Supplies and Services	984	641	697	(56)
Transport	6	4	77	(73)
Direct Payments/Individual Budgets	228	212	437	(225)
Commissioned Services	277	139	139	0
Out of Borough Residential Placements	4,112	2,654	4,469	(1,815)
Out of Borough Adoption	80	60	90	(30)
Out of Borough Fostering	834	370	1,539	(1,169)
In House Adoption	207	153	209	(56)
Special Guardianship	1,092	824	1,061	(237)
In House Foster Carer Payments	1,637	1,153	1,153	0
Care Leavers	188	157	143	14
Family Support	53	40	46	(6)
Emergency Duty Team	89	36	43	(7)
Contracted Services	4	2	3	(1)
Capital Finance	6	0	0	0
Early Years	97	52	178	(126)
Total Expenditure	18,734	12,916	16,654	(3,738)
Income				
Adoption Placements	-45	-23	0	(23)
Fees and Charges	-19	-19	-19	0
Sales Income	-45	-45	-46	1
Rents	-87	-43	-43	0
Dedicated Schools Grant	-47	0	0	0
Reimbursements & Other Grant Income	-497	-429	-424	(5)
Government Grants	-134	-134	-134	0
Transfer from Reserves	-93	-93	-93	0
Total Income	-967	-786	-759	(27)
Net Operational Expenditure	17,767	12,130	15,895	(3,765)
Recharges				
Premises Support	358	268	268	0
Transport Support	47	34	34	0
Central Support Service Costs	2,231	1,651	1,651	0
Net Total Recharges	2,636	1,953	1,953	0
Net Department Expenditure	20,403	14,083	17,848	(3,765)

Comments on the above figures

The net departmental expenditure is £3.77m above budget profile at the end of the third quarter of the financial year, most of which directly relates to Social Care Services.

Expenditure relating to Employee costs is £42,000 below budget profile at the end of the third quarter. This is due to some vacancies not being backfilled whilst the recruitment process takes place. Where possible, workloads have been managed internally and agency staff have only been utilised when absolutely necessary.

Supplies and Services expenditure is above expected budget to date. Managers across the department carefully monitor this expenditure, making sure that only essential goods and services are purchased. However, included within the Supplies and Services expenditure are court costs of £127,402, which are £72,000 over budget at the end of the third quarter and are expected to be approximately £100,000 overspent at the end of the financial year. One reason for the rise in costs is due to the teams making applications for amendments to the court timetable, which cost £450 per application. Any application which is going to incur additional costs must be agreed by a Divisional Manager who will need to understand why the amendment is required and look at ways this can be avoided. These costs are difficult to control as they are dependent upon the number of court cases and the outcome of these cases. This area will continue to be a budget pressure this financial year.

Transport related expenditure is also above anticipated budget at the end of the third quarter. There has been an increased demand for this service throughout the financial year. Contracts will need to be reviewed on a regular basis to make sure that they are for essential journeys only and that the best contract price possible is being obtained.

Expenditure relating to Direct Payments/Individual Budgets is over budget profile. This is due to the demand continuing to grow in this area and the number of children coming into the service with additional complex needs is increasing. Halton Clinical Commissioning Group (HCCG) is robustly carrying out Continuing Healthcare Assessments, which has resulted in the number of joint funded packages of care reducing. Where possible, packages of care need to be regularly reviewed to see if any costs can be reduced, whilst ensuring the outcomes for the individual children are still being achieved. This continues to be a pressure area throughout the financial year.

Out of Borough Residential placement costs are significantly above budget to date and will continue to be a budget pressure for the remainder of the year. The anticipated outturn forecast for 2017/18 is estimated to be an overspend position of £2,420,000. Work continues to try and reduce the numbers and costs of placements and in quarter three there was a significant reduction in the number of children coming into the service and needing a residential placement compared to previous quarters. Going forward into quarter four and beyond for the young people who are aged 16+ and moving into semi-independent accommodation a block contract will be negotiated with one provider, which will reduce costs, as placements will no longer be negotiated on an individual basis. Other placements are being reviewed and costs are being looked at in detail alongside what the expected outcomes of the placement are. A few placements have also been identified as having some elements which could potentially be part funded with Health, so this will be looked at in greater detail and discussed with the Halton Clinical Commissioning Group. The in house residential provision, Edinburgh Road will not be utilised this financial year, so £350,000 budget has been used in quarter three to offset some of the over spend on Out of Borough Residential placements. Going forward it is hoped that Edinburgh Road will become a step down facility for children in residential care to prepare them for fostering, thus reducing residential costs further. This is a snapshot of the service at this point in time and there is a risk that additional pressures from new service users will increase overspend levels during the remainder of the financial year.

Costs relating to Out of Borough Fostering placements are also significantly over budget to date and they will continue to place pressure on the budget. The anticipated outturn forecast for 2017/18 is estimated to be £1,531,000 over budget. In quarter three, as with residential placements there was a significant reduction in the number of children coming into the service needing fostering placements compared to previous quarters. Every effort is made to utilise in house foster carers but due to the lack of available foster carers in the borough that is not always possible, therefore out of borough placements need to be sought at a higher weekly cost. As the use of in house foster carers is limited and the fostering collaboration is unlikely to be up and running this financial year, £250,000 from the in house fostering budget has been used in quarter three to offset some of the over spend on Out of Borough Fostering placements.

Expenditure relating to In House Adoption is above budget to date. This mainly relates to Residence Orders and Adoption Allowances. Residence Orders are similar to Special Guardianship Order, but the carer does not

have parental responsibility. At present there are twenty six children subject to a Residence Order, at a total cost of £1,801.98 per week. There are twelve families with a total of eighteen children receiving an adoption allowance at a total cost of £1,789.76 per week. As with Special Guardianship Orders these are made by the family court and not the council, so it is difficult to estimate how many more will be agreed throughout the financial year.

Income relating to adoption placements is underachieving against budget. It is difficult to know if/when an Out of Borough Adoption placement will be agreed, so as a result it will be difficult to predict if this income will be achieved.




Special Guardianship Orders expenditure is also over budget profile and will continue to be a budget pressure this financial year. At present there are one hundred and twenty eight children subject to a Special Guardianship Order at a total cost of £28,601.95 per week. A Special Guardian has parental responsibility until a child reaches 18 years of age and as these orders are made by the family court and not the council it is difficult to estimate how many more of them will be agreed throughout the financial year.

The Early Years net divisional expenditure is £126,500 over budget at the end of the third quarter. Expenditure relating to employee costs at the two day care centres, Warrington Road Integrated Centre and Ditton Early Years Centre is £5,600 over budget profile as a result of expenditure on agency staff. Halton Borough Council's day care centres offer full cover for 0-5 year olds between 8am to 6pm. However employees are contracted to a 37 hour week, whereas in the private sector it is 40 hours allowing them to cover this 10 hour day without the need for overtime or agency staff. Income to date is below target by £122,000; Warrington Road Integrated Centre £79,500 and Ditton Early Years Centre £42,500 are the main areas of concern and this level of underachievement is expected to continue in the final quarter of 2017/18. If full occupancy levels could be achieved, this would lead to an increase in variable costs, particularly employee costs due to statutory minimum staffing ratios required and therefore this would not be enough to produce a balanced budget. Fees had not increased since 2013/14 until a review was carried out and a £1.00 per day increase was implemented at the beginning of the new academic year which started in September. However, if the fees were to increase again to a level at which the day care centres became self-sustaining, they could find it difficult to compete with places offered in the private sector and occupancy levels could fall. Therefore this option would also not be enough to provide a balanced budget. This area needs to be carefully monitored throughout the remainder of the financial year and will continue to be a pressure area for the remainder of the year and beyond

The expected outturn position for the department to 31 March 2018 is anticipated to be circa £5m net overspend against budget, based on the current levels service demand.




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

Directorate Performance Overview Report

Directorate: People Directorate (Adult Social Care / Public Health)

Reporting Period: Quarter 3 – Period 1st October – 31st December 2017

1.0 Introduction

1.1 This report provides an overview of issues and progress within the Directorate that have occurred during the third quarter 2017/18.

2.0 Key Developments

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

Adult Social Care:

We are proud to announce the commencement of two Local Area Coordinators in the New Year.

What is Local Area Coordination?

Local Area Coordination is a long-term, evidence-based approach to supporting children and adults who may be isolated, excluded or who face challenges due to age, disability or mental health condition, and their families and carers to:

- Stay strong, safe and connected as contributing citizens
- Build more welcoming, inclusive and supportive communities
- Build partnerships with local people, communities, organisations and services - nurturing and sharing the resources within our communities and ensuring that disabled people, people with mental health problems, older people families and carers are active, valued members.

How is Local Area Coordination different?

Local Area Coordination creates a single accessible point of contact in a local community, and is designed to support people to avoid a crisis.

They take a preventative approach; they take time to get to know individuals and families, their local communities and service partners. LAC displays several clear differences from other services, especially those delivered by statutory agencies.

What does Local Area Coordination focus on?

- the talents, skills and resources within our local communities
- strengthening community capacity, (and less on funding)
- the importance of planning for and having confidence in the future, personal networks and community connections
- supporting people to develop practical ways of reaching life aspirations - choice & control
- creating more welcoming, inclusive and accessible communities.

Useful reading

<http://lacnetwork.org/wp-content/uploads/2016/02/LAC-catalyst-report.pdf>

Learning Disability Nurses

- There continues to be an increase in referrals to the team, in particular referrals for eligibility screening. The complexity and support required for the individuals is also increasing.
- 2 Nurses are currently completing a mortality review for a neighbouring borough as part of the National Learning Disability Mortality Review programme (LeDeR). The capacity to conduct reviews is significantly reduced due to referrals to the team.
- The team have completed 4 out of the 5 days Family Planning Association training on delivering sexual health programmes to people with a Learning Disability.
- The team continue to work with NWBH to update the Dynamic Risk Database.
- The team have representatives attending the ALD partnership Board, transition group and health groups.
- The Nurses are working closely with the psychiatrist to support her with the STOMPLD agenda enabling safe reductions in antipsychotic/anxiolytics, where clinically indicated, over a longer period. Any medication reductions will be part of an MDT discussion to reduce the medication related behavioural and placement issues.
- Joint work is ongoing with children's services supporting parents with learning disabilities.
- A member of the team has supported a number of individuals undergoing cancer treatment. Sadly one of the individuals has passed away.
- The team are changing the way they work with individuals with Health Action Plans to align these more closely to the annual health checks and outcomes from the CIPOLD inquiry in addition to National and International Mortality Review findings

Commissioning

An open tender is underway to commission a service that combines Healthwatch and the advocacy services into one single contract. The benefits of this approach will include;

- improving access for local people through a single gateway to advocacy services
- providing a seamless service to people who may have need of different aspects of advocacy at different times
- enabling a more efficient and flexible use of resources for the successful provider
- improving the financial sustainability of these services through the combining of contract values and an economy of scale
- providing a more efficient contract

The outcome of the tender will be published in mid-January 2018, with the new service commencing in April 2018

Care Management

We have completed the first two phases of our work with Meridian to conduct a study of our Social Work provision across Assessment teams IAT, Complex Care, Widnes and Runcorn, as part of our ongoing improvement process. Meridian is an international organisation specialising in process and efficiency improvement. They have extensive experience in the health and care sector and have worked throughout Ireland and the UK in the last 20 years assisting Boards, Trusts, Hospitals, Health and Care providers in service redesign, capacity planning and improving our client service.

We have held an open workshop with staff to discuss the outcomes and progress of all the work involved to date. We outlined the aims to ensure that we establish fairness and consistency in the allocation of workload to all staff. Team managers have worked closely with Meridian to review the thresholds and procedures within the three Care Management teams; Complex Care Runcorn, Complex Care Widnes and the Initial Assessment Team. We have been particularly interested in reviewing the allocation process, and our internal Panel processes. We seek to share good practice across the teams to implement a more consistent approach to these key activities. We believe that this will provide the best outcomes for our service users through increased consistency.

We are now launching phase three of the project to work with Children's and Adults on the service redesign of "cradle to grave" Learning Disability (LD) services.

Building on the programme of training on strengths based social work practice to promote excellent social work practice, this has promoted staff, to help support and empower people to live the lives they want.' Now emphasising the use of professional engagement and judgement, as opposed to procedural approaches, with a focus on the individual, taking a holistic and co-productive approach to keeping the person at the centre of all decisions, identifying what matters to them and how best outcomes can be achieved. The training has emphasised, enabling people to find the best solutions for themselves, to support them in making independent decisions about how they live. We continue to look at developing models of good practice and an ongoing part of this work. In addition we have joined Ripfa which offers a research engine to promote evidence based practice and several training opportunities, a presentation was made to staff explaining the benefits. The Principal Social Worker continues to meet with all social workers in a "Social Work Matters" Forum on a quarterly basis, to promote good practice.

A revised Blue Badge Policy, Procedure & Practice (PPP) following comprehensive review was presented to SMT in June 2017. highlighted two key issues that have arisen during the review process with regards to:

- Enforcing correct use and tackling potential abuse of the scheme; and
- The eligibility requirements for organisational badges.

The draft Policy has been submitted to the September HPPB and agreed, it has been to Pre-Agenda and endorsement was finalised at Exec Board on October 19th 2017. Work is underway with organisations who may have previously received badges to inform them of the changes.

A Transition Team in Halton, was set up in February 2017 as a pilot. The team has 3 social workers, which originate from Children and Adult services. The role of the team is to ensure the smooth transition of young people with disabilities, from 14 years old to 25 who are leaving children's service into Adult services.

Named Social Worker Pilot

The Team has been working as part of a government scheme to pilot "Named Social Workers", since September 2017, on an approach championed by Lyn Romeo Chief Social Worker. It is One-to-one intense Social Work intervention for 15 17/18 year olds with learning disabilities, autism and mental health

conditions. Halton is one of 6 Local Authorities; chosen to be part of a £400,000 Government investment, with Halton Borough Council receiving £92,827 from the scheme, the extra investment, has been received positively by those who used the service and their families.

