

Public Document Pack



Corporate Services Policy and Performance Board

Wednesday, 27 September 2006 6.30 p.m.
Civic Suite, Town Hall, Runcorn

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

Chief Executive

COMMITTEE MEMBERSHIP

Councillor Robert Gilligan (Chairman)	Labour
Councillor Alan Lowe (Vice- Chairman)	Labour
Councillor John Bradshaw	Conservative
Councillor Sue Blackmore	Liberal Democrat
Councillor Mark Dennett	Labour
Councillor Susan Edge	Labour
Councillor Christopher Inch	Liberal Democrat
Councillor Kath Loftus	Labour
Councillor Paul Nolan	Labour
Councillor Ulfar Norddahl	Liberal Democrat
Councillor Kevan Wainwright	Labour

Please contact Gill Ferguson on 0151 471 7395 or e-mail gill.ferguson@halton.gov.uk for further information. The next meeting of the Committee is on Tuesday, 31 October 2006

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

Part I

Item No.	Page No.
1. MINUTES	
2. DECLARATION OF INTERESTS (INCLUDING PARTY WHIP DECLARATIONS)	
<p>Members are reminded of their responsibility to declare any personal or personal and prejudicial interest which they have in any item of business on the agenda, no later than when that item is reached and (subject to certain exceptions in the Code of Conduct for Members) to leave the meeting prior to discussion and voting on the item.</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.

REPORT TO: Corporate Policy and Performance Board

DATE: 27TH September 2006

REPORTING OFFICER: Chief Executive

SUBJECT: Public Question Time

WARD(s): Boroughwide

1.0 PURPOSE OF REPORT

1.1 To consider any questions submitted by the Public in accordance with Standing Order 33 (5).

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

2.0 RECOMMENDED: That any questions received be dealt with.

3.0 SUPPORTING INFORMATION

3.1 Standing Order 34(11) states that Public Questions shall be dealt with as follows:-

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

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

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

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

4.0 POLICY IMPLICATIONS

None.

5.0 OTHER IMPLICATIONS

None.

6.0 RISK ANALYSIS

None.

7.0 EQUALITY AND DIVERSITY ISSUES

None.

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

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

REPORT TO: Corporate Policy and Performance Board

DATE: 27TH September 2006

REPORTING OFFICER: Chief Executive

SUBJECT: Executive Board and Executive Sub Minutes

WARD(s): Boroughwide

1.0 PURPOSE OF REPORT

- 1.1 The Minutes relating to the Corporate Portfolio which have been considered by the Executive Board and Executive Sub since the last meeting of this Board are attached at Appendix 1 (link) for information.
- 1.2 The Minutes are submitted to update the Policy and Performance Board of decisions taken in their area.

2.0 RECOMMENDED: That the Minutes be noted.

3.0 POLICY IMPLICATIONS

None.

4.0 OTHER IMPLICATIONS

None.

5.0 RISK ANALYSIS

None.

6.0 EQUALITY AND DIVERSITY ISSUES

None.

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

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

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Executive Board 22ND June 2006

CORPORATE SERVICES PORTFOLIO

EXB 10 DRINKING IN DESIGNATED PLACES

The Board considered a report of the Strategic Director – Corporate and Policy regarding a draft Alcohol Designation Order under the Criminal Justice and Police Act 2001 which was undergoing the necessary consultation procedure with statutory consultees.

It was noted that the intention of this Order was to replace current bye-laws that were to lapse on 1st September 2006. The aim was to designate public places for a ban on alcohol consumption with offences occurring when a person in a designation area:

- (a) was drinking alcohol and was warned by a police officer not to do so and continued; or
- (b) was carrying a container of alcohol, whether opened or not, and ignored a request by a police officer either to place the container in an approved receptacle or hand it over to the officer.

There was a proviso concerning designation in that the local authority had to be satisfied that there was a need for such a ban because of public nuisance and disorder associated with drinking in public in those areas. A plan was attached to the report to show the public places which it was proposed should be designated.

RESOLVED: That

- (1) after consideration of comments made on the proposal for an Alcohol Designation Order, the Council be recommended to make the Order as advertised, subject to resolution number (2) below; and
- (2) authority be delegated to the Executive Board Member for Corporate Services, in consultation with the Council Solicitor, to deal with any comments received after this meeting up to the consultation deadline of 23rd June 2006.

Council Solicitor

(NB Councillor Wharton declared a personal interest in the following item of business due to being Chairman of the Hale Park Friends Group and Treasurer of the Youth Centre.)

EXB11 HERITAGE LOTTERY FUND

The Board considered a report of the Strategic Director – Corporate and Policy outlining the proposed projects that were to be included in a portfolio of projects for Halton to be presented to Heritage Lottery Fund (HLF) on 27th July 2006.

It was noted that the previous portfolio produced in November 2003 was now out of date and this report highlighted the major projects which were likely to apply to HLF funding over the next three years. The Board was advised that there was a possibility that Halton would no longer be considered a priority area from April 2007 and, therefore, it was even more important that the Authority identified its priority projects and highlighted these to HLF.

RESOLVED: That the list of projects appended to the report be approved for inclusion in a portfolio for presentation to HLF as a summary of the Council's aspirations.

Strategic Director
– Corporate and
Policy

EXB17 LOCAL AREA AGREEMENTS

The Board considered a report of the Chief Executive regarding the Local Area Agreement (LAA) process and progress made to date on producing an LAA for Halton. It was noted that an LAA was a three year agreement setting out the priorities for a local area, agreed between central government and a local area, represented by the lead local authority and other key partners through the Local Strategic Partnerships. Government had stipulated that Halton would be in Round 3 of the Programme.

Details were outlined for Members' consideration in respect of the aims and priorities on which LAAs were based. The Board was advised that draft outcomes were evolving in discussions with Government Office North West. These would be consistent with Halton's priorities and would focus on key areas in order to deliver a step change improvement. The LAA would be submitted to both the Local Strategic Partnership and the Executive Board for consideration and it was anticipated that an appropriate agreement would come in force by April 2007.

RESOLVED: That

- (1) the report and the outline of the process be noted; and
- (2) Halton pursue an agreement shaped around the five priorities of the Community Strategy.

Exec Board Sub Committee 22 May 2006

Chief Executive

CORPORATE SERVICES PORTFOLIO

ES 2 TREASURY MANAGEMENT 2005/06 4TH QUARTER: JANUARY-MARCH

The Committee considered a report which reviewed activities on Treasury Management for the 4th Quarter of 2005/06: January to March.

It was noted that all policy guidelines including the prudential indicators had been complied with.

RESOLVED: That the report be noted.

DEPUTY LEADER'S PORTFOLIO

ES3 HALTON DIRECT LINK - CASH PAYMENT OPTIONS

The Board considered an update report on the arrangements to open two new Halton Direct Link One Stop Shops in Runcorn and Ditton. It was anticipated that the works should take about 13 weeks for each building with an opening date of early September 2006.

As a consequence of these two new developments there was an opportunity to make considerable efficiency savings both in terms of service provision and space by looking at alternatives to the traditional cash collection facilities. There were currently four cash facilities available to the public at Widnes and Runcorn One Stop Shops, Runcorn Town Hall and Ditton Area Office.

As a consequence of transforming Ditton Area Office into a One Stop Shop that would share facilities with Halton Housing Trust restricted space was available within the footprint of the building. It was therefore necessary to

look at an alternative method of providing cash payment facilities which could also be used in the Runcorn Halton Direct Link.

It was also proposed that as the new HDL One Stop Shop in Runcorn Centre would offer cash payment facilities this allowed the closure of the Town Hall Cash Desk and would free up valuable space.

Ideally payment of bills by direct debit was the Council's preferred method but it was recognised that cash payment facilities would still need to be provided. An alternative payment method had been identified that would reduce both set up and on-going costs. Automated cash payment machines could accept both plastic (cards) and cash (notes and coins), and give the appropriate change. Machines were already operating successfully in a number of other authorities and officers had contacted a number of sites.

