

Directorate Performance Overview Report

Directorate: Communities Directorate

Reporting Period: Quarter 4 – Period 1st January – 31st March 2015

1.0 Introduction

1.1 This report provides an overview of issues and progress within the Directorate that have occurred during the fourth quarter 2014/15.

2.0 Key Developments

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

I COMMISSIONING AND COMPLEX CARE SERVICES

Mental Health Services

Operation Emblem: Between December 2013 and February 2015, there were 120 incidents which previously would have been dealt with using Section 136; this figure reduced to a total of 10 detentions (92% reduction). Of these, 9 went on to be further detained for treatment and assessment under the Mental Health Act. Prior to this project, only around 25% of people detained under Section 136 were subsequently further detained under the Mental Health Act, suggesting that more people are being routed away from mental health services; the interventions have been much more targeted towards people who really need help and treatment, and a more effective use of resources. Accident and Emergency services are being used less, and police and social work time are being better used. As a result of this success, the project has been rolled out to cover the entire Cheshire area.

Mental Health Crisis Care Concordat: In addition to the work done last quarter by the inter-agency group (Councils, Clinical Commissioning Groups, Mental Health Trusts and Police across Cheshire), Halton mental health services have developed their own action plan, which closely references the wider Cheshire plan but recognises local conditions. This action plan will be monitored and delivered by the Halton Mental Health Oversight and Mental Health Delivery Groups.

Mental Health Outreach Team – GP pilot: Previous monitoring reports have referenced the development of this pilot scheme, which links the Outreach Team to a small number of local GP practices, with the intention of intervening at an earlier stage in people's mental health condition. This pilot continues to show positive results and plans are being developed to roll this out more widely into Halton.

Halton and St Helens Emergency Duty Team (EDT): Since the establishment of this partnership, there have been considerable changes in services delivery, national and

local requirements for social care services across children's and adults services, levels of service demand and the way in which partner agencies work. Therefore, a detailed review of out of hours emergency social care services is being undertaken by the EDT Steering Group. A report should be available by the end of the summer 2015.

Homelessness: The Merseyside Sub Regional Homeless Group (MSRHG) successfully qualified for single homeless funding. All six authorities agreed that vulnerable clients with complex needs were a priority. A service developed to provide intense support to clients with high complex needs will commence early May 2015 and run for a period of two years. As part of the Gold Standard, MSRHG have registered for the peer review. Each authority will review a number of services within the group. The peer review is due to commence April 2015 and Halton services will be reviewed in August 2015.

Halton has subscribed to the Pan Merseyside Bond Scheme, which will be managed and delivered by Whitechapel, Liverpool. The scheme will assist vulnerable clients not meeting the local authority homelessness criteria to get help from Whitechapel in securing alternative accommodation within the private rented sector.

II PREVENTION AND ASSESSMENT SERVICES

Keyring Community Living Network: The Keyring model is a network of vulnerable people who need some support including mutual support to live safe and fulfilling lives in the community with an emphasis on enablement rather than dependence on high levels of support. Implementation is now underway and a full evaluation will be undertaken at the end of Year 2. The Keyring pilot network is now established in Widnes and plans are in place to develop a satellite service in Runcorn. Halton Housing Partnership has offered support in sourcing accommodation and community venues for drop in sessions.

Care Act Implementation: Final plans have been put in place to implement the Care Act in Halton. Training has taken place across a range of services and has been extended to partners. The "bite-size" learning offered a total of 357 places and focussed on six different areas of the Care Act. In addition, two major areas of redesign have now been drafted:

- The development of an Advocacy Hub, to offer improved access to advocacy and developing coherent, well-supported low-level advocacy in the borough.
- An information network that will have at its heart an information charter that organisations will sign up to which helps them to move away from basic signposting and now offers a consistent navigation system that ensures services carry out, follow-up, and offer individuals the right level of support to access all of the help they need.