The first stage of the pilot has given a clear sense of the difference that a named social worker can make in transforming learning disability services.

The Ambition of the Halton Borough Council, Named Social Worker pilot, is to identify all young people in Halton, who have an Educational and Health Care Plan and will require a Transitional assessment. The overall aim is to ensure that all 17/18 year olds with Complex Physical and / Learning disabilities will have an identified named social worker, who will remain open to them, throughout their Transition journey.

We will be working with young people and their families, as well as health, Education, housing and providers to ensure that all future planning is seamless to support young people leaving children's services.

After the 6 months of the pilot, Halton Borough Council, will aim to continue with this model, with people with these Severe Learning Disabilities, will be given one primary point of contact to provide advice, work with family and carers and encourage patients to live more independently in the community. The aim is to cut down unnecessary long spells in hospitals and other NHS inpatient facilities, reducing the unnecessary hands-off between different professionals, with a positive attitude towards a person-centred culture and asset based approach, which is underpinning our practice across the system, rather than being a paperwork process.

We are developing, an understanding of the resources that are required for our community, encouraging a long term commitment from all agencies, with a potential to 'invest to save'.

Health Minister Jackie Doyle-Price said: "This is a fantastic scheme in Halton that will give people personalised community care and more support to live independently. It is an important step forward as we aim to transform learning disability services for people both in Bradford and across the country."

The pilot is part of the Department's response to the 2015 'No voice unheard, no right ignored' consultation, which sought views on strengthening the rights of people with learning disabilities, autism and mental health conditions to enable them to live more independently.

The Department has also funded the Innovation Unit – a social enterprise – and the Social Care Institute of Excellence to support the local areas, co-ordinate the pilot and to evaluate the scheme. The second phase of the pilot will now be rolled out across Bradford, Halton and Shropshire.

Review of the North West Boroughs Acute Care Pathway and Later Life and Memory Services

This review took place twelve months ago, and implementation of the review recommendations is now nearly complete. Locally:

- A new management structure within the North West Boroughs has been developed which relates more directly to the strategic and operational mental health processes in the area. North West Boroughs managers are involved directly in planning and development groups, and social services managers are linked closely to the new arrangements
- The delivery of community services by North West Boroughs is being redesigned to focus more specifically on Halton, and within that to meet the needs of both Widnes and Runcorn (and the related smaller communities). As examples, the Assessment Service was previously shared with Warrington but now solely focuses on Halton, and the Recovery Team, which used to cover the whole Borough, is being split across Widnes and Runcorn

- New care pathways have been developed across primary and secondary care, which intervene with people at a much earlier stage in their mental health condition (which is known through research to have more positive outcomes), thereby reducing the likelihood of referral on to more specialist services provided by the North West Boroughs. For those already known to the secondary care services, the pathways make it easier for people to be discharged back into the care of local community support services

Developing the use of the Mental Health Resource Centre in Vine Street, Widnes

This resource was originally developed to provide an integrated hub for a range of mental health services in Halton, but for some years it was underused and not fulfilling this aim. Following the provision of capital allocations from the Borough Council, NHS Halton Clinical Commissioning Group and the North West Boroughs, work has been taking place to achieve the original objectives when the building was first developed. Downstairs, the building has been redesigned to allow the North West Boroughs Assessment and Home Treatment team to be based there, with a small but important crisis resource which will help to divert people from needing admission to hospital when in mental health crisis. Upstairs remains occupied by the council's successful Mental Health Outreach Team and the Community Bridge Building Team, but again the area has been redesigned to develop a flexible working area. As a result, social workers from the Recovery Team are now based within this resource. This interplay of NHS mental health services, council community mental health support services and council social work services will allow for much greater communication between the services, and for quick and simple referral pathways and support services to be put in place for individuals with mental health problems.

Redesign of Mental Health Social Work Service and Mental Health Outreach Team

As previously reported, an internal review of the mental health social work service led to a decision to change the way social workers in the mental health system deliver their service. As from 1st October 2017, they are no longer acting as formal care coordinators of people with mental health needs, and are only using the council's electronic system to record their activities, rather than entering some activity on the council's system and others on the NHS records. Social workers still work fully alongside their NHS colleagues, and clear and detailed pathways for assessment, referral, risk management and care management (including assessment of the needs of carers) have been developed. A clear statement of social work roles and tasks has been developed. The transition into this approach took place with the full involvement of NHS colleagues and has been delivered effectively, with no disruption to the people who use services. This is allowing social workers to concentrate on their core social work tasks within the context of a complex mental health structure.

A similar internal review of the work of the Mental Health Outreach Team has taken place. This has resulted in a change in focus of the team's work, with a new emphasis on time-limited, outcome-focused work with people with the full range of mental health needs, from high risk and complex needs to people who only have the support of primary care services. The expectation is that the interventions will be developed with the person themselves, to meet their needs and aspirations, to reduce reliance on higher level services and promote much greater engagement with their communities. The transition has again been smooth, with no negative impact on people who use services, and referral rates remain high.

Millbrow

Last year Four Seasons Healthcare approached the Council to advise of the imminent closure and de registration of Millbrow Care Home. Various plans were explored as to how the home could be supported not only to improve the care quality within the home but to stop the closure. Millbrow Care Home transferred to the ownership of the Council in December. The home is being supported by professionals drawn from both the CCG and the Council to ensure that residents are safe and cared for and standards raised.

Domiciliary Care

The contract for the provision of domiciliary care was awarded to Premier Care Ltd with full implementation completed in November. 3 other existing domiciliary care providers indicated their desire to continue working in the borough and have commenced negotiations facilitated by the council to explore sub-contracting arrangements. The existing contracts of these providers were extended to allow these negotiations to progress and are due to be completed in Quarter 4.

Public Health:

We have developed a whole system comprehensive plan for flu vaccinations in 2017/18. This includes the vaccination of all elderly patients being discharged from Halton Hospital. Results are encouraging so far but the flu season has not yet ended and we have a very virulent strain this year. We are therefore continuing to promote flu vaccinations for all eligible patients.

The new 0-19 Healthy Child Programme will commence in March 2018. This programme has been awarded to Bridgewater Community Trust and will play a key role as part of the children's Early Help Strategy.

3.0 Emerging Issues

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

Adult Social Care:**Autism Strategy**

This work stream involves focused work to develop an all age autism strategy. There has been a working group meeting to develop and coordinate this work and this has resulted in a range of consultation events. An initial survey was sent to adults with autism, schools, parents and a range of groups with contact with children and parents. Following this children's services have undertaken a range of consultation events including coffee mornings and face to face meetings with providers. Similarly Adult services have undertaken an experience based co-design consultation events with adults with a diagnosis of autism as well as consultation event with providers facilitated by Helen Sanderson associates. The Strategy and development plan are currently being written and are on track to be ready for a submission to SMT by the end of January, a further submission to HPPB mid-February and final sign off at Executive Board by the end of March.

Halton Women's Centre

This has been a highly-regarded local service for some years, and has been seen as the only one of its kind in the North West of England, providing low-level mental health support to vulnerable women, and opportunities for personal development, education and training. Following the closure of the charity that had been commissioned to run the service, its management was drawn into the borough council, with direct support provided by the Mental Health Outreach Team. A detailed review of its role and function is currently being undertaken.

Public Health:

There continues to be breaches concerning treatment of patients by Consultants within 62 days. The CCG is working with the hospitals to understand why this is happening. Patients are offered appointments but some do not attend.

4.0 Risk Control Measures

Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements. During the development of the 2017/18 Business Plan, the service was required to undertake a risk assessment of all key service objectives with high risks included in the Directorate Risk Register.

As a result, monitoring of all relevant 'high' risks will be undertaken and progress was reported against the application of the risk treatment measures in Quarters 2.

Progress against high priority equality actions


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







6.0 Performance Overview

The following information provides a synopsis of progress for both milestones and performance indicators across the key business areas that have been identified by the Directorate. It should be noted that given the significant and unrelenting downward financial pressures faced by the Council there is a requirement for Departments to make continuous in-year adjustments to the allocation of resources in order to ensure that the Council maintains a balanced budget. Whilst every effort continues to be made to minimise any negative impact of such arrangements upon service delivery they may inevitably result in a delay in the delivery of some of the objectives and targets contained within this report. The way in which the Red, Amber and Green, (RAG), symbols have been used to reflect progress to date is explained at the end of this report.

Commissioning and Complex Care Services

Key Objectives / milestones

Ref	Milestones	Q3 Progress
1A	Monitor the effectiveness of the Better Care Fund pooled budget ensuring that budget comes out on target	

1B	Integrate social services with community health services	
1C	Continue to monitor effectiveness of changes arising from review of services and support to children and adults with Autistic Spectrum Disorder.	
1D	Continue to implement the Local Dementia Strategy, to ensure effective services are in place.	
1E	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.	
1F	The Homelessness strategy be kept under annual review to determine if any changes or updates are required.	
3A	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.	

Supporting Commentary

1a - A financial recovery plan is in place to ensure the budget comes out on target

1b - Multi-disciplinary Team work is ongoing across primary care, community health care and social care

1c - A new All-Age Autism strategy is being developed with key stakeholders and people with autism and their carers. An Experienced-Based Co-Design event took place on 5th December, along with a number of different events with Children, young people and their parents/carers which will all be used to develop the delivery plan.

1d - The local dementia delivery plan has been agreed and places focus for the next 12 months GP care plan reviews, support for carers, raising standards in care homes through education and advanced care plans for people with dementia in the community. Work is underway during quarter 3 to extend The Dementia Post Diagnosis Community Pathway Prime Provider contract from April 2018, for the +1 year option.















1e - Following the review of the North West Boroughs services in 2016/ 17, the Trust has put in place a new local management structure which is engaging more fully with Halton's strategic and operational processes. Council managers are linked closely with these new arrangements and meet regularly to consider operational and strategic issues. The Trust's community services are now focusing more specifically on the needs of the local communities, and council services have been redesigned to fit with this new structure. New care pathways are in place to support people at an earlier stage of their mental health condition, and to help those who are involved with North West Boroughs services to re-engage with their local communities more easily.















1f - The annual homelessness strategy review is underway and a further consultation event is scheduled for February 2018. The action plan is presently being reviewed and will be updated to reflect key priorities.

The homelessness strategy is due to be fully reviewed 2017/2018 and consultation events with partners are ongoing. A five year strategy document report will be completed and passed to senior management for approval early 2018. The strategy will include a five year action plan, which will determine the LA priorities and key objectives, to ensure it reflects economical and legislative changes.

3a - The work on developing the One Halton placed based commissioning and service delivery is ongoing.

Key Performance Indicators

Older People:						
ASC 01	Permanent Admissions to residential and nursing care homes per 100,000 population 65+ <i>Better Care Fund performance metric</i>	515.3	635	461.9		
ASC 02	Delayed transfers of care (delayed days) from hospital per 100,000 population. <i>Better Care Fund performance metric</i>	519	TBC	629		
ASC 03	Total non-elective admissions in to hospital (general & acute), all age, per 100,000 population. <i>Better Care Fund performance metric</i>	3381	13,289	3404		
ASC 04	Hospital re-admissions (within 28 days) where original admission was due to a fall (aged 65+) (directly standardised rate per 100,000 population aged 65+) <i>Better Care Fund performance metric</i>	N/A	N/A	23.1% (Oct 17)		
ASC 05	Proportion of Older People (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services (ASCOF 2B) <i>Better Care Fund performance metric</i>	62.12%	65%	N/A	N/A	N/A
Adults with Learning and/or Physical Disabilities:						
ASC 06	Percentage of items of equipment and adaptations delivered within 7 working days	93%	96%	93%		
ASC 07	Proportion of people in receipt of SDS (ASCOF 1C – people in receipt of long term support – include brief definition) (Part 1)	74%	78%	75%		N/A
ASC 08	Proportion of people in receipt of SDS (ASCOF 1C – people in receipt of long term support – include brief definition) (Part 2) DP	44%	44%	29%		N/A
ASC 09	Proportion of adults with learning disabilities who live in their own home or with their family (ASCOF 1G)	86.90%	87%	88.15%		

ASC 10	Proportion of adults with learning disabilities who are in Employment (ASC OF 1E)	6.9%	7%	4.98%		
ASC 11	Out of Borough Placements – number of out of borough residential placements	32	30	NYA	NYA	NYA
People with a Mental Health Condition:						
ASC 12	Percentage of adults accessing Mental Health Services, who are in employment.	N/A	N/A	0.49%	N/A	N/A
ASC 13 (A)	Percentage of adults with a reported health condition of Dementia who are receipt of services.	52.86%	TBC	11.23%	N/A	N/A
ASC 13 (B)	Percentage of Carers who receive services, whose cared for person has a reported health condition of Dementia.	11.57%	TBC	14.50%	N/A	N/A
Homelessness:						
ASC 14	Homeless presentations made to the Local Authority for assistance In accordance with Homelessness Act 2002.	NA	500	88		
ASC 15	Homeless Households dealt with under homelessness provisions of Housing Act 1996 and LA accepted statutory duty	NA	100	4		
ASC 16	Number of households living in Temporary Accommodation	1	17	2		
ASC 17	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)	6.62	6.00%	0.94%		
Safeguarding:						
ASC 18	Percentage of VAA Assessments completed within 28 days	83.5%	88%	76.41%		
ASC 19	Percentage of existing HBC Adult Social Care staff that have received Adult Safeguarding Training, including e-learning, in the last 3-years (denominator front line staff only).	48%	56%	43%		
ASC 20 (A)	DoLS – Urgent applications received, completed within 7 days.	73%	80%	N/A	N/A	N/A
ASC 20 (B)	DoLS – Standard applications received completed within 21 days.	77%	80%	N/A	N/A	N/A
ASC 21	The Proportion of People who use services who say that those services have made them	81.30%	82%	N/A	N/A	N/A

	feel safe and secure – Adult Social Care Survey (ASCOF 4B)					
Carers:						
ASC 22	Proportion of Carers in receipt of Self Directed Support.	99.4	TBC	99.33%	N/A	N/A
ASC 23	<i>Carer reported Quality of Life (ASCOF 1D, (this figure is based on combined responses of several questions to give an average value. A higher value shows good performance)</i>	8.10%	9	N/A	N/A	N/A
ASC 24	<i>Overall satisfaction of carers with social services (ASCOF 3B)</i>	48.90%	50	N/A	N/A	N/A
ASC 25	The proportion of carers who report that they have been included or consulted in discussions about the person they care for (ASCOF 3C)	78.80%	80	N/A	N/A	N/A
ASC 26	Do care and support services help to have a better quality of life? (ASC survey Q 2b) Better Care Fund performance metric	93.30%	93%	N/A	N/A	N/A

Supporting Commentary

Older People:

ASC 01 As at the end of quarter 3 we have placed 103 clients into permanent residential / nursing care. For the same period in 2016/17 we had placed 54 clients.