It was recognised that the automated cash payment machines would be a major change to making payments and it may initially cause some confusion, therefore a customer service advisor would be on hand to provide on the spot assistance.

In addition, it was proposed that the current bar coded HBC Library Card which incorporated a single reference card that uniquely identified the customer and his/her relevant account details would be utilised. This approach had two main benefits for the Council, the first being it already existed and was therefore cost effective to use. Secondly, it would help the promotion of the Council's Library facilities and from a customer prospective would not add to the number of cards people carried. Initially, the current library card could be used to assist customers to pay their bills using the new cash machine facilities and as the scheme developed a new card would be introduced which would become the Council card, a smart card giving access to other services, such as leisure facilities.

It was also planned that the system would link directly to the Council's cash receipting system and therefore transactions would not require further re-keying.

RESOLVED: That

- (1) the report be noted and approval be granted to Runcorn Town Hall Cash Desk being closed on the opening of the new One Stop Shop in Runcorn, where a new payment facility will be opened; and
- (2) the Cash Desk at Ditton Area Office be closed for the duration of the conversion of the building to a new Halton Direct Link One Stop Shop.

Strategic Director
– Corporate and
Policy

Executive Board Sub Committee 12 June 06

CORPORATE SERVICES PORTFOLIO

ES 5 DISCRETIONARY NON DOMESTIC RATE RELIEF

Under the provisions of Section 47 of the Local Government Finance Act 1988, the authority is allowed to grant discretionary rate relief to organisations who were either a charity or a non-profit making organisation.

The Sub-Committee considered a report which set out details of 14 applications for discretionary non-domestic rate relief.

RESOLVED: That

- (1) under the provisions of Section 47 of the Local Government Finance Act 1988, Discretionary Rate Relief be granted to the following organisation at the percentage indicated, for the period 1st April 2006 or the commencement of liability, whichever is the later, to 31st March 2009:

Halton YMCA Limited	20%
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- (2) in respect of the following organisation, it is also recommended that they should be granted Discretionary Rate Relief for the back dated element of the charge:

Halton YMCA Limited (to 1 st April 2005)	20%
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- (3) under the provisions of Section 47, Local Government Finance Act 1988, the following applications for Discretionary Rate Relief be refused:

Halton Housing Trust Limited (x 13) 20%

(NB. Councillor Nelson declared a personal and prejudicial interest in the above item as a Board Member of Halton Housing Trust and left the meeting).

Strategic
Director –
Corporate
and Policy

ES 6 CAPITAL RECEIPTS DETERMINATION

Since the introduction of the Local Government and Housing Act 1989, local authorities had not been able to spend 100% of their capital receipts received each year.

The legislation required that some of the receipt was set aside to be used to repay debt rather than pay for new capital expenditure.

The calculation for Halton for 2005/06 was detailed in the report. The minimum percentages had been set aside, as this left a maximum amount available to help finance the authority's capital programme.

RESOLVED: That the figures outlined in the report be set aside from the Capital Receipts for 2005/06.

Exec Board Sub Committee 22nd June 2006

CORPORATE SERVICES PORTFOLIO

ES 9 EXCLUSIVITY AGREEMENT: QUEENS HALL STUDIO

The Sub-Committee considered a report which sought approval to enter into an Exclusivity Agreement with Loose Music Collective in relation to the Queens Hall Studio, Widnes. The Queens Hall and Studio had remained empty for over two years and the Council was not yet in a position to resolve the future of the Queens Hall.

It was recognised that Loose Music Collective had put forward its ideas for a possible future use of the Queens Hall Studio and this was an opportunity to bring this part of

the building back to life as an independent entity. The Loose Music Collective was a not for profit organisation established in January 1997. Their business plan focused on the re-opening of the Studio as a live music venue for Halton, a role it historically performed.

A survey undertaken on behalf of the Council by Cassidy and Ashton in 2005 had established a level of refurbishment required to ensure the building was made safe, water tight and usable. The indicative costs for this work were in the region of £650,000.

It was therefore proposed to offer Loose Music Collective a six month exclusivity period during which Loose Music would be able to ascertain whether they could secure the funding necessary to carry out the required renovation works. Should Loose Music Collective accept the offer of an exclusivity period, the relevant Council officers would conclude with Loose Music the terms of the agreement. In addition, it was proposed that the Council would offer a 25-year lease at a rental to reflect Loose carrying out all the necessary works. The terms would be presented to the Board at a later date, conditioned on obtaining all necessary consents including planning permission and building regulations approval.

RESOLVED: That the Council's Solicitor be authorised to complete an Exclusivity Agreement on the basis outlined in the report.

Council Solicitor

ES 10 BANK HOLIDAY OPENING AT WIDNES MARKET

The Sub-Committee considered a request from the Market Traders Association for Widnes Market to close on future Bank Holiday Mondays. Opening the market on a Bank Holiday Monday was no longer as popular and as a result both public and traders' attendances had declined considerably when compared to normal Mondays.

RESOLVED: That the request of the Traders Association be approved and that from August Bank Holiday 2006 the market cease to trade at the Bank Holiday Monday and future Bank Holiday Mondays.

Strategic Director
– Corporate and
Policy

ES 13 SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972 AND THE LOCAL GOVERNMENT (ACCESS TO INFORMATION)

ACT 1985

In view of the nature of the business to be transacted, it was

RESOLVED: That under Section 100A (4) of the Local Government Act 1972, having been satisfied that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part I of Schedule 12A of the Act.

ES14 WIDNES TOWN HALL

The Sub-Committee considered a report which sought approval to vary the terms of the draft agreement being drawn up between Marmalade and the Council for the redevelopment of the Town Hall in Widnes.

RESOLVED: That the Sub-Committee

- (1) agree in principle to the leasing office accommodation space from Marmalade;
- (2) authorise the Strategic Director – Corporate and Policy, in consultation with the relevant Portfolio Holder, to agree terms with Marmalade, in the context of the Council’s emerging Accommodation Strategy; and
- (3) a further report be submitted to the relevant decision making board requesting approval for the terms of the lease.

Strategic Director
– Corporate and
Policy

Executive Board Sub Committee - 20th July 2006
CORPORATE SERVICES PORTFOLIO

ES 16 ACCEPTANCE OF TENDER FOR NEW BUILDING SUPPLY AND CIVIL ENGINEERING WORKS AT SAINTS PETER AND PAUL AND WADE DEACON SCHOOLS, WIDNES

The Sub-Committee received a report on six tenders received relating to the proposed building and civil

engineering works to construct a six lane athletics track complete with changing rooms, including carrying out an attenuated drainage scheme at Saints Peter and Paul and Wade Deacon Schools, Widnes. Mayfield Construction Limited submitted the lowest tender in the sum of £1,449,600.00. This tender exceeded the client's allocated budget and cost savings totalling £58,304.61 had been negotiated with the contractor reducing the building costs to a revised tender of £1,391,295.39 which was now within the client's budget.

The project programme and details of all health and safety issues had been agreed with the clients and the completion of the project was planned for December 2006.

RESOLVED: That Members note the acceptance of a revised tender for the works in the sum of £1,391,295.39.

ES 17 2005/06 FINANCIAL OUTTURN

The Board considered a report summarising the final revenue and capital spending position for each Department for 2005/06.

In overall terms, the revenue underspending of £249,000 had confirmed previous projections highlighted in the quarterly performance management reports. As a result, the Council's general balances were now £6,561,000. Within the overall underspend, there had been a few significant variances which were outlined in the report.

Capital spending was £4.5m below the revised Capital Programme of £30.2m, however, the only areas of significant slippage were on four major schemes which were discussed in detail.

It was reported that the Housing Revenue Account had a surplus for the year of £588,000, which was higher than anticipated largely due to tight monitoring of spend in the run up to the Housing Stock Transfer on 5th December 2005. The surplus must remain within the Housing Revenue Account for a further twelve months in order to meet any residual issues following the stock transfer, but would then revert back to the General Fund.