Learning Disability Nursing Team: The team has been instrumental in the development of a new learning disability pathway at Warrington Hospital as well as attending at the learning disability pathways at other NHS trusts. Working with GP surgeries, there has been some improvement in increasing LD health checks completed by GPs, with approximately 50% of health checks being completed. Regular monitoring of patients within the inpatient ward continues. The team has also been supporting the transition process from inpatient setting to community. Training and outreach work (prevention and promotion) carried out by the team included personal hygiene and cervical screening sessions and support to sexual health services. Joint working with

sexual health services and MacMillan has supported clients' understanding of contraception and terminal conditions respectively. Other community work involved dental desensitisation being carried out to improve clients' health and wellbeing. Training within the team included bespoke medication training and cancer screening. Some members have signed up as "Health Champions" and will undertake further training for this role.

Winterbourne View Two Years on and Transforming Care: Next Steps: At the end of January 2015, the Winterbourne View Two Years On and Transforming Care: Next Steps was published by Association of Directors of Adult Social Care (ADASS), Department of Health (DH), Local Government Association (LGA) and NHS England. The Winterbourne View Two Years On is a collective progress report from partners across the health and care system. Transforming Care: Next Steps sets out the plans for the next stage of this work. All partners have agreed on the need for a single programme with a single plan, building on the recommendations of Winterbourne View – A Time for Change. Any outstanding actions from the original action plan and concordat will be carried forward into the Transforming Care programme. The new publications reinforce the Health and Wellbeing Board's leadership role by ensuring that there is a strong integrated local health and care commissioning and housing support, and use of pooled budgets.

Learning Disability (LD) Beds and Out of Borough placements: LD inpatient bed usage continues to be monitored, with four admissions in 2014/15 compared to ten admissions in 2013/14. The multi-disciplinary team approach has provided a robust community response reducing the need for inpatient admissions. The out of borough cohort continues to be monitored, with four individuals repatriated to Halton in the past financial year. The Barkla Bungalow project continues to be developed as part of Halton's offer to reduce the out of borough cohort in 2015/16.

Independent Living Fund (ILF): Initial care management assessments have been scheduled to start in mid-April 2015 in preparation for ILF funding transfer to the local authority. A steering group will meet fortnightly to monitor progress.

Telecare Services Association (TSA): Halton Community Alarm Service was inspected by the Telecare Services Association and has, for the fifth year on the run, achieved platinum and European accreditation. Continued accreditation will help to assure service users, their families and carers that they are in receipt of a quality service they can rely on.

III COMMUNITY AND ENVIRONMENT SERVICES

THE STADIUM

Publicity and Promotion: There has been much promotional work taking place for Stadium Fitness and the newly opened Legends Bar via Facebook, updated websites, dedicated email addresses, introductory offers to staff, promotional photos, the redesign of concourse posters for Stadium Fitness Legends Bar, Weddings, and Parties and new business cards and feedback forms for the Stadium Conference business. These interventions will make it easier to measure the effects of the publicity. Also this publicity drive coincides with the start of the Vikings season which has the potential to boost business.

Site security: To improve site security, a new digital CCTV system has been being installed to replace the outdated analogue system.

Rugby league / World Record: The “Sky Try Initiative” was held in conjunction with RFL and Sky to encourage rugby league at grass roots level.

Widnes Vikings Super League season’s opening game, Widnes v Wigan was televised and watched by a record crowd of over 9,500. On the same day HBC (in conjunction with Widnes Vikings and the CCG) broke the World Record attempt for the largest participation to a keep fit video and received nationwide coverage on Sky, BBC and ITV. Liverpool Ladies League season has also started.

Crucial Crew: The Crucial Crew event was once again (10+ years running) held at the Stadium which saw over 2,000 Primary School age children attend the Stadium for lessons on stranger danger, keeping safe and basic first aid.

LIBRARIES

Efficiency Review: The new structure and opening hours will be implemented from Monday 13th April. The service will be led by the Library Strategy and Development Manager supported by two Area Managers and a small team of Development Officers and Resources staff. Area Managers will be responsible for services delivered through the static libraries in either Runcorn or Widnes. Frontline staff will work on a rota basis spending time at each site within their area; these teams will comprise of Library and Information Assistants and Floor Managers. Given the closure of the Mobile Library, one of the upcoming priorities for the service will be for Outreach staff to ensure that residents who cannot access a static library can use the service by other means. External recruitment is underway for a number of vacant posts.

Public Lending Right (PLR) – Sample authority: Halton will be included in the PLR sample from 1st July 2015. PLR is the right for authors to receive payment for the loans of their books by public libraries. Under this system, government funds are used to pay authors, illustrators and other contributors whose books are borrowed from public libraries. Payments are made annually based on loans data collected from a sample of UK public libraries.