ASC 02 There has been a significant deterioration in performance since August. Although full Q3 data is not yet available the position to November is a 3 month average of 622 delayed days (rate of 629 per 100,000) problems exist around capacity for care at home, patient/family choice in not accepting transitional beds and Trusts enforcing the home of choice policy. Local information shows that the elevated rates of DTOC continued into December although the numbers of patients delayed in early January appears to be much lower.

ASC 03 The target for the full year is 13,289 per 100,000. The CCG has individual monthly targets. Non-Elective activity is 3% over plan and 0.5% above last year's position, the CCG has seen a large reduction at Warrington (-4%) however this has been more than offset by the increase seen at St Helens, where the number of non-elective admissions has increased by 6%. The CCG has also seen an increase in the A&E conversion to admission rate from 40% to 50% in the last 12 months at Whiston and the percentage of those patients with the lowest recorded acuity who are admitted to a bed is recorded as 26% in Whiston compared to 1% at Warrington. These anomalies are being raised with the trust to provide satisfactory explanations.

ASC 04 Although this metric is no longer collected, a similar metric records the percentage of admissions which were a readmission within 30 days. For Halton this figure was 23%, this is exceptionally high, the usual figure is around 14% which is in line with other neighbouring CCG's. It is likely this may be a data quality error, however there was an increase in non-elective activity in October but it is unknown why this would only impact Halton residents.

ASC 05 Annual collection only to be reported in Q4.

Adults with Learning and/or Physical Disabilities:

- ASC 06 Performance very slightly less compared to the same period last year (94%). Target should still be achieved.
- ASC 07 There is no comparable data for the same period in 2016/17.
- ASC 08 There is no comparable data for the same period in 2016/17.
- ASC 09 Target achieved.
- ASC 10 Performance very slightly less compared to same quarter last year (5%).
- ASC 11 Data is not yet available for Q3

People with a Mental Health Condition:

- ASC 12 This is a new indicator for 2017/18, therefore no comparable data
- ASC 13 This is a new indicator for 2017/18, therefore no comparable data (A)
- ASC 13 This is a new indicator for 2017/18, therefore no comparable data (B)

Homelessness:

- ASC 14 In accordance with the Homelessness legislation, all Local Housing Authorities have a statutory duty to administer and address homelessness within the Borough. It must offer advice and assistance and give due consideration to all applications for housing assistance.

The Local Authority must have a reason to believe that an applicant may be homeless or threatened with homelessness, and make the necessary enquiries in accordance with the Homelessness Act 2002, to determine whether a duty is owed under Part 7 of the Housing Act 1996

The statutory homelessness figures identified for quarter three are low, however, this is consistent with the increased level of prevention activity administered by the Housing Solutions Team. The team fully utilise all prevention initiatives and financial resources available to reduce homelessness.

- ASC 15 Part 7 of the Housing Act 1996 sets out the powers and statutory duties that all housing authorities are fully compliant. The LA must ensure that vulnerable clients who present as homelessness are offered advice and assistance.

The Local Authority has a statutory duty to provide both temporary and secure accommodation to clients accepted as statutory homeless. The figures are generally low, which is due to the high level of officer activity and initiatives to prevent homelessness.

- ASC 16 National and Local trends indicate a gradual increase in homelessness, which will impact upon future service provision, including temporary accommodation placements.

The introduction of the Homelessness Reduction Act 2016 will have a big impact upon homelessness services, which will result in a vast increase in the use of the temporary accommodation.

- ASC 17 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 that are offered to vulnerable clients threatened with homelessness. The team strive to improve service provision across the district. Due to the early intervention and proactive approach, the officers have continued to successfully resolve and reduce homelessness.

Safeguarding:

ASC 18 Performance down compared to the same period last year. However, an exception report detailing assessments open longer than 28 days is sent to the teams monthly for them to action.

ASC 19 This figure is down on last year's figures. However, the increase in employee numbers as a result of the transfer of additional staff from Millbrow and Madeline McKenna will affect and decrease the percentage.

ASC 20 Data not available due to reporting issues which are being investigated.
(A)

ASC 20 Data not available due to reporting issues which are being investigated.
(B)

ASC 21 Annual collection only to be reported in Q4.

Carers:

ASC 22 New indicator for 2017/18 therefore no comparable data.

ASC 23 Annual collection only to be reported in Q4.





ASC 24 Annual collection only to be reported in Q4.








ASC 25 Annual collection only to be reported in Q4.

ASC 26 Annual collection only to be reported in Q4.

Public Health

Key Objectives / milestones

Ref	Milestones	Q3 Progress
PH 01a	Increase the uptake of smoking cessation services and successful quits among routine and manual workers and pregnant women	
PH 01b	Work with partners to increase uptake of the NHS cancer screening programmes (cervical, breast and bowel)	
PH 01c	Ensure Referral to treatment targets are achieved and minimise all avoidable breaches. AND/ OR Increase awareness among the local population on the early signs and symptoms of cancer.	
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.	
PH 02b	Maintain the Family Nurse Partnership programme.	
PH 02c	Facilitate the implementation of the infant feeding strategy action plan	
PH 03a	Expansion of the Postural Stability Exercise Programme.	
PH 03b	Review and evaluate the performance of the integrated falls pathway.	
PH 04a	Work in partnership to reducing the number of young people (under 18) being admitted to hospital due to alcohol	
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	
PH 04c	Ensure those identified as having an alcohol misuse problem can access effective alcohol treatment services and recovery support	
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.	

PH 01a Throughput of clients accessing smoking cessation services in Halton has remained the same during Q3 2017 (July-September) as compared to the same period in 2016. This goes against the national trend where most Stop Smoking Services are experiencing reductions in throughput.

Halton CCG has received £75,000 of funding from NHS England for use in this financial year (2017/18) to reduce maternal smoking rates. An action plan with focussed outcomes has been developed outlining joint proposals for the use of this funding for evidence based effective interventions to reduce maternal smoking. Home visits are offered to allow pregnant women referred into the service.

PH 01b Halton are continuing to identify areas and opportunities to maximise uptake fo screening. We are working in collaboration with the Cheshire and Merseyside Cancer Prevention Group to look at opportunities at scale for improving screening uptake and will be developing local actions to reflect this.

PH 01c Halton is working with the Cheshire and Merseyside Prevention Group to explore opportunities for identifying and developing a early detection awareness campaign to try and maximise impact on local more resistant populations.
The Halton 62 day performance has been poor in the last quarter nad CCG are working across pathways to understand the reason for patient breeches. The 2 week wait performance has improved with targets being achieved through the quarter.

PH 02a The 0-19 (25 with special educational needs) programme has been recommissioned and been awarded to Bridgewater community health care trust. The specification includes health visiting, Family Nurse partnership, School Nursing, NCMP, Vision and hearing screening, and immunisations. The new contract for the integrated service will start in April 2018.

The Health Visiting Service is delivering all the components of the national Healthy Child Programme, including assessing mothers' emotional health at 6-8 weeks and completing an integrated developmental check at 2-21/2. 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.

PH 02b Family Nurse Partnership was recommissioned as part of the integrated service. It continues to be fully operational with a full caseload and works intensively with first time, teenage mothers and their families. The service works with some very complex cases and is building their multidisciplinary links across a wide range of agencies, to improve outcomes for these families. The service will be an integral part of the new 0-19 Service.

PH 02c 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, and all families have access to introduction to solid food sessions.

A breastfeeding campaign is currently underway, largely through social media. The campaign is using local women's stories to help mums to understand the reality of breastfeeding, and show how they can overcome some of the challenges. This was developed following feedback that campaigns give women unrealistic expectations of the ease of breastfeeding.

PH 03a Health Improvement continues to provide the "Age Well programme" across the borough. Work continues to integrate the Age well service in with intermediate care to facilitate safer discharges back to the community for those accessing intermediate services, both residential and in the community. HIT Continue to deliver staff training to frontline professionals to raise awareness of falls prevention and the appropriate falls pathways.

PH 03b Work to progress the new falls strategy 2018-2022 continues. A multi-agency clinical working group has taken a comprehensive review of the current service against NICE guidelines and has made recommendations for service changes/development that are to be put in place as part of the strategy action plan. Work is underway to develop a comprehensive training programme which is to be rolled out to raise confidence in the use of screening tools and to increase capacity in service via staff having the skills to work more effectively with patients to improve strength, balance and gait without referring for specialist services.

PH 04a Good progress has been made in recent years 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, Amy Winehouse Foundation, Cheshire Police).
- Delivery of community based alcohol activity.
- Delivering early identification and brief advice (alcohol IBA) training and resources for staff who work with children and young people).
- Running the Halton Community Alcohol Partnership which brings together partners to reduce underage drinking and associated antisocial behaviour.

More recent data has seen this downward trend level off. Therefore local partnership work needs to continue.

PH 04b Work continues to raise awareness among the local community of safe drinking recommendations and to train staff across the health, social care, criminal justice, community and voluntary sector in alcohol identification and brief advice (alcohol IBA).





PH 04c During Q2, the service received 87 new referrals for alcohol only (62) or alcohol and non-opiate problems (25). Local data suggests that by the end of Q2 162 individuals were engaged in structured treatment where alcohol was the primary concern, and 43 were involved in post treatment recovery support. A further 67 clients were in receipt of support for non-opiate and alcohol problems.













PH 05a Halton Healthy Improvement and Public health continue to roll out a series of programmes and training activities around Mental health, with good partnership working on the delivery of action plans, raising awareness and provision of community based programmes and activities.







The Mental Health oversight group have not met for 6 months and there is a potential for the oversight and scrutiny arrangements across the breadth of the mental health remit to affect performance and coordination.

PH 05b The Suicide prevention action plan has been updated and continues to be implemented. The plan links closely with the Cheshire and Merseyside No More Suicides strategy. Champs are leading on a area collaborative approach to gain Suicide Safer Community Status. A real time surveillance intelligence flow has been set up which will enable faster identification of potential trends and clusters.

Key Performance Indicators

Ref	Measure	16/17 Actual	17/18 Target	Q3	Current Progress	Direction of travel
PH LI 01	A good level of child development (% of eligible children achieving a good level of development at the end of reception)	61.9% (2015/16)	65.0% (2016/17)	60.9% (2016/17)		
PH LI 02a	Adults achieving recommended levels of physical activity (% adults achieving 150+ minutes of physical activity)	48.5% (2015)	49.0% (2016)	58.1%	N/A	N/A
PH LI 02b	Alcohol-related admission episodes – narrow definition (Directly Standardised Rate per 100,000 population)	841.7 (2015/16)	841.7 (2016/17)	866.5 (Q1 2017/18) Provisional		

PH LI 02c	Under-18 alcohol-specific admissions (crude rate per 100,000 population)	55.5 (2013/14-2015/16)	54.1 (2014/15-2016/17)	61.3 (2015/16-2017/18) <i>Provisional</i>		
PH LI 03a	Smoking prevalence (% of adults who currently smoke)	16.6% (2016)	16.2% (2017)	Annual data only		N/A
PH LI 03b	Mortality from cardiovascular disease at ages under 75 (Directly Standardised Rate per 100,000 population) <i>Published data based on calendar year, please note year for targets</i>	92.0 (2016)	89.8 (2017)	98.8 (Oct '16 – Sep '17) <i>Provisional</i>		
PH LI 04a	Self-harm hospital admissions (Emergency admissions, all ages, directly standardised rate per 100,000 population)	341.5 (2015/16)	332.3 (2016/17)	336.7 (2016/17) <i>Provisional</i>		
PH LI 04b	Self-reported wellbeing: % of people with a low happiness score	12.7% (2015/16)	11.1% (2016/17)	Annual data only		N/A
PH LI 05	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>	177.2 (2016)	169.2 (2017)	192.1 (Oct '16 – Sep '17) <i>Provisional</i>		
PH LI 06ai	Male Life expectancy at age 65 (Average number of years a person would expect to live based on contemporary mortality rates) <i>Published data based on 3</i>	17.3 (2013-15)	17.6 (2014-16)	17.3 (2014-16)		

	<i>calendar years, please note year for targets</i>					
PH LI 06a ⁱⁱ	Female Life expectancy at age 65 (Average number of years a person would expect to live based on contemporary mortality rates) <i>Published data based on 3 calendar years, please note year for targets</i>	18.8 (2013-15)	19.1 (2014-16)	19.1 (2014-16)		
PH LI 06b	Falls and injuries in the over 65s (Directly Standardised Rate, per 100,000 population; PHOF definition)	3016. (2015/16)	3000.5 (2016/17)	3301.2 (2016/17) <i>Provisional</i>		
PH LI 06c	Flu vaccination at age 65+ (% of eligible adults aged 65+ who received the flu vaccine, GP registered population)	72.2% (2015/16)	75.0% (2016/17)	72.6% (to end 2017) <i>Provisional</i>		

Supporting Commentary

PH LI 01 - Small reduction in the proportion of children achieving a good level of development at the end of reception means we have failed to meet the target for 2016/17.