In respect of School balances, these had reduced to

£7.7m. This was made up from balances on individual School Budgets (£4.3m), Standards Fund (£2.8m) and Devolved Capital (£0.6m). It represented an overall reduction in School balances of £2.6m from the previous year. In addition, there was £1.4m of underspent Standards Fund Grant held by Education centrally, which along with the unspent School Standards Fund grant must all be spent by 31st August 2006.

RESOLVED: That the report be noted.

Executive Board Sub Committee - 21 August 2006

ES27 ITEM CONTAINING EXEMPT INFORMATION FALLING WITHIN SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972 AND THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

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

CORPORATE SERVICES PORTFOLIO

ES 28 WIDNES TOWN HALL

The Sub Committee considered a report which sought approval to the terms of a lease provisionally agreed with Marmalade for first floor office accommodation within the former Town Hall redevelopment scheme and for approval to the terms of the Variation Agreement relating to the scheme.

RESOLVED: That

- (1) approval be given to the terms for a new lease of office accommodation within the former Town Hall redevelopment scheme; and

(2) the Variation Agreement be approved.

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REPORT TO: Corporate Services Policy and Performance Board

DATE: 27 September 2006

REPORTING OFFICER: Strategic Director, Corporate and Policy

SUBJECT: Local Area Agreements

WARDS: Boroughwide

1.0 PURPOSE OF REPORT

1.1 A Local Area Agreement (LAA) is a 3-year protocol that sets out the priorities for a local area, agreed between central government and the area itself, as represented by the lead local authority and other key partners through Local Strategic Partnership. Government has stipulated that Halton will be in Round 3 of the programme. This means that an Agreement must be negotiated by next April. The purpose of this report is to update the Board on the process and progress to date.

2.0 RECOMMENDATION: That

(1) the report and the outline of the process be noted; and

(2) comments to Executive Board on the draft Agreement be provided prior to its approval and submission to Government by end of September.

3. SUPPORTING INFORMATION

3.1 LAAs are meant to join up, focus and simplify the administration of neighbourhood renewal activity which utilises external funding. They provide a framework for partnerships to grow and develop and are a tool for driving efficiency. Whilst currently limited in scope, there is every indication that Government would like to extend LAAs in the future to cover elements of mainstream and statutory activity. Normally, LAAs are based upon four blocks established around the shared priorities for Government:

- Enterprise & Economic Development
- Healthier communities, and older people
- Safer and stronger communities
- Children and young people

- 3.2 The concept of an LAA is that it will spell out the priorities and targets for local well being, based on outcomes which reflect local and national priorities. These then form the basis of an agreement between an LSP and government departments that sets out the aims and funding requirements for activities that lie outside mainstream services – the special initiatives. This approach acts as the basis for a negotiated settlement between an LSP and government on the overall level and pattern of ‘additional’ spending in an area over a given timeframe, say three years. Once established, the local area agreement helps to bring vertical alignment between national and local priorities. Overall they reduce the complexity of funding arrangements by allowing more flexibility in the use of government monies and streamlining bureaucracy. As a starting point the Government has set out in its guidance a range of key mandatory outcomes and targets that every LAA must include. It is then for local discretion what other outcomes should be pursued in pursuit of local goals, which should derive from the Community Strategy. Members will be aware that the priorities agreed in the Community Strategy largely mirror the four blocks, with the addition of Urban Renewal. Government allow local flexibility in how LAAs are structured. Therefore, the starting point for the Halton LAA is that it is being framed around our agreed five priorities rather than the four blocks.
- 3.3 There is the opportunity within LAAs to request enabling measures (previously called freedoms & flexibilities). This is where we would wish to remove government-imposed barriers which would get in the way of delivering LAA outcomes and targets. These are not intended to alter legislation, or request central intervention on matters which should be settled locally.
- 3.4 LAAs do not carry with them extra funding, apart from a reward element. However, this is merely a rebranding of the financial rewards of local public service agreements (LPSA 2). Halton has already negotiated its LPSA2 and agreed its targets and arrangements for dividing pump-priming monies. Therefore, the LPSA2 will be incorporated into the LAA.
- 3.5 Government has set out a fairly specific timetable for the process leading to the adoption of an LAA. This is as follows:
- By end September - areas submit first draft LAAs to GONW. These must include outcomes, indicators and indicative targets, funding streams, the business case for Enabling Measures, a draft Statement of Community Involvement, and partnership arrangements.
 - By December, final drafts must be received by GONW. Ministerial sign-off will be during February 2007, with LAAs being implemented from April 2007.
- 3.6 It is clear that we have in place many of the building blocks in Halton that will enable a strong and robust LAA to be put in place. These

include established governance framework for the Halton Strategic Partnership. The Priorities Process, our strategic planning process is complete, and we have a new Community Strategy framed around the LAA structure. The Community Strategy has 54-shared outcomes, which already address the LAA Mandatory Outcomes, as dictated by central government. As already mentioned, we have already successfully negotiated our LPSA 2 and put in place arrangements for sharing out the pump priming monies. The 12 LPSA2 targets have been put in place behind the Community Strategy and will be passported into the LAA. In addition we have a Safer and Stronger Communities Fund Mini-LAA already in place, which will be an important component of our final LAA.

3.7 The LSP has the task of managing the process forward and shaping the agreement. The following key steps and milestones to help trace the path for the rest of the year:

- Draft LAA end of August
- Consideration and comments from PPBs and SSPs
- Halton Strategic Partnership Board Endorse LAA September
- Executive Board Endorse Draft LAA September
- Submit draft LAA to GONW end of September
- Negotiation Process Oct/Nov
- Exec Board/LSP Formal Endorsement to Final LAA (Dec)
- Final Submission – Xmas

3.8 This is obviously only a skeleton of the process and overlays a great deal of activity. There was a major partnership event in July to consider the framework for the agreement. Partners have put in a great deal of work over the summer to draw up the first draft of the LAA. Attached as an Annex to this report is the initial draft of the Agreement. Executive Board will consider this on 21 September prior to its submission to Government Office by the end of the month.

3.9 Members will observe that the Agreement is largely a re-presentation of the agreed Community Strategy and is based on the outcomes and funding embedded in existing plans and strategies. In considering their comment, in particular members may wish to focus on the outcome framework within the document that relates to their portfolio, and how it could help the Council to achieve its key objectives.

3.10 Underpinning the outcomes framework is an attempt to “prioritise the priorities” by articulating a small number of transformational issues that demonstrate the crosscutting and joined up approach to achieving the Halton vision. These four issues – liveability, anti-social behaviour, alcohol harm, and employment and skills – are largely self selecting based on expressed community needs, the State of halton Report and the recent LSP review. By focussing on these many of the overall outcomes and targets would be achieved. The LAA would look to

provide a greater focus on these areas, particularly given the impact they have across all priorities. For each area we need to look at:

- What we are doing?
- What are the barriers to progress?
- What could we do as a Partnership to address those issues that we aren't already doing? e.g. shared targets, pooled budgets, co-location,
- What could the Government do to help us?

3.11 On the latter point, the agreement identifies a number of enabling measures that we would like Government to consider to remove barriers to our progress. The overall objective would be to push harder in those issues that we know will have a positive impact across the priorities in the Community Strategy.

4.0 POLICY IMPLICATIONS

4.1 A Local Area Agreement (LAA) is a 3-year agreement that sets out the priorities for a local area, agreed between central government and the area, represented by the lead local authority and other key partners through Local Strategic Partnership. The LAA provides a service improvement tool for helping to implement Halton's adopted Community Strategy.

5.0 OTHER IMPLICATIONS

5.1 None.

6.0 RISK ANALYSIS

6.1 The LAA includes proposals for a robust risk management process. This will focus attention and resources on critical areas, provide more robust action plans and better-informed decision-making. It is intended to carry this forward through a partner seminar examining risk management of the Agreement in October.