Purchasing consortium: Public library authorities in the North West and Yorkshire regions have joined together for the purpose of procuring the supply and servicing of library materials to save costs and improve efficiency. The Participating Authorities serve a population in excess of 9.8 million and issue nearly 36 million items per annum. The key objectives of the tender are to procure the supply and servicing of library materials in the most efficient and cost effective manner for the Participating Authorities. The contract will be awarded for a period of three years and will commence on 1st June 2015.

Widnes Library: The library is one of 28 post war libraries that has been selected for additional research to determine if they should be added to the List of Buildings of Special Architectural or Historic Interest by English Heritage’s Designation Department. English Heritage has commissioned Ecus Environmental Consultants to undertake this research into pre-1939 public libraries. A photographic survey of Widnes has been completed and this will form the basis of the evidence presented to English Heritage.

Reading Well: Books On Prescription for dementia: A new Reading Well Books on Prescription scheme for dementia was launched by the Reading Agency in January 2015. This national scheme has been endorsed by leading health organisations and is delivered in partnership with the Society of Chief Librarians with funding from Arts Council England. Halton Libraries launched the service locally on the 5th February 2015. The core booklist of 25 titles includes professionally endorsed information and advice for people diagnosed with dementia, their carers and people worried about symptoms or wanting to find out more about the condition. Health professionals can use the scheme to recommend helpful reading but individuals can also self-refer. The scheme is evidence-based and works within NICE clinical guidance for the treatment of common mental health conditions and for dementia care and CCG Outcomes Indicator set 2014/15.

Digital access/workforce development: The service has continued to roll out training to staff focussing on the libraries role in supporting people to access information and services online in life-critical areas such as careers and job seeking; health, personal financial information and benefits. To date 48 staff have participated with 153 course enrolments and 117 course completions.

SPORTS

The Sports Strategy has been progressed through the following key actions:

- Introduced of new exercises classes such as Rebound, Metafit, Kettlercise, and Clubbercise. In partnership with INEOS, various Go Run for Fun activities were delivered across the borough. The Sports Development Team continued to support over 50 established community classes.
- Reviewed leisure centre activity which was down on last year's performance though gym membership at Brookvale Recreation Centre (BRC) and Kingsway Leisure Centre (KLC) have been slowly increasing. From April 2015, KLC's membership fees will be price-matched to that of Pure Gym, Widnes.
- Produced and circulated Sport in Halton 2015 booklet which is also available [online](#). "This Girl Can" national campaign was launched in January and templates and marketing information have been sent to clubs.
- Delivered Sports Coach UK 'Safeguarding & Protecting Children' workshop.
- Awarded bursaries in sports coaching (17 valued at £1585) and via Sports Development Grant scheme (7 bursaries and 5 group grants)
- Assisted a number of clubs with facility improvement plans.

SCHOOL MEALS

Meal numbers in primary schools are presently operating at over 87% which is significantly higher than the national average and secondary schools continue to perform within the top 10 for uptake in the country. In the past year, the food cost per meal has either stayed the same or been reduced. A recent exercise to switch our fruit and vegetable supplier has resulted in an annual saving of over £80,000 without loss to quality or service delivery. The service has often been used as an exemplar of good practice within the industry. For the sixth year running, the service was assessed by the external organisation, Hospitality Assured, using the European Model for Business Excellence. Only a handful of local authorities are registered with Hospitality Assured.

OPEN SPACE SERVICE

The Brindley: The annual pantomime (which ran from Q3 to Q4) was the most successful production in terms of tickets sold since the Brindley opened in 2004. Performances were sold out most evenings and afternoon performances were at least 75% full.

Cemeteries and Crematorium: The second of two new cremators was installed at Widnes Crematorium during the quarter and will be commissioned within the first few weeks of Q1 2015/16. The new cremators are more efficient and will reduce fuel costs significantly. Planning consent was granted for the new Widnes Cemetery in Q4 and some tree removal work was carried out in advance of the main works starting.