PH LI 02a - Method previously used is now archived – therefore targets and previous data have been removed. Quarter 3 position included is the newly created ‘current method’, which will be used in published data from now on.

Target has been removed; this will be revaluated for the Q1 2018/19 PPB.

PH LI 02b - The provisional 2017/18 rate suggests that the threshold hasn’t been met. The Q1 17/18 data is currently higher than the threshold. The threshold for 2016/17 was not met.

PH LI 02c - The provisional 2017/18 rate suggests that the threshold hasn’t been met. The Q2 17/18 data is currently higher than the threshold. The threshold for 2014/15-2016/17 was not met.

PH LI 03a - No new data currently available.

PH LI 03b - 35 deaths from cardiovascular disease in Q2 2017 meant a substantial increase in the rate of premature deaths for the year to June 2017 (rate of 102.2 per 100,000 population). There were fewer

deaths in Q3 2017 which resulted in a reduction in the rate from the year to Q2 to Q3.

PH LI 04a - No update available; IT issues mean we are temporarily unable to access the service to extract the data for this indicator.

PH LI 04b - No new data currently available.

PH LI 05 - Currently missing target. The 58 premature cancer deaths between July and September 2017 meant an increase in the rate of under 75 cancer mortality to the year ending September 2017.

PH LI 06ai - Male life expectancy at 65 remained at 17.3 years for 2014-16; failing to meet target.




PH LI 06aii - Female life expectancy increased to 19.1 years for 2014-16; meeting the target set.

PH LI 06b - No update available; IT issues mean we are temporarily unable to access the service to extract the data for this indicator.

PH LI 06c - As of the end of December 2017, the 75% target for flu vaccination uptake among those aged 65+ is not being met. The flu vaccination period finishes at the end of January.




APPENDIX: Explanation of Symbols

Symbols are used in the following manner:

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

Direction of Travel Indicator

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

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

Directorate Overview Report – Enterprise, Community & Resources

Reporting Period: **Quarter 3 – 01st October 2017 – 31st December 2017**

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

Local Government Finance Settlement

2.2 The Government announced the provisional local government finance settlement on 19 December 2017, the main points of which were:

- Grant settlement announcement was in line with figures included in the Councils Medium Term Financial Strategy.
- There has been an increase to the referendum limit for council tax from 2% to 3%.
- Government confirmed there were to be no changes to how New Homes Bonus grant was to be calculated.
- Halton will continue to be a member of the Liverpool City Region pilot scheme for 100% business rate retention until 2019/2020.
- Public Health grant was reduced by 2.6%, in line with forecasts.

Budget Saving Proposals

2.3 On 06 December 2017 Council approved initial budget savings for 2018/19 totalling £2.2m. Where possible budget proposals will be implemented immediately and will contribute to helping contribute towards maintaining a balanced budget for 2017/18. Further saving proposals will be presented to Council in March 2018.

School Budgets

2.4 Indicative 2018/19 budgets have been calculated and circulated to primary and secondary schools, confirmation of final budgets will be made following approval by the Education Funding Agency.

2017/18 Half Year Spend Report

2.5 The Council net spend position for the first half of the financial year was reported to Executive Board on 16 November 2017. Net expenditure was £1.9m over the profiled budget to date figure of £52.2m. Capital spending as at 30 September 2017 totalled £53.3m, which is 45% of planned capital spend for the financial year.

Spring 2017 Business Rate Reliefs

- 2.6 Progress is being made with applying various business rate reliefs announced as part of the Chancellors 2017 Spring Budget, including:
- Business Rate Pub Relief – Relief has been awarded to 11 local pubs, applications are expected from a number of other establishments.
 - Support to Small Business Relief – Pending final software testing, the Council will provide rate relief to 8 properties with a total approximate relief value of £15k.
 - Local Discretionary Relief – The Council has received grant funding of £166k to provide relief to local businesses who have seen an increase in their 2017 rateable value. To date relief of approximately £146k has been made to local businesses, with the aim to utilise the full grant by the end of the financial year.

Deputyship Service

- 2.7 The way in which the Council manages the Deputyship Service was subject to an assurance visit by the Office of the Public Guardian (OPG) in November 2017. These visits are used by the OPG as a means of supervising public authority deputies.
- 2.8 The report from the visit concluded that the finance team and social workers have very good client insight and communicate well with each other. Record keeping and accounting was found to be robust and staff have access to training and support. Overall, the OPG visitor concluded that the Council's Client Finance team were very impressive.

Duty to report on payment practices and performance

- 2.9 The Council has recently published data on its website relating to its creditor invoice payment performance as required by a new statutory reporting duty introduced by the Department for Business, Energy and Industrial Strategy. The new reporting requirement comes as part of a package of government measures to tackle late payments to small suppliers. In 2016/17 the Council paid 95.67% of its supplier invoices within 30 days.

Insurance – Personal Injury Discount Rate

- 2.10 Earlier in the year an announcement was made by the Justice Department regarding changes to the personal injury discount rate, which relates to how insurers finalise the compensation amount in large loss personal injury claims. The impact of the change is that the total compensation paid out to people seriously injured or suffering long term trauma/disability is going to increase significantly.
- 2.11 In order to avoid a significant increase in insurance premiums the Council will be increasing the level of self-insurance for employers' liability and public liability insurance claims. With effect from 1 April 2018 the Council will fund the first £775k of any such claims.

Universal Credit

- 2.12 As mentioned in previous monitoring reports Universal Credit (UC) full service was implemented in Halton on 27th July 2016. The latest statistics published by the Department for Works and Pension indicate that there are 7,492 UC claimants in Halton as at 9th November 2017.
- 2.13 In the Autumn Budget the Government announced some changes for the UC system, which are summarised below:

- Cease Waiting Days – from February 2018 the Government are removing the 7 day waiting period for new UC claimants. Subject to satisfying the conditions of entitlement, all new claimants will be eligible for UC from the first day they claim it.
- Increasing Universal Credit Advances - currently UC claimants are entitled to an advance of up to 50% of their estimated entitlement which can be repaid over a period of up to six months. From January 2018, the Government are increasing the amount a claimant can receive from 50% to 100% of their estimated entitlement. Also the amount of the advance can be repaid over a period of twelve months.
- Support with Housing Costs – from April 2018 claimants who were previously receiving Housing Benefit (HB) and are transitioning to UC will receive two weeks extra HB from the date of change to UC.
- Alternative Payment Arrangements for Landlords – from December 2017 new guidance is being issued to DWP staff to ensure that claimants in the private rented sector who have Housing Benefit payments made direct to their landlord, are offered this option when they join UC, provided the relevant criteria are met.

Human Resources, Organisational Development, Policy, Performance and Efficiency

Apprenticeship Policy

2.14 As advised last quarter, the Council's Apprenticeship Policy is operational and ten new placements have been approved for establishment in various areas of the Council. Recruitment and arrangement of linked training provision is now in progress. Apprentices will take up post during Quarter 4 2017/18.

Agency Worker Staffing Update

2.15 The revised agency worker processes were subject to an internal audit during Quarter 2 2017/18. The findings of the audit are largely positive, with some learning points highlighted that will enable further revision of process and procedure. The activity around agency worker engagement is now incorporated into the Recruitment & Resourcing team in the new HR Service Centre, which will enable it to be considered as an integral part of the resourcing formula. Spend analysis on the agency contract for the year to date shows further reductions (refer to PPPE LI02d in Appendix 2).

ICT & Administration Services

Mersey Travel Agresso Delivery

2.16 The delivery of the commercial Mersey Travel project will go-live in December 2017. This has been quite an extensive programme of works due to the nature of the customisation required by the client and the minor extension of this project has allowed for the completion of the development in line with the client specification and a period of testing being undertaken.

Halton Data Centre Development Programme

2.17 As part of the growing requirement for the centralisation of data and the delivery of cloud based working through the Halton services solution additional digital storage devices have been added distributing the data across the Halton Data Centres as part of the data centre development programme. Additional storage solutions are now under consideration allowing the distribution of SharePoint data following the planned upgrade of the solution to the latest 2016 operating system platforms for both server and application provision. The delivery of the programme will improve the user experience, delivering new functionality and security across the users of the Halton SharePoint facilities.

Uninterrupted Power Supply Replacement

- 2.18 UPS (uninterrupted power supplies) replacement within the Municipal Data Centre is now complete. The UPS systems work in conjunction with the authorities on site Generators at all data centre locations for improved business continuity services for all users of the Halton Data Centre solution.

Schools' Internet Connection

- 2.19 The rollout of the Virgin Media Internet Connectivity for schools is now complete.

Desktop and Cloud Services

- 2.20 Both the authorities Cloud Services Delivery and the Virtual Desktop Infrastructure (VDi) upgrade continues to be successfully rolled out across all users. With User feedback being positive in terms of the added flexibility offered by the solution and the simplified and faster management of issues. The programme will continue into the New Year as additional resource is allocated to the programme to move the phase 1 delivery closer to completion.

CareFirst System and Foster Carers Extranet

- 2.21 The Care Financials project- Offering up to date financial information regarding care packages stored in the CareFirst system – is now nearing completion.
- 2.22 Foster Carers Extranet- the aim of this web based solution is to allow all communications with Foster Carers to be secure and electronic and replace all paper based communication. This will be a model for future physical mail replacement solutions.

Online HR Systems

- 2.23 On line DBS/Recruitment/ Health Checks- this project for the authority's HR team is now live and will remove a considerable amount of the physical administration involved in the recruitment process. Applicants will apply for Jobs, DBS checks and complete Health Questionnaires on line removing postal delays and allowing validation of information online so reducing any rework involved in chasing missing/ incorrect information.

Other Systems and Solutions

- 2.24 The Regional Adoption Agency solution went live on the 1st September. Allowing the regions LA's the ability to place staff within a central team but linked to the originating LA. All Halton staff will be operating using the Halton Cloud Desktop VDi solution on Wigan MBC's equipment to access Carefirst and all Halton systems.
- 2.25 EPACCS – End of Life Palliative care system went live, a system that connects our Social Care teams to GP's so that patients diagnosed as end of life are notified to the HBC Social Care systems. This has involved Halton Care Staff accessing the Medical Integration Gateway over the authorities NHS N3 connection.

GCHQ Code of Connection Approval

- 2.26 The PSN code of connection was approved this month by GCHQ for another 12 months, following some considerable changes in the security requirements given the events of the last few months.

Legal and Democracy

Review of Existing Boundaries

- 2.34 The Boundary Commission gave notice in Quarter 3 of their intention to hold a review of arrangements in Halton. Initial meetings have been held between the Commission, and Members and Officers to enable the information gathering exercise begin. This process will be time consuming and resource intensive, with any changes to be implemented at the Municipal Elections in 2020.
- 2.35 There will be a stage of public consultation later in the process. A Member working group is well established and all Members will receive questionnaires in the very near future.

Adult Social Care Delivery

- 2.36 Discussions have been held by Legal Services with colleagues in Knowsley and Sefton Councils over the possible development of New Directions, an alternative model for the delivery of Adult Social Care services. The alternative model is being explored to see whether services can be delivered differently and more efficiently and a detailed report is expected to be brought to Executive Board during Quarter 4.

Policy, Planning & Transportation

Highway Development

- 2.37 Work is on-going on Major planning applications and site supervision for the Lead Local Flood Authority/Highways, and feeding into the Planning Authority's Delivery and Allocations Local Plan.
- 2.38 Surveys of Highway Assets have been completed for this year for LTP PI16 and results are awaited. Self-Assessment Questionnaire for Highways Incentive fund has been submitted to Department for Transport. Halton are a strong level 2 and working towards level 3. Work is ongoing on Halton's response to Highway Management Code of Practice, and ensuring continuous improvement on Self-Assessment for Incentive Funding, to deliver lifecycle planning and steady state maintenance.
- 2.39 Preliminary Flood Risk assessment was published by the Environment Agency (EA) in December 2017. Work is ongoing to prepare design and business case to deliver on next year's (2018/19) EA Flood Risk funding allocation at Windmill Hill, Runcorn.
- 2.40 Public Rights of Way Improvement Plan (joint Liverpool City Region document) consultation has now ended and a report will follow to the Environment and Urban Renewal Policy and Performance Board in due course.

Schemes & Maintenance

- 2.41 Confirmation has been received granting Lottery Grant Funding (LGF) 3 funding for schemes at Widnes Fiddlers Ferry Rd gyratory, and design work has commenced on the gyratory element to ensure delivery.
- 2.42 The Liverpool City Region (LCR) wide highways design guide and specification for new developments is in the process of being agreed for joint adoption by all LCR partner authorities.

Structures

- 2.43 The temporary closure of the Silver Jubilee Bridge (SJB) came into effect on 14th October 2017. Since then, the Council's contractor, Balvac, has set up their site accommodation and commenced scaffolding works for the project to paint the SJB's steel arch superstructure. Part-time closures of the SJB footbridge (necessitated by the scaffolding works) have been in place since 6th November 2017, with a shuttle bus service enabling pedestrians and cyclists to cross the river via the new bridge.
- 2.44 The team has been in discussion with officers at Knowsley MBC regarding the transfer (at nominal cost) of a footbridge to Halton. The bridge has been earmarked to a development site off Norlands Lane. It is anticipated that the bridge will become available for installation during Quarter 4.

Traffic

- 2.45 A new Contract for the Maintenance of Intelligent Transport Systems (ITS), which includes traffic signals, variable message signs (VMS), etc. will be commencing on 1st April 2018 and is for an initial period of 6 years with options to extend with four 1 year extensions. Halton was the lead procurement authority for the tender, which covers all the Liverpool City Region authorities.