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 The LAA will be based on the same values that underpin the Community Strategy and the Council's Corporate Plan, of which a commitment to equality and diversity is paramount. The LAA reinforces this value-driven system of partnership working.

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

8.1 There are no background documents under the meaning of this Act.

(Draft 1: 24 August 2006)

Halton Local Area Agreement:

Introduction

A Local Area Agreement (LAA) is three-year agreement, based on local Community Strategies that set out the priorities for a local area agreed between Central Government (represented by Government Office North West - GONW) and a local area, represented by its Local Strategic Partnership (LSP) – in our case the Halton Strategic Partnership. LAAs relax central government constraints and allow better decision-making at the local level. Greater freedoms provide the opportunity to think innovatively, and develop new solutions to local priorities.

To be effective our LAA must reflect local circumstances and needs. It should act as a vehicle to:

- engage and involve local communities;
- involve active participation of all stakeholders in Halton;
- be prepared and implemented by a broad 'local strategic partnership', through which the local authority can work with other local bodies;
- be based on a proper assessment of needs and the availability of resources.

This LAA has been prepared in accordance with these principles. The Community Strategy is key, and provides an overarching framework through which the corporate, strategic and operational plans of all the partners can contribute. The LAA provides a mechanism by which key elements of the strategy can be delivered over the next three years.

Background

Halton has inherited more than its share of issues, many rooted in the area's industrial past. Making the borough a better place to live and work presents some major challenges and opportunities for us all. This LAA sets out the steps we need to take together to bring about real improvements that will change lives for the better. In particular, we need to achieve real progress on five strategic themes that are set out clearly in the Community Strategy and mirrored in this LAA:

- A Healthy Halton
- Halton's Urban Renewal
- Halton's Children and Young People
- Employment, Learning and Skills in Halton
- A Safer Halton

These priorities have been derived from what local people feel is important, and from the facts and figures about conditions in Halton.

Halton is a largely urban area of 118,900 people. Its two biggest settlements are Widnes and Runcorn that face each other across the River Mersey, 10 miles upstream from Liverpool. The population of Halton was decline for over

a decade, but has recently started to increase. Between 1991 and 2002 the estimated Borough population decreased by 6,500 people from 124,800 to 118,300 in 2002. However, in 2003 there was a small increase in the population and between 2003 and 2004 the estimated population increased 500 people.

As a result of its industrial legacy, particularly from the chemical industries, Halton has inherited a number of physical, environmental and social problems. The Council has been working hard to resolve these issues ever since the Borough was formed in 1974. Gaining unitary status in 1998 has helped to co-ordinate more activity over a wider front and increased the resources the Council, and its strategic partners, have been able to invest in Halton. However, there still remains much to be done.

Halton shares many of the social and economic problems more associated with its urban neighbours on Merseyside. The latest Index of Multiple of Deprivation (IMD) for 2004, not only contains some of the latest data available, but also is one of the most comprehensive sources of deprivation indicators, as some 37 different indicators are used. It shows for example that overall, Halton is ranked 21st nationally (a ranking of 1 indicates that an area is the most deprived), but this is 3rd highest on Merseyside, behind Knowsley and Liverpool, and 5th highest in the North West. St Helens (36th), Wirral (48th) and Sefton (78th.) are way down the table compared to Halton.

The Index of Multiple of Deprivation for 2004 suggests that Deprivation has improved in the Borough. In 2004 the IMD ranked Halton as 21st most deprived Authority in England for rank of average score compared to a rank of 16th in the 2000 Index. The proportion of Halton's population in the top category (i.e. the top 10% of wards in 2000 and the top 20% of super output areas in 2004) has also decreased from 54% in 2000 to 50% in 2004. However, there is still room for improvement. Halton's concentration of deprivation has gone up from 38th position in 2000 to 20th worse in England in 2004. Concentration is a key way of identifying hot spots of deprivation within an area. Within Halton there are 6 super output areas in the top 975 Super Output Areas in England, i.e. within England's top 3% most deprived. The highest neighbourhood is ranked 193rd out of 32,482 and is situated in southern Widnes. Clearly there remains much to do.

- Claimant unemployment in the Borough has fallen from 5.0% in January 2000 to 3.1% in November 2005. However, Halton still had the 5th highest claimant count rate in the North West in November 2005. The claimant count rate only includes those people who are eligible for Jobseekers allowance and therefore underestimates the true number of people who are unemployed. The Annual population Survey for April 2004-March 2005 estimates that the unemployment rate in Halton was 7.3% compared to an England average of 4.7%
- The employment rate, i.e. the proportion of the potential workforce actually working at 68.5% in the 2004- 2005 Annual Population Survey Halton is in the bottom 6 of 43 Local Authority districts in the North West. The Borough rate is also significantly lower than the England average of 74.7%.
- Life expectancy in the Borough has increased in the past decade. Between 1992-1994 and 2002-2004 Female life expectancy in the Borough increased from 77.8 years to 78.1 years. Life expectancy at birth for men in Halton also increased

over the same time period from 72.7 in 1992-1994 to 74.1 in 2002-2004. However, despite the increase in Life expectancy Halton has not kept pace with other Authorities. Over a decade Halton has fallen from a rank of 382 for females to 424 out of 432 authorities with 432 being the lowest rank. For men the ranking has fallen from 352 to 397.

- Standardised Mortality Rates for all causes, all ages, ranks Halton 4th highest out of 354 English Local Authorities for 2001/02 . At 124 it is 24% above the national average.
- GCSE passes in the Borough are improving between 1997 and 2005 the percentage of pupils achieving 5+ A*-C increased by 16.5 percentage points to 49.3%. The difference with the national rate has reduced to 8%. Pupils gaining no GCSE passes (or equivalent) was 4% in 2005 compared to 2.6 % nationally. Skills among the workforce remain low, with a quarter of all workers lacking any qualifications.

Bespoke research to get a better picture of life in Halton was commissioned in 2005. The Local Futures Group produced a 'State of the Borough' Audit of economic, social and environmental conditions. This is a timely and necessary assessment of the challenges and issues that face Halton. Performance is assessed according to how well the borough scores on a range of carefully selected benchmark indicators of economic, social and environmental well-being. It provides a perspective on the state of Halton by looking at how it compares with other districts, how it rates within the North West region, and also how it performs compared to the country as a whole.

The Audit demonstrates that the borough is performing well in terms of its current economic performance and structure. However, the level of human capital and trends in economic growth may present problems for the future. This is particularly so given the district's poor performance in terms of social and environmental indicators, which may create difficulties attracting the best qualified people to the borough. Halton's performance on education and skills, and low levels of home ownership points to problems of inclusiveness, with groups of residents not sharing in the current levels of economic prosperity.

Moving Forward

This local area agreement sets out a clear vision of making changes across many issues that will make a big difference to life in Halton. It aims to give people opportunities and choice. We want to build people's aspirations and abilities so they can exercise greater control and choice in their lives. Having done so we want to ensure we provide the quality of life and opportunities locally so that people choose to live and work here. The following table sets out the strategic framework proposed for the Halton LAA:

<p>Vision</p>	<p>Halton will be a thriving and vibrant borough where people can learn and develop their skills, enjoy a good quality of life with good health; a high quality, modern urban environment; the opportunity for all to fulfil their potential; greater wealth and equality; sustained by a thriving business community; and within safer, stronger and more</p>
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	attractive neighbourhood.
Priorities	<p>A Healthy Halton - To create a healthier community and work to promote well being - a positive experience of life with good health</p> <p>Halton's Urban Renewal - To transform the urban fabric and infrastructure, to develop exciting places and spaces and to create a vibrant and accessible borough</p> <p>Halton's Children and Young People - To ensure that in Halton children and young people are safeguarded, healthy and happy</p> <p>Employment, Learning and Skills in Halton - To create an economically prosperous borough that encourages investment, entrepreneurship, enterprise and business growth</p> <p>A Safer Halton - To ensure pleasant safe and secure neighbourhood environments where people can enjoy life.</p>
Approach	<p>Closing the gap between the most deprived communities in the borough and in Halton overall.</p> <p>Tackling inequality and promoting community cohesion, so that no community is disadvantaged.</p> <p>Making what we do sustainable so that our quality of life is protected and enhanced for the benefit of current and future generations.</p> <p>Investing in preventative activity that stops problems occurring rather than paying for actions to fix things that are going wrong. We need to invest more in success, rather than in failure.</p>
Principles	<p>Leadership – the Partnership's role is to give clear strategic leadership to the borough and enable people to make the necessary contribution to make a difference.</p> <p>Fair and inclusive – promoting equal access to opportunities and facilities. This includes the need to positively target activity at the most deprived geographical areas or particular groups of people.</p> <p>Good value – being economical, efficient and effective in delivering 'Best Value' for the public.</p> <p>Collaborative – this is about collective responsibility for making things better and embedding partnership approaches in everything that we do.</p> <p>Evidence-based – ensuring we learn from best practice elsewhere and make good use of research about what works in addressing the borough's priorities.</p>

This vision and approach arises directly out of the newly agreed community strategy: *Making It Happen In Halton – A Community Strategy For A Sustainable Halton*. The LAA takes this as its the starting point.