Parks: Two new commemorative stones were unveiled at the Victoria Park War Memorial on Saturday 7 March 2015. One of the stones records the names of individuals who were born in Widnes and went on to die in the Great War but after they had moved away from the town. The other stone records the names of Widnes men who fell in the Great War but who were not added to the memorial when it was originally built.

Design and Development: Work has continued on the Runcorn Hill and Heath Park Heritage Lottery Fund project during Q4. It is anticipated that the new pavilion café building will be completed towards the end of Q1 2015/16.

Registration Service: The Registration Service has been working with the Communities and Environment Marketing Officer to complete the launch of its bespoke website: www.weddingsinhalton.co.uk and to further develop social media presence via <https://www.facebook.com/haltonregistrationservice>. The Business Analysis team (ICT services) having been working with the service to further develop the technical functionality of the Registrars Cash and Stock system, following an inspection by the General Register Office.

Streetscene: Eighty new street litter bins were installed throughout the Borough in Q4. Many of the new bins have a section for items that can be recycled. The bins have been funded from the Area Forums and they have replaced worn out street furniture improving the visual aspect of many streets and neighbourhoods. A further 50 bins will be installed in Q1 2015/16.

WASTE AND ENVIRONMENTAL IMPROVEMENT

Co-Mingled Recycling Collections: During Q4, Executive Board received a report detailing an assessment of whether or not the Council's current co-mingled recycling collection service complied with legislative requirements. The legislation requires the separate collection of paper, glass, plastic and metals, unless separate collection is not necessary to facilitate and improve recycling and produce high quality recyclable materials (or if it is not technically, environmentally and economically practicable to do so). The outcome of the assessment was that the Council's co-mingled collection service was compliant with legislation on the basis that the residents found the system simple and easy to use; it has resulted in increased levels of recycling since 2007, with a high level of recycling performance (over 40%) projected for 2014/15; and the recyclable materials recovered are of a high quality and have a market value.

Enforcement: DEFRA 2013/14 fly-tipping data shows that Halton was the 8th highest performing authority in the country in taking prosecution actions (39). In 2014/15, 1732 Fixed Penalty Notices were issued for littering offences and 42 were issued for dog fouling offences.

Community Centres: The annual Community Centres report demonstrated improvement in usage and income. The report highlighted over 267k attendances at the Community Centres during the year and a significant reduction in operating costs. Ditton Community Centre won “Best Performer” in the APSE (Association of Public Service Excellence) Annual Awards for the Civic, Cultural and Community Venues category, recognising the effective management of the service and the staff and centre’s achievements in delivering a wide range of activities for the local community.

Pilot Community Centre Initiative: The Area Forum funded three-month pilot to provide improved meals provision and an increased range of activities for young and old at Upton Community Centre has started. The initiative has generated a considerable interest from the target audience, in both the immediate and wider area. Some events such as the Tea Dance, indoor bowls, prize bingo, and Tai Chi and Chair-based exercises have proved very popular, with increasing attendance figures. Users have suggested possible additional activities. Also under consideration will be the collaboration with Fire Service and Police/Police Community Support Officers to deliver targeted presentations. Consultations with users are also being planned and opportunities for sustaining the initiative beyond May are being explored.

Community Development: Community Development has delivered a programme of Health and Wellbeing Grants on behalf of the Health and Wellbeing Board. During Q4, there have been six Healthy School Awards, 19 Community Group Awards and 28 Recognition Awards for Health Champions. The programme has supported a wide range of activities from burlesque fitness sessions to encaustic painting to school gardening and healthy messages posters. The Mayor presented the Health Champion Awards recognising people’s contribution to residents’ health and wellbeing.

Community Shop: The ELS&C PPB has endorsed consideration of establishing a ‘Community Shop’ in Halton. Community Shop is a member-only supermarket that sells goods at 70 percent less than RRP. The initiative provides a programme of mentoring support to tackle financial exclusion, improve health and wellbeing, and support employability skills.

COMMUNITY SAFETY

Public Spaces Protection Orders: A report on Public Spaces Protection Orders (PSPOs) was presented to Executive Board. The power to issue PSPOs was created through the Anti-social Behaviour, Crime and Policing Act 2014 and gives councils and the police special provisions (e.g. place restrictions/prohibitions on specific behaviours) to tackle and prevent incidents of ASB. Unlike previous orders, PSPOs can contain more than one restriction, meaning that a single PSPO can deal with a wider range of unacceptable behaviour. Breaching a PSPO could result in a written warning, a Fixed Penalty Notice of up to £100 or prosecution and a fine of up to £1,000. Council and Police officers have been collaborating to develop the process for issuing PSPOs and will use them to enhance their ability to address ASB in identified ‘hot spot’ areas.