Planning and Development

- 2.61 Preparation is underway to commence public consultation on the draft Local Plan (the Delivery and Allocations Local Plan) from 4th January to 15 February 2018. Press adverts will be placed and copies of the document will be available on the website and in libraries and Halton Direct Link facilities.
- 2.62 The council has been successful in its legal action over the Gypsy site at Ponderosa in Daresbury and residential use of the site has now ceased.
- 2.63 Planning fees will be increased nationally on the 17 January 2018 by 20%. Given that obtaining planning permission is a legal requirement it is not anticipated that this increase will have any impact upon the number of applications that are received by the Authority.

Community and Environment

Community Centres

- 2.65 Through the improved control of costs and the effective marketing of Community Centres the recent upward trend of income generation continues and across the service the operation of all centres is anticipated to fall within budget allocation and that year on year attendance will continue to increase.
- 2.67 There have been a number of developments in recent months across the centres which, for example include:-

The trialled introduction of Chromebooks as opposed to traditional PC's at Castlefields offering greater flexibility to users with the potential accommodate up to 10 users at any one time. Additionally the centre now host 10 sessions per week of adult exercise classes which having proven very popular are expected to increase in 2018. Following work with local groups and schools the Girl Guides are now based at the Centre and delivering sessions on a Monday evening.

Both Grangeway and Ditton centres have seen investment with the improvement of facilities and utilisation of previously underused space with both centres now offering agile working

accommodation for Council staff, the provision of new space for hire and a two year lease agreement being agreed for space at Grangeway drawing in additional revenue.

In addition further venue generation will result from the leasing of Café space at Grangeway whilst at Murdishaw final negotiations are underway with a provider to utilise space as a classroom and this is anticipated to commence following the February half-term.

The Community Centres website <http://haltoncommunitycentres.co.uk/> and Facebook page <https://www.facebook.com/haltoncommunitycentres/> are now live and work is continuing on building the existing content of the website; opening hours and images of bookable spaces are scheduled to be included early in 2018 and have received social media training.

Events

2.74 The Brindley Theatre saw its most successful month in December since trading began in 2004 and the Panto in the Park event at Victoria Park in the same month was extremely well attended and resulted in very positive feedback from those experiencing the show.

Design and Development

2.76 The Peel House Cemetery enabling works first phase (earthworks) was completed in December 2017 and work will begin on the drainage in Quarter 4. In addition the Prescott Road car park, boundary and changing room area improvement works commenced in November 2017 and Runcorn Town Hall Boston Avenue boundary improvements were completed in December 2017.

2.77 The Thomas Mottershead Statue was completed by the artist/foundry, delivered and installed at Victoria Park at the end of October 2017 and an unveiling ceremony will take place during quarter 4.

Registration Service

2.81 In October 2017 the Registration Service held its first Wedding Opening Day that specifically showcased the rooms and facilities at Runcorn Town Hall. The service also gained an 'Excellent Achievement' against regional and national performance statistics for both timeliness of registrations and appointment availability and three Registrars gained the City Guilds Registrar Generals Qualification.

Leisure Centre / Sports Development

2.89 Fitness and Swimming memberships are still thriving despite the many challenges the service is facing and following a number of promotional events being undertaken during the period a total of 250 memberships were sold during Quarter 3.

2.79 During the period a number of actions were taken in response to feedback from Member groups at Kingsway and Brookvale which for example included:-

- Improvements to the gym music system at Kingsway and additional morning classes scheduled as well as evening aqua and Zumba classes and Studio equipment being deep cleaned / maintained;
- Further classes being introduced at Brookvale with a new full time instructor being recruited to support customers with gym activity.

- 2.84 There have also been a number of activities taking place across the centres during the Quarter 3 period which have included for example:
- New football camp, Sunday's on Astro turf – Elite training academy. Attracting elite from local clubs and preparing them for the next level and operated by professional and semi-professional football players.
 - New Walking Football session started in November due to the success of the current session and a Multi-Activity session scheduled to start in January.
 - 2 External National Pool Lifeguard Qualification courses delivered which has provided another 24 Lifeguards within the local area.
- 2.86 61 new participants have completed a registration form for the *Active Halton Community Programmes Project* of which 75% were females and 25% males with the most dominant age groups being 51-70, followed by 71-80, and the most popular venue for new participation being the Frank Myler Pavilion.
- 2.87 A Mischief Night at Castlefields Community Centre saw 14 children attending, 12 boys and 2 girls, who engaged in various activities including archery and the Year 5 & 6 tournament held at the Grange school on 23 November saw 9 schools taking part with a total of 12 teams.
- 2.88 Also as part of the FA's Girls and Women Football week a session was held in November. Kingsway provided the sports hall with Widnes Youth and Development FC providing the coach and Liverpool Ladies gave free tickets for their home match on the 11th November. 11 Girls attended, 5 were new to the club and interested in playing regular football.

Stadium, Catering and School Meals Service

- 2.88 Both the Legends bar and Marquee continue to do well and the Marquee, which is now over 10 years old, and will be refurbished and as one of the largest indoor function rooms in the North West, over 15 major events are planned for 2018 which will generate a combined revenue of over £150K.
- 2.89 The Wedding and Partnership Fayre October 2017 was a great success, there was over a 53 couples plus family members who attended the Wedding Fayre and registered their details with our reception, overall on the day the event was well attended. In addition to income generated by the Fayre itself eight bookings were taken for the Stadium from the last event.
- 2.90 The I-pitch bookings have continued throughout the spring and early summer, we now have all the regular teams back on the pitch for block bookings until April 2018 and due to the success of the i-pitch, plans are now being prepared for the tendering process for the replacement of the carpet.
- 2.91 Table Tennis
Table Tennis England North West Conference held at Lancashire County Cricket Club Old Trafford on Saturday 20th January 2018, Karen Tonge MBE presented the awards in her capacity as North West Chairman. The awards were judged by an independent panel from the region. The Young Volunteer of the Year award at the conference went to Robyn Cosgrove of Halton Table Tennis Club.
- Niamh Scarborough a pupil from Wade Deacon High School and a member of Halton Table Tennis has been selected to represent England in her age group 9 – 13 years, Niamh is currently ranked number 5 in her age group.
- Table Tennis continues to be very popular with children and their families and is very well attended on a Tuesday and a Thursday evening.

2.92 The School Meals Service was again inspected by Hospitality Assured during the autumn, this was a full detailed inspection lasting 3 days, all aspects of the service were measured against stringent targets and again for the 9th year running the service has increased its overall score. Halton is one of only a handful of Authorities to hold this accreditation.

Economy, Enterprise & Property

Investment & Development Services

2.98 Occupancy at Sci-Tech Daresbury has increased to 75% and Vanguard House is now 100% occupied. Techspace One continues to perform well and there is strong interest from a number of companies which could result in a significant occupancy increase.

Castlefields

2.99 Lakeside Phase 2 is now substantially complete with the final property sale in December. There are outstanding highways issues to be resolved and final payments according to the Development Agreement due from Keepmoat. Keepmoat Homes received planning permission for 43 new homes at Lakeside Phase 3 in October 2017. The land value has been provisionally agreed with HBC and an Executive Board Report will be put forward in Q4.

2.100 The latest developments at the 3MG site include the Alstom Transport Technology Centre and Training Academy being completed in October 2017 and Stobart commencing construction of the new office headquarters for Rail and Energy at Viking Park.

External Funding

2.100 In Quarter 3 2017-18 23 new External Funding enquiries about funding support received, with assistance being provided in securing 8 grants totalling £852,799, and support being provided for around 18 bids with a value of £8.9 million. 12 bids worth £19.8 million are presently being monitored.

Investment Enquiries

2.101 The Business Improvement and Growth (BIG) Team managed 56 commercial property/inward investment enquiries in Quarter 3 with cumulative inward investment enquiries total (Quarter 1 – 4) is, therefore, 166 (64.4%) against a target of 250. 2 inward investment enquiries were ‘converted’ (inward investment enquiries ‘converted’ into actual investment projects) in Quarter 3. The cumulative conversions total (Quarter 1 + Quarter 3) is, therefore, 4% against a target of 10%.

Liverpool City Region Business Growth Programme

2.102 To date the Halton Business Growth Programme has engaged with 191 businesses. There are currently 113 Halton Businesses participating in the programme. The Halton Business Growth Programme has until December 2018 to meet a Company Assists target of 123 and a Jobs Created target of 108. To date 89 businesses have been assisted and 25 jobs created.

Employment, Learning & Skills

2.104 Halton People into Jobs (HPiJ) successfully secured a subcontract with Ingeus for the delivery of the new Department for Work & Pensions (DWP) Work & Health Programme. The programme went live in Quarter 3 and will potentially run for 7 years.

- 2.108 The Combined Authority launched its 2018/19 Annual Skills Investment Statement in December 2017; the statement considers the key labour market evidence and wider strategic context for the Liverpool City Region (LCR) impacting on the development and delivery of skills needed for sustainable and inclusive economic growth.
- 2.109 The Department for Education published its new Careers Strategy in December 2017. The Employment, Learning and Skills provision (ELS), including the wider City Region Apprenticeship Hub, will need to take account of the recommendations in the strategy. The ELS Division already holds the Matrix Standard and will be bidding to be a subcontractor for the next round of National Careers Service funding.
- 2.110 The LCR Apprenticeship Hub (managed currently through HBC) sponsored a range of activities in Q3, including a large NHS Skills Show, which saw hundreds of school pupils involved in 'have a go' activities relating to the health care sector. Additionally, the Open Door Theatre Company visited a number of schools, including in Halton, to perform a short play about apprenticeships and their benefits.

Property Services

- 2.112 The new Runcorn Linnets clubhouse was completed and handed over in November 2017 which allowed for the Aldi development to commence on site.
- 2.117 Works at Kingsway Learning Centre are nearing completion, the Library Service has now moved in its entirety to the ground floor and the new office space at 1st floor level will be completed in due course ready for staff to move in prior to 31st March 2018. The new offices being created at first floor level will accommodate 26 workstations in total, which will allow us to start vacating Kingsway House once complete. In addition to the office spaces 30 agile workstations are being created for general use by Council staff.
- 2.118 Further works associated with accommodation moves are anticipated to start within Select Stadium in due course which will see a significant amount of office space created. This will further help with the delivery of the Council's cost reduction accommodation strategy.
- 2.122 The main work to refurbish the ground floor of the Vince Street Centre to accommodate mental health services was completed in December. North West Boroughs Healthcare has some minor fit out works to complete and it's anticipated they will be taking occupation in January 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

Fair Funding Review

- 3.2 The Government have issued a consultation titled "Fair Funding Review: A Review of Relative Needs and Resources". The purpose of this review will be to enable the Government to reconsider how the relative needs and resources of local authorities should be assessed and how they will continue to have greater control over the money that they raise.

- 3.3 The current methodology covering needs and resources was introduced over 10 years ago and has not been updated since 2013/14. The review will be a key factor in determining future Council finances and the Council will contribute to the review through the Liverpool City Region and Sigoma.

Changes to income collection arrangements

- 3.5 A ban on credit and debit card surcharges came into effect on 13 January 2018 as a result of the Payment Services Directive (PSD2) from the European Union. Arrangements have been made on all the Council's income collection systems to remove the surcharge previously imposed on credit card payments.
- 3.6 Following on from this development a decision has been taken to remove the cheque payment facility within in the kiosks located in the Halton Direct Links as the volume of cheque payments received is extremely low and customers now have the facility to make payment by credit or debit card at no extra cost. There has to date been no adverse reaction to this change and the Council does still accept postal payment by cheque where this is the only method available to an individual.

Human Resources, Organisational Development, Policy, Performance and Efficiency

HR Regulatory Legislation

- 3.7 As previously reported, the Policy and HR functions still await final regulations and implementation in respect of the Public Sector Exit Payment Cap and Public Sector Exit Payment Recovery regulations. It was anticipated that these legislative items may have been clarified by autumn, however it now appears unlikely that they will emerge before 2018.
- 3.9 No legislative change has yet emerged from the Taylor Review of Employment Practices – reported to Government in July. Indicative outcomes are anticipated in February 2018 and the Division will continue to monitor the wider employment arena.

Local Government Pay Claim

- 3.11 It was reported last quarter that Local Government Unions had submitted a pay claim to Local Government Employers for 2018/19. The claim is for a 5% increase across all National Joint Council (NJC) staff pay points, and the deletion of NJC pay points 6, 7, 8 & 9. It was noted that this is a challenging claim given the fiscal position of local government generally. It remains subject to national negotiation and the Council will await information and direction from the National Employers on this matter.
- 3.12 At the time of writing, the three trade unions involved in the national negotiations have formulated a position – both Unite and Unison have recommended that the offer is rejected by their members. GMB have recommended that the offer is likely the best that can be achieved, and that their members should accept. All three unions will consult members through formal channels. Given this position, it is unlikely that agreement will be reached in time to implement an award in April 2018.

ICT Infrastructure

Agile/ Remote Working

- 3.13 The authorities remote access solution is about to be upgraded from the existing Cisco VPN solution and the move to Google Authenticator and will offer all users a simple access solution and training notes will be issued to all users and the IT helpdesk is available to provide additional support.

Online Safety and Schools Web Filtering

- 3.15 Following a number of key security changes Halton Borough Council has now commissioned a supplier to provide an on-premises Web Filtering Gateway Solution that meets with the 'Prevent' agenda and more closely manages the threat landscape that exists today and in the coming years. This is now becoming a complex and highly managed environment that needs to comply with an ever increasing Government and security services prescribed agenda. This solution will be live by April 2018 in order to manage compliance requirements.

Hybrid Mail (Physical & Electronic) Solution

- 3.15 The rollout of the Hybrid Mail project out will identify opportunities not only to send physical mail cost effectively but also to replace physical mail with electronic media where possible. All Teams will be visited as across the Council as the process develops in parallel with the VDI rollout project in order to implement all changes in parallel.