Approach

The Halton LAA is framed around the five priorities agreed in the Community Strategy and set out above. These encompass the four blocks suggested by Government but take a wider view of what the priorities are for Halton. The urban renewal agenda is included because revitalising the physical fabric of the borough underpins our regeneration agenda.

Also relevant are the cross cutting themes that Halton has adopted which are pertinent to each of our five blocks. We want to shift our focus to prevention measures, to promoting positive lifestyles and the many excellent aspects of life in Halton, and to more timely interventions to help people at the times when they most need support. Our ways of working will focus on:

- Poverty and material deprivation
- Choice and quality in neighbourhoods and housing
- Equality of opportunity for everyone and ending discrimination.
- Policies and programmes that look forward and help to achieve sustainable development

We want to sharpen up service delivery and focus on the things that will make the most difference. The key measure of whether service delivery is transformed is how far and how fast we can narrow the gap in outcomes for the most disadvantaged in Halton, as measured by comparison with both Halton and national averages. The Halton Strategic Partnership will be accountable for achieving the outcomes set out in the agreement.

The LAA has developed out of the established partnership structure and strategic planning process. It is important that it adds value to the established landscape of partnership plans and activity. It can do this by helping to refocus current activity and drive concerted actions on key challenges, neighbourhoods and target beneficiaries. Using evidence and intelligence we intend to close the gap between the most deprived people and places and national norms.

Transformational Issues

The question that the Halton Strategic Partnership has been addressing is: What added value can be brought by an LAA to existing partnership frameworks and activity? The partnership believes that the answer lies in using the LAA to focus in on a small number of issues which, if we were successful at addressing, would make a significant improvement to the quality of life in the Borough. These transformational issues have been identified on the basis of two criteria:

- those where progress has not been as significant as we would have liked – identified from statistics, public perception and concern, areas for focus in recent LSP reviews.

- those which would have a positive impact across a range of our objectives and targets.

We want the LAA to bring a greater concerted effort to those key issues. We want the LAA to focus on our most intractable problems, and in doing so make a significant impact upon them. These issues need to be supported by the partnership and it has been agreed that the following four areas best fit the two criteria outlined above - Employment & Skills; Alcohol Harm reduction; Anti-Social Behaviour; and, Liveability

In addressing these through the LAA we will address the following questions:

- What are the barriers to progress?
- What is it we could be doing but are not?
- What does best practice elsewhere suggest we could be doing?
- What freedoms and flexibilities would we need to make greater progress?
- Are we using all our resources as effectively as we could?

We intend to use the “energy” and focus an LAA brings to make measurable progress in those intractable areas. Our intention is to use these as a means to exemplify the joined up nature of how the Halton Strategic Partnership addresses key issues which cut across all five blocks of the LAA. The following table gives a summary of the current position on the four transformational issues

Alcohol Harm

Why is this an issue?

Alcohol misuse can be a source of considerable harm. The National Alcohol Harm Reduction Strategy identifies certain critical harms connected to alcohol misuse:

- Health – up to 22,000 premature deaths per year
- Crime and antisocial behaviour – 1.2 million associated violent incidents per year
- Loss of productivity and profitability – calculated at £6.4bn. per year
- Harms to family and society – between 780,000 and 1.3 million children are affected by parental alcohol problems

Halton itself suffers from more than its fair share of alcohol related issues. The table below taken from a recent study on alcohol misuse in the North West conducted by the North West Public Health Observatory, highlights Halton’s position against some of the key indicators for alcohol. On all indicator Halton ranks in the worst 5 districts (out of 43 areas)

During 2005 an alcohol survey of year 10 and 11 pupils in Halton was carried out. These were a few of the results:

- A higher than average proportion of 15-16 year olds are drinking alcohol in Halton – 92%. (North West 88% and 93% across Cheshire).
- 40% of teenagers surveyed claim to drink in pubs.
- 50% of teenagers surveyed claim to get their alcohol from their parents.

How will we work to address this issue across the LAA?

The cost of alcohol misuse, both social and economical provides serious cause for concern in Halton, particularly given the latest statistics. We know that if we can reduce alcohol harm across the borough we will make an impact on improving a range of associated issues. For example, these would include health, crime and community safety, employment, liveability, regeneration and educational attainment.

How will we work differently?

No single partnership or agency can act alone on such a complex issue. In order to meet the significant challenge of reducing the harm caused by alcohol the different components of the partnership structure in Halton must recognise the relevance of alcohol to their core business and must include it as a cross-cutting issue.

A multi-agency task group has been established and a comprehensive Alcohol Harm Reduction Strategy developed. An Alcohol Intervention officer is about to be appointed, whose primary purpose will be to ensure the delivery and implementation of the Strategy and Action Plan.

How do we propose to deliver on this area?

In order to deliver on this area of the LAA we intend to focus on 5 key priorities, which bring together the strategic priority areas identified in Halton's Alcohol Harm Reduction Strategy. These are **Health, Crime and Licensing, Children and Young People, Workplace and Communities and Regeneration**. Under each area we have picked the key outcomes and targets that we feel the LAA can help us to achieve. This action plan will be monitored and delivered by the Alcohol Task Group and will sit alongside the main Alcohol Harm Reduction Strategy and action plan. Relevant SSPs will also need to take responsibility for outcomes relating to their priority area.

Employment & Skills

Anti-Social Behaviour

Why is this an issue?

The government has made a commitment to tackle anti-social behaviour. In March 2003, the Home Secretary announced new powers to deal with anti-social behaviour. Amongst these provisions are powers to close premises connected with drug abuse, new powers for Registered Social Landlords and Local authorities to deal with troublesome tenants, a new range of orders to address the behaviour of perpetrators of anti-social behaviour and in some cases, address parental responsibility, and extended use of the Fixed Penalty procedure for cases of anti-social behaviour including litter and graffiti.

Social responsibility, respect for others and appropriate community behaviour are fundamental requirements of a thriving and successful community. The majority of our communities recognise this and contribute positively to community life, however, a minority do not. The conduct of this minority adversely affects the ability of people to enjoy the communities and facilities where they live, work and visit. This is not acceptable. This behaviour is often termed anti-social behaviour. Anti-social behaviour is not welcome in Halton and will not be tolerated.

How will we work to address this issue across the LAA?

The LAA mirrors the strategic priorities of the Community Strategy. These strategic

priorities were arrived at through public consultation as to what our communities consider important and the careful analysis of research data that provides an indication of prevailing conditions in the Borough. The Anti-social Behaviour Strategy, whilst perhaps centred within the strategic priority of 'Ensuring safe and attractive neighbourhoods', relies for its success on the commitment and complementary working practices of a number of partner agencies within and outside of Halton Borough Council. It is therefore an overarching strategy embracing all 5 strategic priorities in achieving the strategic vision.