3.0 Emerging Issues

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

I COMMISSIONING AND COMPLEX CARE SERVICES

Mental Health Act Code of Practice: The new Code of Practice has now been published and contains a number of changes and developments. All Council policies and procedures are being amended to take this into account and key staff in mental health services are receiving training in relation to this.

Review of the Acute Care Pathway (ACP): The review of the ACP is now being taken forward by all of the Clinical Commissioning Groups within the footprint of the 5Boroughs; an external consultancy has been appointed and the review is scheduled to conclude in autumn 2015.

5Boroughs Trust: From April 2015, 5Boroughs will introduce a more borough-based approach to the delivery of their services. This new approach will ensure more effective engagement in local strategic and operational planning processes. In July 2015, the 5Boroughs will be inspected by the Care Quality Commission, as part of CQC's national programme to review all mental health services. The Council will support the 5Boroughs' preparation for this inspection.

II PREVENTION AND ASSESSMENT SERVICES

Employment Tribunal Case – Sleeping Night Support: A recent Employment Appeal Tribunal case '*Esparon t/a Middle West v Slaikowska*' suggested sleeping night support should be paid at the national minimum wage rate. The current sleeping rates are £33 per night shift. This appeal presents a considerable financial risk for the Council and Halton Clinical Commissioning Group's pooled budget arrangements with sleeping support predominately being used in supported accommodation for vulnerable adults. A re-tender exercise of the supported accommodation services will take place in 2015. The implications of the Esparon Case will be considered during the re-tender of services. Colleagues continue to investigate the authority's responsibilities and liaise with provider services.

Multi-disciplinary Teams: There has been some research into new models of working within GP practices similar to the Social Care in Practice one developed in Runcorn. The idea is to have more social workers being co-located in named GP surgeries as part of a multidisciplinary team.

Care Management Strategy: This strategy sets out the vision and future development of care management, highlighting working models for social workers and occupational therapists. A first draft will be available for consultation in May/June 2015.

Financial Abuse Task and Finish Group: A report regarding Financial Abuse was presented to the Safeguarding Adults Board (SAB) on 8th January 2015. It was agreed by SAB that a Task and Finish Group be established to look at financial abuse in more detail and to develop a toolkit to support practitioners.

III COMMUNITY AND ENVIRONMENT SERVICES

Waste & Recycling Collection Services: Major changes to the waste and recycling collection services are to be introduced in the summer. The changes are as a result of the borough-wide roll out of the Alternate Bin Collection (ABC) scheme to all suitable properties, which is being completed as part of a 'Route Optimisation' exercise which will see the complete re-design of existing waste and recycling collection schedules.

For all households that will be served by the ABC scheme, the service changes will see future refuse and recycling collections taking place on the same day, but on alternate weeks (e.g. Blue bin emptied on Monday one week, Black bin emptied on Monday the next week). Changes may also be made to collection days for those households with small black bins, or those that receive 'black sack' collections, who will continue to receive weekly waste collections.

Prior any service change, all households will receive an information pack with details of how they will be affected.

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 **2014/15** Business Plan, the service was required to undertake a risk assessment of all key service objectives with high risks included in the Directorate Risk Register.

As a result, monitoring of all relevant 'high' risks will be undertaken and progress reported against the application of the risk treatment measures in Quarters 2 and 4.

5.0 Progress against high priority equality actions


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







6.0 Performance Overview

The following information provides a synopsis of progress for both milestones and performance indicators across the key business areas that have been identified by the Communities Directorate. The way in which the Red, Amber and Green, (RAG), symbols have been used to reflect progress to date is explained at the end of this report.