Virtual Desktop Infrastructure (VDI)

- 3.18 As the new VDi Laptop solutions are rolled out to the teams, any offer required to work in an agile manner will now utilise one of the new large screen devices that are specifically designed to only access the Halton Cloud service whilst containing no software or data on the device – improving levels of security and ease of use.

Legal and Democracy

General Data Protection Regulation (GDPR)

- 3.19 The General Data Protection Regulation comes into effect in May, and Legal Services anticipate a considerable number of requests for advice from Council officers and schools. Training sessions for Strategic Directors, Operational Directors and Divisional Managers have already been held and information about the requirements is being sent out via email and the News in Brief newsletter to staff members.

Constitution Review

- 3.21 Work is underway with a group of officers to review the Council's Constitution, prior to a revised version being presented to Council in May 2018.

Policy, Planning & Transportation

Structures

- 3.23 The various projects planned for implementation on the SJB complex over the next 12-15 months will need significant co-ordination and management. The main works comprise painting the steel arch superstructure, reconfiguration to the carriageway on SJB and the Runcorn Approach Viaduct (RAV), replacement of a hanger cable on SJB, repairs to the RAV concrete deck, cycle upgrades to the SJB approaches and the associated parapets upgrades, demolition of structures including RAV West, and the installation of a new parapet detail at the interface of RAV and RAV West.

Emergency Planning

- 3.25 A new Upper Tier COMAH site has been designated in Widnes; it is the Emerald Kalama Ltd site in Dans Road. The site has moved to Upper Tier Status due to the increase in the inventory of two substances, which are already stored / involved in industrial processes on the Emerald Kalama site.

Planning and Development

- 3.27 [Regulations](#) under the Neighbourhood Planning Act 2017 were laid before Parliament on 13 December 2017, and, subject to parliamentary procedures will be brought into force in 2018. These will require all authorities to have up to date plans (and Statements of Community Involvement) and commence the statutory duty for authorities to identify their strategic priorities and the policies to address them. Additional powers are also provided for the Secretary of State to intervene in plan-making where authorities are not planning effectively for the needs of communities.

Economy, Enterprise & Property

Investment & Development Services

- 3.34 The Liverpool City Region Combined Authority (CA) has indicated that a new Call under the European Regional Development Fund (ERDF) Programme Priority 3 (Business Support) will be issued in March 2018. Which will seek partners to deliver a range of business support services across the Liverpool City Region (LCR) for a period of two years.
- 3.35 Given the LCR Local Authorities and Chambers of Commerce currently deliver the 'Business Growth Programme' and 'Place Marketing, Inward Investment' projects under Priority 3 a collective decision needs to be made as to whether to develop new or modified projects or simply seek extensions of the current projects for a further two years and detailed scenario planning is now being undertaken.
- 3.35 The government's 'Growth Hub' business brokerage service in Halton is currently delivered by Halton Borough Council and Halton Chamber of Commerce and Enterprise in partnership and the contract for the current programme (administered by the Liverpool City Region Local Enterprise Partnership) expires in March 2018.
- 3.36 While the LCR LEP has yet to receive confirmation from government regarding the level of funding for the next phase of Growth Hub it intends to issue an Invitation to Tender (ITT) in February 2018 and will award contracts 'subject to funding'. Halton Borough Council and Halton Chamber of Commerce and Enterprise are currently discussing the response to that ITT and specifically potential modifications to the delivery model in Halton.

Employment, Learning & Skills

- 3.39 The LCR Apprenticeship Hub is sponsoring Visitor Economy Week in February 2018. A range of events and celebrations focusing on the sector are planned across the city region. The Apprenticeship Growth Plan, which was recently commissioned through the Hub will launch in National Apprenticeship Week in March 2018 and will set out the commitments from the Combined Authority and partners around apprenticeship growth. The Apprenticeship Hub will work alongside the Combined Authority and LEP in delivering a number of employer workshops to support them with use of the Apprenticeship Levy.
- 3.41 The Households into Work programme will go live in Q4 (February 2018), with first referrals expected in March 2018. The target number of households for Halton is 54. The programme is for 2 years with participants receiving support for 12 months.

- 3.42 Expressions of interest have been requested for a possible extension to the ESF Employees Support in Skills project (which includes the Apprenticeship Hub). These requests will be reviewed in April 2018 (current funding set to cease at end of July 2018).

Property Services

- 3.49 The Government's Clean Growth Strategy was published in October. The strategy is aimed at growing the economy whilst reducing carbon emissions much further, and in respect of this the public sector will clearly be on the front line of both reducing our own emissions but also promoting a reduction in emissions across wider industry. A new voluntary target of 30% reduction in carbon emissions by 2020/21 has been introduced for Local Government based on 1990 emission rates.

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 Directorate Business Plans. The implementation of all high risk mitigation measures were reported to the Board at Quarter 2.

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	Q3 Progress
FS 01	Report Medium Term Financial Strategy to Executive Board - November 2016.	
FS 02c	Provide quarterly monitoring reports on the overall budget to Executive Board.	
FS 03b	Publish the Statement of Accounts by 30th September 2016.	
FS 04	Establish Treasury Management Policy and report to Council - March 2016.	
FS 05	Establish and report prudential indicators to Council - March 2016.	

Supporting Commentary

Medium Term Financial Strategy (MTFS) was reported to Executive Board on 16th November 2017. The financial forecast is being regularly updated.









The overall budget monitoring report for 2017/18 Q2 was presented to Executive Board on 16th November 2017, which highlighted a number of potential pressures emerging for which is required to keep spending within budget by year-end. Q3 will be reported on 22nd February 2018.

The draft 2016/17 of Statement of Accounts was certified by the Chief Finance Officer on 28th June 2017, commenced 1st July 2017 and shared with External Auditor, Grant Thornton LLP, on the same day. The draft was then approved by the Business Efficiency Board on 28th September and then later made available on the Council's external website on 30th September 2017

The 2016/17 Treasury Management Policy was approved by Council on 8th March 2017 and the Half year report is scheduled to be reported to Executive Board on 16th November 2017.

The 2017/18 prudential indicators were reported to Council on 08th March 2017 as part of Treasury Management Policy and Half-Year monitoring report was reported to Executive Board on 16th November 2017.

Key Performance Indicators

Ref	Measure	16 / 17 Actual	17 / 18 Target	Q3 Actual	Q3 Progress	Direction of travel
FS LI 01	Receive an unqualified external audit opinion on the accounts.	Yes	Yes	Yes		
FS LI 04	Proportion of Council Tax that was due that was collected.	95.04%	94.75%+	82.20%		
FS LI 05	The percentage of Business Rates which should have been received during the year that were received.	97.65%	95.00%+	82.87%		
FS LI 06	Average time for processing new claims (Housing & Council Tax Benefit).	19.94 (Days)	20 (Days)	19 (Days)		

Supporting Commentary

The 2016/17 Statement of Accounts audit opinion was reported to the Business Efficiency Board on 27th September 2017. As part of the 2016/17 audit of the Council's Financial Statements Grant Thornton concluded that their work had identified no material weaknesses.

In terms of collection rates and processing times there has been some minor deviation when compared to the same period last year and this is to be expected and there is nothing to indicate that annual targets will not be achieved.

Policy, People, Performance & Efficiency Service

Key Objectives / milestones















Ref	Milestones	Q3 Progress
PPPE 01a	Promote and take forward the delivery of actions identified within the Organisational Development Strategy (ODS) May 2017	
PPPE 01b	Review and refresh annual training calendar September 2017 .	
PPPE 04d	Ongoing monitoring of agency usage and spend April, September, December 2017, and March 2018 .	

Supporting Commentary

Activity underway in respect of all actions associated with the ODS. Formation of new Organisational Development Service December now aiding prioritisation of key aspects. Refer to narrative in Key Developments.

The Annual Training Calendar has been updated and regular dialogue with agency contract provider is ongoing and quarterly business review meetings are undertaken to monitor deployment and financial performance in this area.

Key Performance Indicators

Ref	Measure	16 / 17 Actual	17 / 18 Target	Q3 Actual	Q3 Progress	Direction of travel
PPPE LI 01	The number of working days / shifts lost due to sickness (Corporate)	8.66 (Days)	9.5 (Days)	7.31		
PPPE LI 02a	Total Full Time Equivalent Staffing Establishment	3,637	For Information Only	3,583	N / A	N / A
PPPE LI 03	% of training delegates attending as proportion of places reserved.	82.00%	90.00%	85%		
PPPE LI 04	The percentage of top 5% of earners that are ¹					
	▪ women	55.47%	50.00%	56.86%		
	▪ from BME communities.	2.41%	1.50%	2.50%		
	▪ with a disability	1.00%	8.00%	0.86%		
PPPE LI 05	No of staff declaring that they meet the definition of disability within the Equality Act 2010 as a % of the total workforce.	1.35%	10.00%	1.42%		
PPPE LI 06	Minority Ethnic community staff as % of total workforce.	1.00%	1.00%	0.97%		

Supporting Commentary

There has been a slight increase in absence from Q2 2017/18, that may be due to seasonal sickness at the time of year. This will be analysed as part of the review of new absence management procedures during Quarter 4.

Q3 has seen an increase in training attendance with the main service areas negatively affecting the performance is Adult Social Care Training. This indicator is subject to fluctuation, and given previous quarter's performance could still hit target.

Positive movement of the three staff component indicators from the same period (Q3) in 2016/17. It should be noted, however, that recruitment in to the top 5% of earners is very limited, and as such scope for significant change is low. In addition some movement in BME staffing levels is to be expected.

ICT and Administrative Support Services

Key Objectives / milestones





Ref	Milestones	Q3 Progress
ICT 01b	Further development of Cloud Services Platform - March 2017 .	
ICT 01c	SharePoint and Records Management enhancements - March 2017 .	
ICT 01e	Further development of commercial ICT opportunity within desktop, hosting and DR provision - March 2017 .	

Supporting Commentary

The rollout of the Cloud Services Platform is now in place with technical upgrades to the underlying server infrastructure planned to take place over the coming weeks to enhance functionality and the user experience

Sharepoint enhancements have recently been successfully undertaken with software and hardware upgrades to the underlying infrastructure. With a view to upgrade to the latest 2016 version of the software solution – tests are underway to ensure all 3rd party software solution compatibility.



Key Performance Indicators

Ref	Measure	16 / 17 Actual	17 / 18 Target	Q3 Actual	Q3 Progress	Direction of travel
ICT LI 01	Average availability of the Council's operational servers (%).	99.01%	99.00%	99.00		
ICT LI 02	Average availability of the Councils WAN infrastructure (%).	99.14%	99.00%	99.00		

Supporting Commentary

The availability of servers and WAN infrastructure remains at target for the year.







Legal & Democracy**Key Objectives / milestones**

Ref	Milestones	Q3 Progress
LD 01a	Review constitution - May 2017 .	
LD 02b	To induct all new Elected Members by October 2017 .	

Supporting Commentary

The revised Constitution was approved by Council in May 2017 and MAP meetings are continually offered throughout the calendar year with all new Members having been through the induction programme.

Key Performance Indicators

Ref	Measure	16 / 17 Actual	17 / 18 Target	Q3 Actual	Q3 Progress	Direction of travel
LD LI 01	No. Of Members with Personal Development Plans (56 Total).	55 (98.21%)	56 (100.00%)	55 (98.21%)		
LD LI 03	Average Time taken to issue prosecutions from receipt of full instructions (working days).	7 (Days)	10 (Days)	7 (Days)		
LD LI 04	Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days).	1 (Day)	3 (Days)	1 (Day)		

Supporting Commentary

Progress towards all Members having a Personal Development Plan remains good at Quarter 3 and the figure is performing at the same level as the previous financial year.

In addition the average time taken to issue prosecutions and the filing of applications for Care proceedings are above target and in line with performance from Q3 2016/17.

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

Ref	Milestones	Q3 Progress
PPT 01a	Review progress against Liverpool City Region (LCR) Silver Jubilee Bridge (SJB) maintenance strategy and deliver 2017/18 major bridge maintenance works programme.	
PPT 02a	To deliver the 2017/18 LTP Capital Programme March 2018.	
PPT 03a	Ensure continued unrestricted availability of the Highway network and to allow future maintenance to be delivered on a steady state, lifecycle planned basis.	
PPT 06a	Ensure that at least one exercise is carried out each financial year to test the COMAH plans March 2018	

Supporting Commentary

Most major bridge maintenance tasks have progressed and been completed on programme, but a delay of several weeks to the site phase of Task 28 (hanger cable replacement on SJB) is anticipated in Quarter 4 due to the demands of the specialist design and procurement processes.

As part of the LTP Capital Programme design work is nearing completion to improve Parking at Runcorn East Station. With the main body of construction planned for summer 2018.

Design work has commenced to provide improvements to cycling and walking from Runcorn Town Centre to Widnes Town centre across a reconfigured Silver Jubilee bridge deck with construction works planned to commence in the next quarter.

Design work is also progressing on improvements to walking and cycling access to businesses along Astmoor busway including upgrading existing traffic signal junction equipment and works to provide for north/south cycle route is nearing completion on site for West Runcorn intended to replace the cycling provision on Central Expressway.

Design work is also advancing on a project to improve walking and cycling on the route alongside Bridgewater canal from Runcorn Town centre to Murdishaw Marina and links to Runcorn East Station.















Phase 2 of reconstruction of the Kingsway central reserve has been completed in the period and Phase 3 is programmed to be completed February 2018 and work is ongoing on Halton's response to the new Highway Management Code of Practice, and ensuring continuous improvement on Self-Assessment for Incentive Funding, to deliver lifecycle planning and steady state maintenance.

Footway reconstruction programme is progressing well with works programmed to be completed in Quarter 4.