How will we work differently?

Survey data provides information in four key areas:-

- Misuse of Public Space
- Disregard for community / personal well-being
- Acts directed at people
- Environmental damage

These are robust categories that encompass the experiences of people living, visiting and working in Halton. The LAA will develop a rounded response to ASB through:

- Integration of the strategy into the statutory framework for joint agency co-operation set out in the Crime and Disorder Act 1998, s17 "*It shall be the duty of each authority to which this section applies, to exercise its various functions with due regard to the likely effect of the exercise of those functions on and the need to do all that it reasonably can to prevent crime and disorder.*"
- Accessing partnership resources to maximise service provision
- Seeking and ensuring commitment to a Borough-wide response to Anti-social Behaviour
- Facilitating the flow of appropriate information to enable effective interventions. The law allows for information sharing for any legitimate purpose where this has a legal basis. *Data Protection Act. 1998*
- Recommending the realignment of mainstream resources to improve multi-agency service delivery and response to Anti-social Behaviour
- Providing the structure for continuous improvement of the multi-agency response by developing common protocols and assessment pathways
- Identifying and addressing the capacity, knowledge and skill requirements of key staff

How do we propose to deliver on this area?

Prevent & Deter

- Identifying those perpetrators of A.S.B. or those at risk of becoming perpetrators of A.S.B. and intervening at an early stage to bring about behavioural change.
- Identifying appropriate routes to divert the focus of groups and individuals, towards positive pro-social activity.
- Minimising the opportunity for anti-social behaviour by addressing the factors that support it. These may be physical e.g.' uncared for' environment, or social e.g. influenced by alcohol or substance misuse.

Protect And Punish

- Use of civil and criminal legal remedies where appropriate:
- Harassment Notices and Orders, Anti-social Behaviour Orders, Injunctions, Housing Related Measures (demoted tenancies, possession proceedings etc.), Crack House Closures. Fixed Penalty Notices for Disorder and Litter etc.
- Providing support to the vulnerable and support to the vulnerable and ensuring that complainants and witnesses are supported and informed throughout the process.

Rehabilitation

- The ASB Task Group is committed to ensuring that there are a range of activities within Halton aimed at encouraging and reinforcing positive citizenship and pro-social behaviour. These will include activities aimed at wide groups e.g. community projects and citizenship programmes within schools as well as other activities targeted at groups who are at risk of social inclusion.
- In addition it is recognised that A.S.B. is not age restricted and adult education is equally important in shifting attitudes.
- The need to take this work to the street or neighbourhood level, a factor recognised by the national 'Respect' agenda, will be crucial in making this strategy work

Liveability

Why is this an issue for Halton?

The visual quality of an area, namely the way an area looks, including levels of litter and rubbish, scruffiness of gardens and the prevalence of high rise flats or open space, is of crucial importance in determining quality of life in a local area.

A recent Mori poll which asked people what most needs improving in their own local area, found liveability issues are still top of the public priority list, well ahead of health and education. In Halton, the opinions of 2,500 local residents were surveyed in 2005. Removing rubbish, and cleaning the streets and verges was felt to be the biggest environmental improvement, which could be made. In the 2005 LSP consultation, residents thought that one of the most effective factors in improving the environment was to 'improve local parks and make them safer and tidier'.

How will we work to address the issue across the LAA?

The quality of the local environment impacts on people's health, their fear of crime, and the social and economic vibrancy of the area. Poor quality spaces are visible indicators of decline and disadvantage. Graffiti, street litter, abandoned vehicles, dog fouling drag down a local area and there is evidence that their presence signals a spiral of decline, which can undermine communities. It is only through partners working together to tackle these issues and their causes, that we are to bring about improvements in the liveability agenda and quality of life for local residents.

How will we work differently?

Working in partnership delivering joint initiatives has proven to particularly effective and this approach will be developed across partner agencies, and in particular through the Safer Halton Partnership. The recent police drug raids, were supported by other partners, who following the raids, successfully helped to deliver local environment improvements, and re-assure the local community.

Three of the more deprived areas of the Borough have been selected for the neighbourhood management pilot. A neighbourhood management board has been established and neighbourhood boards will soon follow. By tailoring services to meet the needs of local communities across the LAA, it is hoped that we can make a significant difference to their quality of life. Neighbourhood management is seen as an opportunity for partners to work more closely together and pilot new ways of working, which if successful can be rolled out across the Borough.

How do we propose to deliver on this area?

The recently revised Safer and Stronger Communities Fund Agreement, sets out a number of liveability targets across the Borough and more specific targets for the

neighbourhood management pilots areas. The SSCF Agreement will be monitored by the performance management group, of the Safer Halton Partnership (SHP) and the SHP, engagement and liveability task group, which will take the lead in delivering on the liveability agenda

Obviously, this is merely a very short summary position. At Annex G is a more considered position paper on each of these topics.

Funding

Halton partners have noted the funding arrangements for LAAs. The mandatory pooling by Government of a number of external funding streams is welcomed. It is felt that this will simplify the performance management arrangements, reduce the transaction costs of programme management and lead to efficiencies.

The Halton Strategic Partnership does not propose to pool any other funding streams within the LAA in Year 1. Some local and specific pooling of funding by partners will take place, as indeed it does now. However, we do not seek to embed these pooling arrangements within the auspices of the Agreement. Instead Partners intend to concentrate their efforts on wider moves to align appropriate budgets behind the Agreement. This position will be reviewed for Years 2 and 3 of the Agreement and we will seek to pool additional funding in years 2 and 3 of the agreement where this is helpful in achieving the outcomes agreed.

Partners are committed where appropriate to align the use of resources (including funds, personnel, buildings and land use) to support the aims of the LAA. Annex A outlines our current thinking on aligning and pooling funding in the LAA. Our approach has been mainly to align funding in this first year.

Enabling Measures

Halton takes a pragmatic view of the opportunity offered to negotiate freedoms and flexibilities. The development process has identified a number of key enabling measures, which would benefit the LAA in its operation. These potential freedoms and flexibilities are set out in Annex C of the Agreement, and will be the subject of negotiation with GONW.

Sustainability

The focus in Halton is to build a sustainable community that balances and integrates social, economic and environmental progress; that meets current expectations and prepares for future needs; and that respects the diversity of the place and people. Sustainability is about linking cohesion into the mainstream of service delivery and ensuring that our vision can be delivered over time and in the face of conflicting demands and diminishing resources. It involves more than changing plans and policies as it involves changing hearts and minds. This is one of our greatest challenges. What is important is that foundations are properly and securely laid at the outset for enabling any project or initiative to make an impact into the future. The LAA has been developed by adopting this approach.

The vision for the future is of a Halton that has sustained itself. This is a place where people want to live and work. It is somewhere that provides a high quality living environment, sensitive to a range of needs, and recognises the diversity of its residents. This Strategy is all about giving people opportunities and choice. We want to build people's aspirations and abilities so they can exercise greater control and choice in their lives. Having done so we want to ensure we provide the quality of life and opportunities locally so that people choose to live and work here.

In short, we want to build a sustainable community that balances and integrates social, economic and environmental progress; that meets current expectations and prepares for future needs; and that respects the diversity of the place and people. The Partnership has identified the following components as being crucial to success.

- (a) *Respect and Enjoyment*
- (b) *Thriving Places*
- (c) *Well Planned*
- (d) *Accessibility*
- (e) *Well Served*
- (f) *Well Run*

Developing the LAA

The process to develop the LAA was important. It was vital that the process was inclusive. Many people and groups were involved so we could build a clear picture on what was important and how we should go forward. From the outset the Halton Strategic Partnership Board has been engaged in leading the development of the LAA. We have ensured wide involvement across agencies and sectors. This process of engagement with people and partners was vital. It is only if there is a shared view of the challenges that Halton faces, and a broad sense of ownership of the resulting strategy, that there will be any chance of its ambitions being realised.