Commissioning and Complex Care Services

Key Objectives / milestones

Ref	Milestones	Q4 Progress
CCC1	Continue to monitor effectiveness of changes arising from	

	review of services and support to children and adults with Autistic Spectrum Disorder. Mar 2015. (AOF 4)	
CCC1	Continue to implement the Local Dementia Strategy, to ensure effective services are in place. Mar 2015. (AOF 4)	
CCC1	Continue to implement 5Boroughs NHS Foundation Trust proposals to redesign pathways for people with Acute Mental Health problems and services for older people with Mental Health problems. Mar 2015 (AOF 4)	
CCC1	The Homelessness Strategy be kept under annual review to determine if any changes or updates are required. Mar 2015. (AOF 4, AOF 18)	
CCC1	Conduct a review of Domestic Violence Services to ensure services continue to meet the needs of Halton residents. Mar 2015 (AOF11)	
CCC2	Ensure Healthwatch is established and consider working in partnership with other Councils to deliver this. Mar 2015 (AOF 21)	
CCC3	Undertake on-going review and development of all commissioning strategies, aligning with Public Health and Clinical Commissioning Groups, to enhance service delivery and continue cost effectiveness, and ensure appropriate governance controls are in place. Mar 2015. (AOF 21 & 25)	

Supporting Commentary

CCC1 - Services / Support to children and adults with Autism: Autism Self-Assessment 2015 has been completed and formally submitted on behalf of Halton Borough Council and Halton Clinical Commissioning Group. The Autism Strategy Action Plan is to be reviewed to align with the Think Autism 2014 National review. £18,500 grant funding has been allocated to support safely accessing social media and employment focused based support with Community Services.

CCC 1 Dementia Strategy: During Q4 the focus has been on achieving the diagnosis rate target of 67% by end of March 2015. As at mid-March 2015, the diagnosis rate was 69.5%. Preparation for the commissioning of a Halton Admiral Nurse Service has taken place, including planning a consultation event for early April 2015 and meetings with existing community pathway providers. Further work will be undertaken into Q1 2015/16 with community pathway providers to maximise opportunities for collaborative working to reshape the pathway (where appropriate) in readiness for the Admiral Nurse service and to ensure quality services that continue to meet the needs of people living with dementia, and their carers. The Dementia Action Alliance (DAA) is now well established, with 17 active members. There was a successful Halton DAA event held in conjunction with Halton Carers Centre, attended by over 120 participants; 50% of participants were people living with dementia or their carers.







CCC 1 Mental Health: The effectiveness of the Acute Care Pathway (ACP) is being reviewed by the combined Clinical Commissioning Groups across the 5Boroughs. A report will be due in the autumn of 2015. The pathway for older people with mental health problems – the Later Life and Memory service – has also been fully developed and implemented, and is again fully supported by the council social work service.

CCC 1 Homelessness Strategy: The homelessness strategy 2014 to 2018 is a working document that captures future change, trends, demands and is due to be reviewed in June 2015. During the past 12 months a number of priority actions within the strategy plan have been successfully completed to ensure the service is fully compliant with the legislation. The focus has been around improving the performance and monitoring of the service, with further emphasis to develop prevention initiatives for vulnerable complex needs client groups. The main priority for 2015/16 will be on Health & Homelessness, meeting the key service objectives outlined within the St Mungo's report, and incorporating these within the reviewed strategy action plan.

CCC 2 HealthWatch: Healthwatch continues to develop and events for local residents are scheduled. Discussion with partner Councils related to advocacy took place to ensure the best possible service is delivered. More cost effective arrangements are now in place.

CCC 3 Review and development of commissioning strategies to align with Public Health and Clinical Commissioning Groups: Work in this area is progressing as scheduled. The Integration Agenda continues to move towards greater alignment around governance, work schemes, and performance management. For example, new Governance arrangements for Mental Health and other work streams have been put in place.

Key Performance Indicators

Ref	Measure	13 / 14 Actual	14 / 15 Target	Q4 Actual	Q4 Progress	Direction of travel
CCC 4	Adults with mental health problems helped to live at home per 1,000 population	2.64	3.5	2.64		
CCC 5	The proportion of households who were accepted as statutorily homeless, who were accepted by the same LA within the last 2 years (Previously CCC 6).	0	1.2	0		
CCC 6	Number of households living in Temporary Accommodation (Previously NI 156, CCC 7).	11	12	19		

Supporting Commentary

CCC 4 Adults with mental health problems helped to live at home per 1,000 population: Although the target for this year has not been reached, this figure represents a small improvement on the previous quarter's performance, and a reversal of a previous downward trend. This improvement has arisen because of a reconfiguration of some of the work within the mental health service.