The annual programme of Bus Stop upgrades will continue although with ITB funding considerably reduced this year we will not be able to upgrade as many stops as in previous years.

The Runcorn Site COMAH Operators Exercise took place in April 2017 and went well.

Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q3 Actual	Q3 Progress	Direction of travel
PPT LI 02	Net additional homes provided	700	552	N / A	N / A	N / A
PPT LI 03	Number of affordable homes delivered (gross)	138	138	N / A	N / A	N / A
PPT LI 04	Processing of planning applications (%) as measured against targets for, a) 'major' applications b) 'minor' applications c) 'other' applications	77.8% 88.9% 100%	60% 80% 80%	100% 82% 91%	100% 90.47% 89.60%	  
PPT LI 05	To ensure a rolling five year supply of housing land. Deliverable supply (units) as a % of rolling 5 year requirement.	105%	105%	151% (Draft)		N / A
PPT LI 12	Damage to roads and pavements (% above intervention levels) repaired within 24 hours.	100%	100%	100%		
PPT LI 16	Bus service punctuality, Part 1: a) Percentage of buses starting route on time ▪ Percentage of buses on time at intermediate timing points	96.22% 86.52%	98.55% 95.00%	96.42% 87.00%	 	 
PPT LI 19	% of bus stops with Quality Corridor accessibility features. (Total No. of stops – 603)	73% (434 Bus stops)	78.00% (470 Bus Stops)	73% (434 Bus stops)		
PPT LI 20	Number of local bus passenger journeys originating in the authority area in one year (000's)	5,719	5,676	4,066		

Supporting Commentary

Figures reported annually for PPT LI 02 & 03

In comparison to Quarter 2 the number of Major planning applications determined on time remains the same (100%) Minor applications determined on time shows an increase over the previous quarter and other applications determined on time shows little variance. All remain above target.

Repairs to damage to roads and pavements remains positive and bus punctuality continues to show an improvement on last year's figures and it is anticipated that the performance will continue to improve through Quarter 4 towards achieving the 2017/18 target.




It is anticipated that the target for Quality Corridor bus stops in the current financial year will not be met due to the reduction in funding allocation with 74% of bus stops will be completed by year end.

PPT LI 20

During Quarter 3 industrial action by staff at one operator had a significant effect on passenger numbers and it is likely that this will also have a negative effect on the year-end outturn figure.

Community & Environment

Key Objectives / milestones

Ref	Milestones	Q3 Progress
CE 01	Deliver a programme of extended informal learning opportunities meeting identified local targets (Library Service) - March 2018	
CE 02	Deliver a promotion and educational campaign - September 2017 and January 2018 .	
CE 04	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 - March 2018 .	

Supporting Commentary

541 adults attended IT clinics to learn digital skills and to support job seeking with more than 120 people attended Code Clubs to learn how to make computer games, animations and websites by learning how to code.












In addition Fun Palaces at Ditton and Halton Lea Libraries were attended by more than 300 people and Activities delivered by the community for the community included digital music, painting, coding and quilting.

A significant school meals marketing campaign, which included a number of school visits, staff training sessions and the distribution of over 3,000 leaflets has seen the number of children staying increase slightly, this campaign will be repeated in early 2018.

In September 2017, the Council delivered a number of activities during National 'Recycle Week'. The aim of the week is to encourage the public to recycle more, by demonstrating the benefits of recycling items from all around the home. The national theme for Recycle Week this year was "Recycling – It's worth it" and throughout the week Officers held events at the following locations;

- Castlefields and Upton Community Centres
- Runcorn and Widnes Markets
- Runcorn Shopping Centre Halton Direct Link

Key Performance Indicators

Ref	Measure	16 / 17 Actual	17 / 187 Target	Q3 Actual	Q3 Progress	Direction of travel
CE LI 01	% Take up of free school meals to those who are eligible - Primary Schools.	75.66%	87.00%	77.87%		
CE LI 02	% Take up of free school meals to those who are eligible - Secondary Schools.	65.22%	77.50%	71.33%		
CE LI 05	Residual household waste per household.	580kgs	575kgs	251kgs		
CE LI 06	Household waste recycled and composted.	43.63%	44%	50.32%		
CE LI 08	Number of physical and virtual visits to libraries (annual total)	562,648	600,000	322,558		
CE LI 09	Increase in percentage of the population taking part in sport and physical activity at least twice in the last month (KPI 1 from Active Lives survey)	N/A	TBC	73.8%		N / A

Supporting Commentary



Following the marketing campaign coupled with the cold wet weather there has been a fairly sharp rise in the uptake of Primary School Meals, this should continue for the remainder of this financial year, the target of 87% was always however a very optimistic figure.


There has been an increase in the uptake of Secondary School meals during the Winter months but similar to the Primary School target this target is also a little optimistic.

Estimated residual waste and recycling performance in Q3 is better than the corresponding period from last year and it is anticipated that this target will be met.

Visits to libraries is subject to seasonal fluctuations but performance remains on target.

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

Ref	Milestones	Q3 Progress
EEP 01a	Develop Halton Inward Investment Prospectus December 2017	
EEP 01c	Deliver Youth Employment Gateway (YAG) December 2017	







EEP 04a	Develop Options Appraisal for Council's Office Accommodation – September 2017	
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Supporting Commentary

The Halton Inward Investment prospectus is an integral part of the development of the 'Halton Tomorrow' visioning document and will provide a local accent to the Liverpool City Region prospectus detailing the specific sites and propositions that make up the 'Halton Offer'. The prospectus was completed in Quarter 3 2017/18.

The Youth Employment Gateway contract ended 31st December 2017. All KPI's were exceeded/met in year 2 of the programme.

Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q3 Actual	Q3 Progress	Direction of travel
EEP LI 01	Greenhouse gas (GHG) emissions indicator (Tonnes CO ₂ e)	17,804 tonnes CO ₂ e (actual 15/16)	15,882 tonnes CO ₂ e (target 17/18)	16,043 tonnes CO ₂ e (actual 16/17)		N / A
EEP LI 05	Number of Jobs Created (from projects managed by EEP)	122	200	36.8		N / A
EEP LI 06	Number of Safeguarded (from projects managed by EEP)	N / A	100	N / A	N / A	N / A
EEP LI 08	Number of People supported into work	543	400	250		
EEP LI 14	Number of inward investment enquiries per annum.	221	250	166		

Supporting Commentary

The reporting requirements for emissions have been amended whereby the figures for academies are no longer included. The figure for 2015/16 has therefore been amended to reflect the change to ensure the comparison to the 2016/17 figure is meaningful. The overall emissions for 2016/17 amount to 16,043 tonnes, which equates to a 9.8% reduction from the previous year, well within the target set.

The overall emissions of 16,043 tonnes is broken down into the following five categories:-

- School Buildings 5128t, Corporate buildings 5364t
- Unmetered supply 3913t
- Fleet Transport 1297t & Business Mileage 341t.
- There was a reduction in emissions across all areas, Street Lighting had the largest annual reduction in the amount of 15.6%.

The annual figure for this indicator is a year behind and therefore only reported in the following year. The revised target for 2017/18 is 15,882.

29.8 Jobs were created at Sci-Tech Daresbury (reported to DCLG in November 17)

- 3 Eddie Stobart
- 4 Stobart Group

Number of jobs safeguarded is subject to annual collection.

During Quarter 3 76 individuals were supported into work (250 year to date)




- 52 – ESF Ways to Work
- 16 – Youth Employment Gateway
- 7 - Ingeus Work Programme contract
- 1 – People Plus Work Programme contract

The number of inward investment enquiries is lower than that compared to the same period last year and at this stage the achievement of the annual target remains uncertain.





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.

REPORT TO:	Executive Board
DATE:	19 April 2018
REPORTING OFFICER:	Strategic Director, Enterprise, Community and Resources
PORTFOLIO:	Resources
SUBJECT:	Pensions Discretions Statement
WARD(S):	Borough-wide

1.0 **PURPOSE OF THE REPORT**

1.1 The Council is required to publish a Pensions Discretion Statement annually, to advise the discretions it intends to exercise under the Local Government Pension Scheme (LPGS).

1.2 This report accompanies the proposed statement for 2018/19.

2.0 **RECOMMENDATION: That the Board approve the Pensions Discretions Statement for 2018/19.**

3.0 **SUPPORTING INFORMATION**

3.1 The Pensions Discretion Statement for 2018/19 is based upon the statement for 2017/18, which was approved by Executive Board in March 2017.

3.2 No new discretions have been added, nor have any discretions been removed.

3.3 There have been no material changes to the Local Government Pension Scheme Regulations 2013 that would result in a change to the statement. Regulation 60 of those regulations sets out what the statement should contain, and the statement is compliant.

4.0 **POLICY IMPLICATIONS**

4.1 The Council is required to publish a written policy statement on how it will exercise its discretions provided by the scheme. The policies adopted seek to achieve the correct balance between cost to the council tax payer, good employee relations and staff recruitment and retention

5.0 FINANCIAL IMPLICATIONS

5.1 There are financial implications for the Council in considering the application of these discretions. Each case will be different, and a business case will be required when such a discretion is exercised, balancing the interests of the Council with the interests of the individual.

6.0 IMPLICATIONS FOR THE COUNCIL’S PRIORITIES

6.1 There are no direct implications to be noted for any of the Council’s priorities.

7.0 RISK ANALYSIS

7.1 The statement complies with the Local Government Pension Scheme Regulations 2013, and enables the Council to make balanced decisions taking into account all risks.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 The recommendations will apply equally to all staff who are members of the LGPS. Employees have a right of appeal if they feel they have been treated incorrectly/unfairly.

8.2 In the first instance, appeals are made to the Divisional Manager Policy, People, Performance & Efficiency, who acts in the capacity of the Independent Person for the Independent Disputes and Resolution Procedure.

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

Document	Place of Inspection	Contact Officer
The Local Government Pension Scheme Regulations 2013 (Statutory Instrument 2013 No. 2356)	Municipal Building, Kingsway, Widnes	Richard Rout

**PENSIONS DISCRETIONS
STATEMENT 2018/19**

HALTON BOROUGH COUNCIL

Introduction

This statement is prepared and published in accordance with the requirements of Regulation 60 (1) of the Local Government Pension Scheme Regulations 2013, which states that;

A Scheme employer must prepare a written statement of its policy in relation to the exercise of its functions under regulations –

- (a) 16(2)(e) and 16(4)(d) (funding of additional pension);
- (b) 30(6) (flexible retirement);
- (c) 30(8) (waiving of actuarial reduction); and
- (d) 31 (award of additional pension),

and an administering authority must prepare such a statement in relation to the exercise of its functions under regulation 30(8) in cases where a former employer has ceased to be a Scheme employer. This statement fulfils that requirement.

There are no material changes to the discretions contained within this statement, which covers the financial year 2018/19.

Where relevant, monetary amounts used within the explanations of discretions have been revised as appropriate.

This statement aligns with the Council's Staffing Protocol and the position with regard to discretionary payments for early termination of employment is contained herein.

This document is confirmed as the Council's Pensions Discretions Statement for the financial year 2018/19.

The discretions will be exercised by the appropriate Strategic Director, in consultation with the Portfolio Holder for Resources, and Operational Director Finance. (In the case of applications from Strategic Directors or the Chief Executive, the discretions will be exercised by the Chief Executive, in consultation with the Portfolio Holder for Resources and Strategic Director, Enterprise, Community and Resources).

Any questions relating to this statement should be directed to:

Pay & Pensions Team (HR Service Centre)
Policy, People, Performance & Efficiency Division,
Enterprise, Community & Resources Directorate,
Halton Borough Council,
Municipal, Building,
Kingsway,
Widnes,
WA8 7QF

e-mail: payandpensions@halton.gov.uk

**COMPULSORY POLICY STATEMENTS IN ACCORDANCE WITH LOCAL GOVERNMENT
PENSION SCHEME REGULATIONS 2013**

Regulation 16 (2) (e) & 16 (4) (d)

Ability to contribute to a shared cost additional pension contribution (APC) scheme.

Explanation:

Where an active scheme member wishes to purchase extra annual pension of up to £6,755 (2017/18 rate) by making an Additional Pension Contribution (APC) the employer may voluntarily contribute towards the cost of purchasing that extra pension via a Shared Cost Additional Pension (SCAPC).

HBC decision:

A SCAPC will only be entered into when the member decides that they wish to make an APC in order to repay the loss of pension which they have suffered from the purchase of unpaid leave relating to the changes to Terms and Conditions.

As long as the member enters into the APC contract by the 31st March of the leave year in which they wish to repay the loss of pension (i.e. 31st March 2018 for the unpaid leave purchased in 2017/18) then the Council will contribute two thirds of the cost of repayment. All other APC contracts will be funded in full by the member.

Regulation 30 (6)

Ability to award Flexible Retirement

Explanation:

A member who is aged 55 or over and with their employers consent reduces their hours/or grade, can then, but only with the agreement of the employer, make an election to the administering authority to receive all or part payment of their accrued benefits without having retired from that employment.

HBC decision:

The Council will adopt this discretion and will assess applications from those employees aged 55 and over who reduce their hours by 25% (not for a grade reduction). Applications will be considered on the basis of future service provision and cost. The decision to release benefits will be taken by the appropriate Strategic Director.

Regulation 30 (8)

Waiving of Actuarial Reduction on Flexible Retirement and early retirement (age 55+)

Explanation:

Employers can elect to waive some or all of the reduction on benefits if a member chooses to take flexible retirement and take their benefits before Normal Pension Age (NPA)

HBC decision:

HBC will only waive actuarial reduction on flexible retirement in exceptional circumstances.

Transitional Protections – Regulation 1 (1) (c) Schedule 2

Power of the Employing Authority to “switch on” the 85 year rule for a member voluntarily drawing benefits on or after age 55 and before age 60.