Halton established a Lead Officer Group to lead the development of the LAA. This is made up of key leaders from all partners, including the VCS. This cross agency corporate steering group - has met regularly to co-ordinate the development of the LAA and ensures a consistent and holistic approach. In addition, a wide variety of organisations, teams and individuals have been involved in developing the detail for each of the blocks. This process has been actioned through the SSPs – our well-established thematic working groups. Wherever possible we have ensured that the work has been integrated into existing cross-agency structures, e.g. the Older Peoples Local Implementation Team. Within each block various methods have been used to engage people – workshops, mini-conferences etc. Regular activities have involved monthly LOG meetings to discuss the focus and content of the LAA, backed up by regular meetings with GONW to test this; thematic partnership meetings to discuss the detail, agree outcomes, map resources and relationships, and identify enabling measures; all partner seminars and workshops to develop coherence and consensus around the overall agreement; and a micro-website for as part of an overall communication effort to keep all partners in touch with progress (already set up on www.haltonpartnership.net).

Key milestones in the process include:

- An early decision to align our Community Strategy with the LAA blocks. We were also able to use the consultation that had been done on the Community Strategy to inform the LAA.

- Extensive briefing across sectors; putting in place the appropriate project management structures and disciplines; identifying lead officers and forming working groups and teams;
- Across agencies and across the 5 blocks stimulating thinking to clarify our ambitions and develop them into a cohesive statement, together with identifying the key challenges to Government and ourselves;
- 14 July – an all-partners conference at Halton Stadium to agree the ambitions and the challenges;
- July/August – cross agency teams for each block focused on developing the outcomes framework for the block; identifying appropriate indicators, and proposals for pooled funding and freedoms and flexibilities.
- September – meetings of the Halton Strategic Partnership Board and the Council’s Executive Board Cabinet to endorse the LAA.

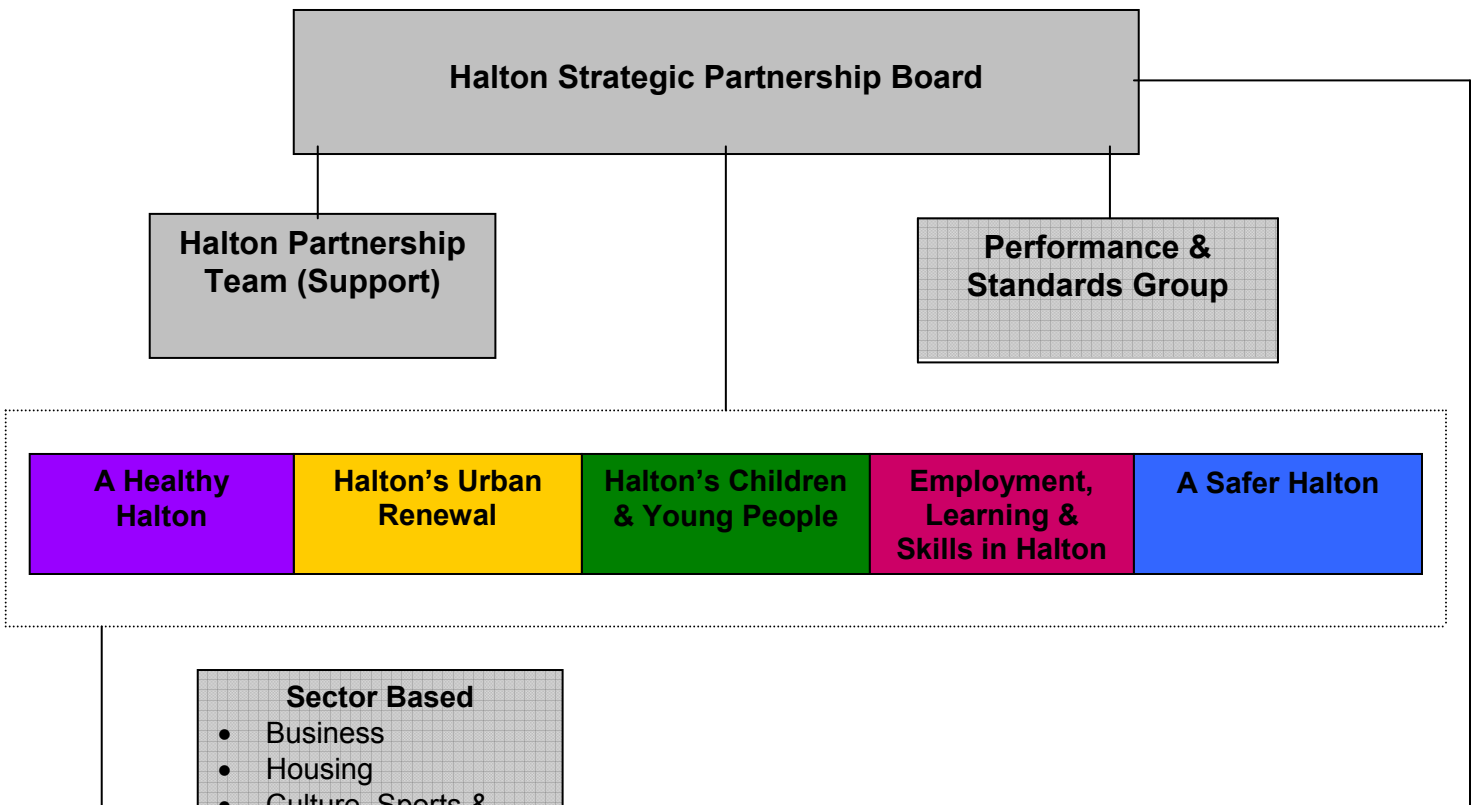
Governance

Halton already has in place well established and robust partnership arrangements. These are based on a Strategic Board supported by five thematic partnerships, a performance management group and a number of specialist subsidiary partnerships. This includes representation at all levels by all stakeholders including significant representation from the voluntary and community sectors. The structure has been recently reviewed, refreshed and rationalised through an overhaul of governance arrangements supported by Manchester Business School. The current governance structure is considered wholly fit for purpose, and can be represented as follow



Halton Strategic **PARTNERSHIP**

The Virtual Organisation



The Halton Strategic Partnership Board (HSPB) brings together representatives from all sectors of life in the borough. It is the strategic level Board and a key part of the broad-based Halton Partnership. It serves the function of a 'local strategic partnership' (LSP) for the area.

The Halton Strategic Partnership Board, the Community Strategy, and the LAA provide a common sense of direction for the community and an overarching framework within which different partnerships, organisations and groups can co-operate together, committed to common goals and dedicated to improving life for people in the Borough. Taking action is one thing, but unless it is focused on the right things it is unlikely to yield the right results. This is why the Partnership invested a good deal of time and resources sounding out public opinion and gathering the facts and figures needed to identify the overall priorities for the borough. All of this is reflected in the LAA.

In 2005 the State of Halton report was researched and published, highlighting a range of challenges and opportunities facing Halton. Its findings have been checked and challenged by the Partnership and tested against public opinion. This led to the identification of a number of priorities for the borough over the medium term which, in combination, addresses the overall aim of making it a better place to live and work.

The Partnership also works to improve the quality of life at a neighbourhood level. It does this by working through the seven geographical Area Forums established by the Council and supported by the partners. A Local Neighbourhood Renewal Strategy has been produced for each area, highlighting the concerns of local people and outlining actions to be taken to tackle issues at a local level. Many of those actions build on and link with the five Specialist Strategic Partnerships' plans, while others

are unique to their particular area. Each plan has devolved resources to draw on to help deliver these actions.

Halton is enthusiastic about extending neighbourhood management as a means to engage and empower local communities. This will address problems in deprived neighbourhoods by managing and co-ordinating resources and services to achieve a greater combined impact. A sound neighbourhood approach will lay the foundations for delivery of improvements to liveability and public services, transforming neighbourhoods and empowering local people. Halton already has many front line services organised on a neighbourhood basis. Community Support Officers, policing, community development workers, housing management, street-scene teams and youth workers are organised on an area basis. Children's Centres will also co-ordinate service delivery at a local level. A neighbourhood focus will provide management and co-ordination mechanisms for joining these, and other services such as health and social care up on a local basis. This Community Strategy provides a framework through which these arrangements can be brokered.