CCC 5 The proportion of households who were accepted as statutorily homeless, who were accepted by the same LA within the last 2 years



Halton has approached the street pastors and are striving towards developing an outreach service to tackle rough sleepers within the district. The authority will continue to aim to sustain zero tolerance towards repeat homelessness within the district and facilitate reconnection with neighbouring authorities.

CCC 6 Number of households living in Temporary Accommodation: Many authorities across the country have seen an increase in homeless presentations. During the last 12 months there have been a number of contributable factors that have led to the increase, for example, welfare reform, benefit cap and sanctions, which have placed additional pressure upon the authority to provide temporary accommodation. The introduction of Universal Credit had a small impact upon homelessness, as the process has resulted in clients experiencing disruption to benefits and financial hardship. It is envisaged that this process may affect more clients in the future, whereby, affordability is a contributable factor to the loss of their settled accommodation. Consequently, this will place additional pressure on the service and increase demand for the temporary accommodation provision.

Prevention and Assessment Services

Key Objectives / milestones

Ref	Milestones	Q4 Progress
PA 1	Fully implement and monitor the effectiveness of the complex care pooled budget March 2015. (AOF 2,3,4,10,21)	
PA 1	Continue the integrated provision of frontline services including multidisciplinary teams, care homes, safeguarding services and urgent care March 2015 (AOF 2,3,4,10,21)	
PA 1	Develop a Care Management Strategy to reflect the provision of integrated frontline services for adults March 2015 (AOF 2,3,4,10,21)	
PA 1	Work within adult social care to focus on preventative service to meet the needs of the population March 2015 (AOF 2,3,4,10,21)	
PA 1	Develop an integrated approach to the delivery of Health and Wellbeing across Halton March 2015 (AOF 2,3,4,10,21)	

PA 2	Continue to establish effective arrangements across the whole of adult social care to deliver personalised quality services through self-directed support and personal budgets March 2015 (AOF 2, 3,4,10,21)	
PA 2	Continue to review the quality of commissioned services and continue to develop the role of the integrated safeguarding unit March 2015 (AOF 2, 3,4,10,21)	

Supporting Commentary

PA 1 Integrated provision of frontline services: Community health and social care teams continue to integrate around GP practices and hubs. The successful bid for the Prime Ministers challenge money for primary care will further support the developing model of health and social care delivery as will the remodelling of mental health services to a borough based approach.





PA 1 Develop a Care Management Strategy: The Care Management Strategy has previously been presented to SMT it is in a final draft and will now follow a period of consultation. It will be presented to the HPPB in June.



PA 1 Work within Adult Social Care focussing on Preventative Services: The Initial Assessment team continues to work closely with Sure Start/Bridge Building teams, and Telecare. Training has been delivered on the new Care Act to reinforce better signposting and capturing information that ensures positive outcomes for people using services.

PA 2 Personalisation/Self-directed Support: Effective arrangements continue to remain in place for 'Personalisation' across adult social care. A steering group has been established and will continue to progress the 'Making it Real' agenda. A co-production approach has been adopted to work with people who use services and their support networks.

PA 2 Integrated Safeguarding: A care and safeguarding dashboard is being developed to enable professionals to receive up to date information across the Halton footprint for commissioned services and safeguarding.

Key Performance Indicators

Ref	Measure	13 / 14 Actual	14/15 Target	Q4 Actual	Q4 Progress	Direction of travel
PA 2	Numbers of people receiving Intermediate Care per 1,000 population (65+)	81.31	82	80.0		
PA 3	Percentage of VAA Assessments completed within 28 days	87.69%	85%	86.8%		

Ref	Measure	13 / 14 Actual	14/15 Target	Q4 Actual	Q4 Progress	Direction of travel
PA 7	Percentage of items of equipment and adaptations delivered within 7 working days	96.3%	97%	95.5%		

Supporting Commentary

PA 2 Numbers of people receiving Intermediate Care per 1,000 population (65+):

The total number of Intermediate Care referrals are up on the same quarter last year and overall are slightly up on 2013/14. However there was a 3.6% increase in the 65+ population estimate (20306). Had this population figure remained the same as 2013/14 (19603), the outturn would have been 82.8.