Explanation:

A member who meets the 85 year rule and elects to draw their pension benefits from age 55 will no longer require their employers consent if they retire after 31st March 2014. However, certain members will lose some 85 year rule protections if they wish to draw their pension between age 55 and 60.

An employer may decide to “switch on” protection to the 85 year rule for a member who voluntarily retires from age 55 but before age 60 and meet any additional cost of the retirement.

HBC decision:

In exceptional circumstances, where this is in the interest of the Council and the costs of allowing such requests are considered against the benefits to the Council, that the Council will pay the additional cost of an unreduced pension.

Regulation 31

Ability to grant additional pension to an active member or within 6 months of ceasing to be an active member by reason of redundancy or business efficiency.

Explanation:

An employer may decide to award a member additional pension up to a limit of £6755 per year (current amount, will increase each April) payable from the same date as their pension is payable.

HBC decision:

The Council will not award additional pension.

NON COMPULSORY DISCRETIONS

**Regulation 9 (3)
Contributions Payable by an Active Member.**

Explanation:

Employers must assess the appropriate rate of contribution band, in a reasonable and consistent manner and review the contribution bands on any material change in pay.

HBC decision:

The Council will review contribution bands annually or at a significant change, unless an employee exercises their right to appeal their band allocation when the review may be conducted earlier.

**Regulation 22 (7) & (8)
Re-employed and Re-joining Deferred Members**

Explanation:

This provision permits an employer the discretion to extend the statutory 12 month window within which a scheme member can elect to aggregate deferred LGPS benefits into their current employment.

HBC decision:

The Council will not normally extend the time limit beyond 12 months.

**Regulation 100 (6)
Inward Transfer of Pension Rights**

Explanation:

This provision allows an employer the discretion to extend the statutory 12 month window within which a scheme member can elect to transfer benefits from another scheme into their current scheme.

HBC decision:

The Council will not normally extend the time limit beyond 12 months.

Regulation 30 (5)

Ability to Waive Actuarial Reduction on Compassionate Grounds

Explanation:

This regulation provides for early payment of retirement benefits, reduced by the amount shown in actuarial guidance issued by the Secretary of State for Local Government, in relation to an employment, for a scheme member who is not an employee in local government service in that employment, and has not attained normal pension age, but is aged over 55 years.

HBC Decision:

The Council will consider, on a case by case basis, exercising its discretion to waive some or all of the reduction. This will be where it is felt to be in the best interests of the Council as well as the employee (deferred member) and the costs of allowing such requests will be considered against the benefits to the Council.

**Discretion under the
Local Government (Early Termination of Employment) (Discretionary Compensation)
(England and Wales) Regulations 2006.**

The Council is required to formulate, publish and keep under review a statement of policy on how it will exercise its discretion under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006. Such a statement is contained in the Councils Staffing Protocol. It is reproduced here for completeness.

By virtue of regulation 7 (1) of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 Scheme employers are required to formulate a Statement of Policy on whether it intends to base a redundancy payment on an employee's actual weeks' pay where this exceeds the statutory weeks' pay limit and whether to make a termination payment (inclusive of any redundancy payment) of up to a maximum of 104 weeks' pay (regulation 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006.

The Council will pay a redundancy payment based on actual weeks' pay where this exceeds the redundancy payment and will enhance payments in line with the multiplier applicable at that time and contained in the Councils Staffing Protocol. The multiplier has been set at 1.4, effective from 1st April 2016.

REPORT TO: Executive Board

DATE: 19 April 2018

REPORTING OFFICER: Strategic Director – Enterprise, Community & Resources

PORTFOLIO: Physical Environment and Environmental Services

SUBJECT: Improvements to Work Facilities at Cemetery Sites

WARD(S): Birchfield and Mersey

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek approval to a capital scheme to create a new garage facility and waste bays at Widnes Cemetery and new waste bays at Runcorn Cemetery.

2. RECOMMENDATION: That

- 1) the proposed capital scheme to erect a new storage garage and waste storage bays at Widnes Cemetery and new storage bays at Runcorn Cemetery, be approved; and**
- 2) Council be asked to include the scheme in the 2018/19 Capital Programme, to be funded as set out in paragraph 5.1 of the report.**

3. SUPPORTING INFORMATION

- 3.1 The garage facility at Widnes Cemetery, which is used for the storage of expensive plant items (dumper truck, mechanical excavator and mowing machines) has reached the end of its life and has become dangerous to use. It is currently out of use and needs to be demolished. Currently the excavator and the dumper are being stored in the open which is not ideal for the long term.
- 3.2 Mowing machines were being stored in a temporary container into which there have break-ins and loss of stock, therefore as a result the machines have now had to be moved to Victoria Park.
- 3.3 There are no adequate storage bays for surplus sub-soils and top soil at Widnes Cemetery. This has resulted in several unsightly temporary storage areas being created which are in plain view of visitors.
- 3.4 Runcorn Cemetery does have a storage bay area but it is no longer fit for purpose. It was built at a time when smaller skips were used. Difficult manoeuvres have to be made by the skip wagon in a publicly accessible area. Staff have to be deployed to protect the public during these manoeuvres which takes them away from their normal duties.

4. PROPOSED IMPROVEMENTS

- 4.1 It is proposed to erect a new purpose built garage at Widnes Cemetery along with associated hard standing. Although a new cemetery will open in Widnes within the next year, the existing facility will continue to see grave excavations for many years to come and will also still require maintenance going forward. The new facility would be located towards the rear of the cemetery, at a point that will not be in full public view (a planting scheme is included in the plans to mask the area and make it more attractive).
- 4.2 New storage bays for soil and green waste would be created adjacent to the garage at Widnes Cemetery.
- 4.3 A new storage bay area and skip store would be created at Runcorn Cemetery. The facilities would be split between the old cemetery and the new cemetery extension (east of Langdale Road).

5. FINANCIAL AND RESOURCE IMPLICATIONS

- 5.1 The estimated cost of the works is as follows:

Widnes Cemetery

1. New Garage Facility -	£53,295
2. New Storage Bays, Skip Store and Hard Standing	£75,000

Runcorn Cemetery

1. New Storage Bays, Skip Store and Hard Standing	£82,000
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Total Estimated Cost: £210,000

It is proposed that the £210,000 scheme should be added to the Council's capital programme for 2018/19. The annual capital financing cost of the scheme will be approximately £14,000 per annum, which will be met from the existing Cemeteries revenue budget.

6. POLICY IMPLICATIONS

- 6.1 There are no policy implications as a result of this report.

7. IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

7.1 Children and Young People in Halton

None identified

7.2 Employment, Learning and Skills in Halton

None identified

7.3 A Healthy Halton

None identified

7.4 A Safer Halton

None identified

7.5 Halton's Urban Renewal

None identified

8. RISK ANALYSIS

8.1 None identified

9. EQUALITY AND DIVERSITY ISSUES

9.1 There are no equality and diversity issues.

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

None.

REPORT TO: Executive Board

DATE: 19 April 2018

REPORTING OFFICER: Strategic Director – Enterprise, Community and Resources

PORTFOLIOS: Physical Environment and Community Safety

SUBJECT: Sky Lantern and Helium Balloon Releases

WARDS: Borough-wide

1.0 PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to provide Members with details of the risks that have been identified in respect of the release of sky lanterns and helium balloons into the open air and to seek Executive Board approval to put in place measures to prohibit their release on Council owned land.

2.0 RECOMMENDATION: That Members approve a Policy that the release of sky lanterns and helium balloons on Council owned land be prohibited.

3.0 BACKGROUND

- 3.1 At their meeting of 28th February 2018, Members of the Environment and Urban Renewal Policy and Performance Board received a report on sky lanterns and helium balloons. Members were asked to endorse the proposals contained within the report and subsequently resolved that a report be presented to the Executive Board recommending the adoption of a Policy to prohibit the release of sky lanterns and helium balloons on Council owned land.
- 3.2 Sky Lanterns (or Chinese Lanterns) are small hot air balloons made of paper. They contain a small opening at the bottom of their base framework that contains a flammable material which can be lit to create a small fire. The heat from the fire causes the air within the enclosed balloon to rise and thereby enable the sky lantern to become airborne. Sky lanterns can fly freely for a considerable distance once released.
- 3.3 'Helium balloons' are those that are filled with helium gas instead of air. Helium is lighter than air and so, once released, the balloons can rise into the air and travel a considerable distance. Helium balloons are often released on mass simultaneously.

4.0 SUPPORTING INFORMATION

Safety Risks and Environmental Impacts

- 4.1 There are a number of safety risks and environmental impacts associated with sky lanterns. These stem from the fact that the lanterns contain a naked flame and that they fly in an uncontrolled manner until eventually falling to the ground. Details are set out below;

Livestock and animal health

- 4.1.1 Sky lanterns are constructed around a lightweight metal or bamboo framework. When the lantern eventually falls to earth the framework can pose a risk of injury to livestock. There have been reported cases of farm animals ingesting the metal components of the lantern. Animals can also be injured by coming into contact with the debris

Fire

- 4.1.2 If the lantern falls to earth whilst still alight it presents a risk of ignition to land and property. A major fire at a waste recycling centre in the midlands was caused by a stray sky lantern. The response required 200 firefighters and 39 fire appliances.

Aviation

- 4.1.3 Large scale releases of sky lanterns can pose a risk to aircraft due to the intake of the sky lantern or debris into the aircraft engines. The Civil Aviation Authority requires advance warning of large scale releases close to airports and air fields.

Coastal Rescue

- 4.1.4 There is a risk in coastal communities that sky lanterns that are red or orange in colour may be mistaken for marine distress flares and result in the unnecessary deployment of marine rescue services. The Maritime and Coastguard Agency have reported a significant number of unnecessary callouts associated with sky lanterns; with a peak of 754 in 2010.

Litter

- 4.1.5 The debris from sky lanterns is a source of litter on land and can pollute the sea and water courses.
- 4.2 The impact from Helium balloon releases is less significant than from sky lanterns but the debris from the balloons can still be a source of litter to land and water. The Civil Aviation Authority also requires advance warning of the mass release of balloons close to airfields and airports.

Options for Control

- 4.3 In 2013, the Government's Department for Environment Food and Rural Affairs (DEFRA) commissioned a study into the impacts of sky lanterns and helium balloons. Whilst the study identified the safety risks and environmental impacts set out above the study did not propose any national legislation to control the use of sky lanterns and helium balloons.
- 4.4 It is not considered possible to use existing legislation to control the use of sky lanterns or helium balloons. Whilst waste from balloon and lantern releases can be considered as litter, enforcement action for the offence of littering is not possible under either the Clean Neighbourhoods & Environment Act 2005 or the Environmental Protection Act 1990. Sky lantern releases are also considered to be outside of the scope of the Health and Safety at Work Act 1974 and the Licensing Act 2003. Therefore, there are no obvious legal sanctions the authority can use to control or prohibit their release.
- 4.5 The industry and professional bodies have taken action and produced some model standards. There is an industry Code of Practice for Sky Lanterns approved by the Trading Standards Institute which aims to minimise, but does not eliminate, the risks set out above. The Balloon and Party Industry Alliance have produced a Code of Practice to reduce the environmental impact from waste associated with helium balloons by ensuring that the materials used for balloons are biodegradable.
- 4.6 A number of local authorities, including Cheshire West & Chester and Cheshire East, have introduced a prohibition on the release of sky lanterns from Council owned land. This move was supported by Cheshire Fire and Rescue Service. The ban is enforced as a condition of using Council owned land for events.
- 4.7 On the basis that the safety risks and environmental impacts from helium balloons is significantly less than from sky lanterns, Members may wish to consider treating both separately;
 - 4.7.1 A prohibition could be considered for sky lanterns due to the significant fire, safety, animal welfare, and other associated risks, whereas;
 - 4.7.2 A requirement that the release of helium balloons from Council owned land complies with the industry Code of Practice to control environmental risks could be considered as an alternative to a total prohibition. Permitting helium balloon releases that are in compliance with the industry Code of Practice would provide community event organisers with an alternative to the more hazardous sky lanterns.

Recommendations

- 4.8 Notwithstanding the options set out in 4.7 above, in the absence of any national legislation, it is considered that the best option open to the Council to mitigate the risks associated with the use of sky lanterns and helium balloons is to adopt a Policy prohibiting the release of both on Council owned land. Executive Board Members are asked to support this approach and approve the adoption of such a Policy.
- 4.9 Should a Policy prohibiting the release of sky lanterns and helium balloons be introduced, it would be accompanied by a communications campaign to explain to members of the public the significant safety risks and associated with their use. Without such communication, any prohibition may prove unpopular with members of the public as balloon and lantern releases are often associated with community events.
- 4.10 Any adopted Policy on the release of sky lanterns and helium balloons would only apply to Council owned land and would not prohibit the release from private land. However, the communications campaign associated with the prohibition on Council owned land will raise awareness of the safety risks and environmental impacts and may discourage use at events on private land.

5.0 FINANCIAL AND RESOURCE IMPLICATIONS

- 5.1 There are no significant financial implications associated with this proposal.

6.0 POLICY IMPLICATIONS

- 6.1 The Policy implications are set out within the report.

7.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

7.1 Children and Young People in Halton

No direct impact.

7.2 Employment, Learning and Skills in Halton

No direct impact.

7.3 A Healthy Halton

No direct impact.

7.4 A Safer Halton

The proposal would help contribute towards a reduction in the use of sky lanterns and helium balloons and thereby reduce the associated fire and safety risks.

7.5 Halton's Urban Renewal

No direct impact.

8.0 RISK ANALYSIS

8.1 There are considered to be no risks associated with the proposals set out within the report. The most significant risks would arise from not adopting an approach to control the release of sky lanterns and helium balloons.

9.0 EQUALITY AND DIVERSITY ISSUES

9.1 There are no equality or diversity issues associated with proposal.

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

10.1 There are no background papers within the meaning of the Act.

By virtue of paragraph(s) 2,3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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