PA 3 Percentage of VAA Assessments completed within 28 days: Target achieved.

PA 7 Percentage of items of equipment and adaptations delivered within 7 working days: Three of the four service providers have achieved the 97% target. There have been issues with the fourth contract which is coming to an end in 2015/16. We are undertaking a procurement process to find a new service provider.

Community and Environmental Services

Key Objectives / milestones

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








Supporting Commentary



CE 1 Sports Strategy Implementation: The Sport and Recreation Team delivered and supported activity inclusive of delivery of community sports coaching, safeguarding and protecting children training workshops, running events, new exercise classes, continued support to community exercise programmes, accrediting clubs with the Club Halton scheme, promoting leisure card applications, and in-house training for casual coaches.

CE 4 New Library Strategy – Inspiring a community of readers and learners: In this quarter, the Reading Well Books on Prescription – Dementia was launched. Other activities conducted included the reading activist meetings, engaging with schools, reading group sessions, Rhymetime for parents and children, and Bookstart packs delivered to children under 5 year olds.

CE 4 Extended Informal Learning Opportunities: The Library Service has delivered several training programmes and events to the community and staff members; these included “An Introduction to memory” and “Safer Internet Families”; Digital access/workforce development; IT Clinics and Workclub sessions supported by GMB. Attendance at sessions was good.

Key Performance Indicators

Ref	Measure	13 / 14 Actual	14 / 15 Target	Q4 Actual	Q4 Progress	Direction of travel
CE LI 4	Diversity – number of community groups accessing stadium facilities	N/A	15	24		N/A
CE LI 6	Number of new members of the library service during the last 12 months	N/A	7,000	1,411 Annual total 5,691		N/A
CE LI 6a	Number of physical and virtual visits to libraries (annual total)	675,989	680,000	139,920 Annual total 598,632		N/A
CE LI 7	% of adult population (16+) participating in sport each week (Previously NI8).	23.1%	24%	25%		
CE LI 8	% Take up of free school meals to those who are eligible - Primary	85.12%	85%	91.7%		

Ref	Measure	13 / 14 Actual	14 / 15 Target	Q4 Actual	Q4 Progress	Direction of travel
	Schools					
CE LI 9	% Take up of free school meals to those who are eligible - Secondary Schools	75.81%	75%	77.1%		

Supporting Commentary

CE LI 4 Number of community groups accessing stadium facilities: During Q4, a large number of community and disadvantaged groups have used the stadium on a regular basis.

CE LI 6 Number of new members of the library service during the last 12 months: Performance has been affected in part by the efficiency review of the service and staff leaving with no recruitment ahead of the revised staffing structure. The service has had insufficient capacity to undertake outreach and membership drives. The new structure with designated outreach staff will help increase membership in the future.

CE LI 6a Number of physical and virtual visits to libraries (annual total): Although performance has risen slightly this quarter overall the target has not been achieved. The people counters at Halton Lea, Runcorn and Widnes have all had technical faults at some point this year so the annual total contains data which is estimated and therefore potentially inaccurate. Performance has been affected by the Efficiency Review and has led to capacity issues as staff have not been replaced. Also, affecting this measure has been the decommissioning and withdrawal of the Mobile Library in Quarter 4.

CE LI 7 Percentage of adult population (16+) participating in sport each week: The Council's Sports Development Team continues to work with partners to support existing groups and develop new opportunities for residents to get and stay active.

CE LI 8 % Take up of free school meals - Primary Schools: This uptake is exceptional; the Universal Free Meals has had a positive effect on those children already entitled.

CE LI 9 % Take up of free school meals - Secondary Schools: This outturn is also exceptional since secondary schools pupils have a wider choice of how they spend their money and lunch time.

APPENDIX: Explanation of Symbols

Symbols are used in the following manner:

Progress

Green



Objective
Indicates that the objective is on course to be achieved within the appropriate timeframe.

Performance Indicator

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/objective will be achieved within the appropriate timeframe.

Indicates that it is uncertain or too early to say at this stage whether the annual target is on course to be achieved.

Red



Indicates that it is highly likely or certain that the objective will not be achieved within the appropriate timeframe.

Indicates that the target will not be achieved unless there is an intervention or remedial action taken.

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.