Strategic Priorities

The vision for Halton as set out in the Community Strategy, and mirrored in this LAA is:

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

The key challenge is how best to frame the response to the challenges that Halton faces through the LAA. To do this challenges have been grouped into the five key themes, which are in the Community Strategy itself: These are

- A Healthy Halton
- Halton's Urban Renewal
- Halton's Children and Young People
- Employment, Learning and Skills in Halton
- A Safer Halton

We intend to focus heavily on these key issues and through the LAA to channel extra resources year on year into efforts to achieve challenging targets in each chosen priority area. If we succeed in this enterprise, we will realise our Vision for Halton. It is worth restating our overall aspirations for each of these five blocks of activity.

A HEALTHY HALTON

Our overall aim

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

Why health?

Statistics show that health standards in Halton are amongst the worst in the country and single it out as the aspect of life in the borough in most urgent need of improvement. The population is ageing which could put even greater demands on the health and social care services. At the same time lifestyle choices in the borough, especially among the young, in terms of diet, smoking, alcohol, exercise and other factors continue to give cause for concern for the future.

Key Objectives

- A To understand fully the causes of ill health in Halton and act together to improve the overall health and well-being of local people**
- B To lay firm foundations for a healthy start in life and support those most in need in the community by maximising and promoting autonomy.**
- C To promote a healthy living environment and lifestyles to protect the health of the public, sustain individual good health and well-being, and help prevent and efficiently manage illness**
- D To reduce the burden of disease in Halton by concentrating on lowering the rates of cancer and heart disease, mental ill health and diabetes and addressing the health needs of older people**
- E To remove the barriers that disable people and contribute to poor health through ensuring that people have ready access to a wide range of social, community and housing services, and cultural and sporting activities that enhance their quality of life**

HALTON'S URBAN RENEWAL

Our overall aim

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.

Why urban renewal?

Modern day Halton has inherited an exceptional legacy of obsolete and poor quality land, buildings and physical infrastructure that undermine the development potential and attractiveness of the area. Putting this right is a key to greater prosperity and boosting the image of the borough.

Key Objectives

- A To create and sustain a twenty first century business environment with the required variety and quality of sites, premises and infrastructure that**

can support high levels of investment and economic growth and increase Halton's competitiveness

- B To revitalise the town centres to create dynamic, well-designed high quality commercial areas that can continue to meet the needs of local people, investors, businesses and visitors**
- C To support and sustain thriving neighbourhoods and open spaces that meet peoples expectations and add to their enjoyment of life**
- D To ensure Halton designs in and maintains high levels of accessibility to places and spaces so that opportunity and need are matched, and provides excellent connectivity to the wider world through transport and ICT links.**
- E To enhance, promote and celebrate the quality of the built and natural environment in Halton, including tackling the legacy of contamination and dereliction, to further improve the borough's image**

CHILDREN & YOUNG PEOPLE IN HALTON

Our overall aim

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

Why children and young people?

Children and young people are the future of Halton. In time they will become the adults that take responsibility for all aspects of life in the borough. Therefore, it is vital that we should invest in Halton's future by investing in them. This will make sure they have the best possible start in life, have places to go and things to do that are positive and life enhancing, and the opportunity to fulfill their potential and succeed.

Key Objectives

- A. To ensure all children and young people in Halton enjoy a healthy lifestyle that helps them to achieve physical and emotional well being**
- B. To ensure all children and young people in Halton grow up and thrive in safe environments, communities, homes and families**
- C. To ensure all children and young people in Halton participate and enjoy, learning to develop socially and achieving their full potential**
- D. To ensure all children and young people in Halton engage in enterprising behaviour, are confident and make positive decisions about their lives and their communities**
- E. To ensure all children and young people in Halton have positive futures after school by embracing life long learning, employment opportunities and enjoying a positive standard of living**

EMPLOYMENT LEARNING & SKILLS IN HALTON

Our overall aim

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

Why employment, learning and skills?

A strong economy provides the key foundation for any prosperous and successful place. It provides jobs, opportunities, wealth and aspirations for local people. There is a sustained mismatch between the needs of local business and the skills of local people. This means that opportunity and need are out of balance and contribute to the widespread deprivation in Halton. Sustainable economic growth and prosperity requires a commitment to encourage and support a vibrant business sector and a commitment to employment, learning and skills to satisfy all stakeholders in Halton.

Key Objectives

- A To foster a culture of enterprise and entrepreneurship and make Halton an ideal place to start and grow economic activity**
- B To develop a culture where learning is valued and raise skill levels throughout the adult population and in the local workforce**
- C To promote and increase the employability of local people and remove any barriers to employment to get more people into work**
- D To develop a strong, diverse, competitive and sustainable knowledge-based local economy**

A SAFER HALTON

Our overall aim

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

Why a Safer Halton?

Crime and the fear of crime affect everybody's lives. It is a major concern according to every survey of Halton residents. These surveys also show that cleaner, tidier neighbourhoods would make the biggest difference to improving life for people in their local area. We want Halton to be a clean, green, safe and attractive place to live. People should tolerate, value and respect each other, their property and the places where they live.

Key Objectives

- A To investigate and tackle the underlying causes of crime and disorder and respond effectively to public concern by reducing crime levels**
- B To improve the understanding of alcohol and drug/substance misuse problems, their impact in Halton, and reduce the harm they cause**
- C To create and sustain better neighbourhoods that are well designed, well built, well maintained, safe and valued by the people who live in them, reflecting the priorities of residents**
- D To understand and tackle the problem of domestic abuse in all its forms**

Cross Cutting Issues

This LAA is concerned with addressing social exclusion. This is about what happens when people face a multitude of problems such as poor housing, high crime, poor health, worklessness, discrimination and poor relationships. These problems link and reinforce each other creating a vicious circle for people. Often they are clustered in specific neighbourhoods. However, this strategy tries to take a positive view of the future. Past approaches have very much concentrated on dealing with Halton's failings and problems. Significant change is unlikely if we continue to focus in this way. It will be better to shift our focus to prevention measures, to promoting positive lifestyles and the many excellent aspects of life in Halton, and to more timely interventions to help people at the times when they most need support.

Overall poverty, unemployment and material deprivation are diminishing in crude terms. However, Halton continues to display high rates of benefit dependency. At the same time many people are still not claiming their full entitlements which would allow them to enjoy a minimum standard of living. Therefore, information, advice, guidance and advocacy are crucial in allowing people to access the help they need to navigate an extraordinarily complicated benefits system. This is not only beneficial for the

recipients themselves but also for the local economy as research shows that most transfer payments are spent locally. High levels of personal debt also characterise Halton, with up to 10% of households struggling to support debt levels. This in turn impacts on people's health and well being and the positive contribution they can make to the local economy. Therefore, debt advice and innovative community finance initiatives are a continuing need.

Whilst the population of Halton has stabilised in recent years, its most prominent future feature will be the rate at which it ages. The next ten years will see a reduction in teenagers by 20% and a dramatic rise in the over 60s (27%) and over 75s (19%). This presents new risks for social exclusion and shifting demands for services. Single person households will rise, and single parenthood will become even more common. One result is likely to be a marked increase in social isolation which will have profound effects on people's health and involvement in their communities.

There is already growing pressure on housing in Halton. The underpinning reasons for homelessness – including family breakdown and mental health problems – are still with us. Choice and quality in housing will be key across all tenures and in all parts of Halton. This is essential if we are to mitigate the housing element of social exclusion and concentrate on preventing homelessness and the damage it does, especially to children.

Halton is committed to equality of opportunity for disabled people and to ending discrimination. The passing of the Disability Discrimination Act in 1995 has given a new focus to our commitment to disabled people. Underlying this Community Strategy is a commitment to turn policy into practice. We want to identify and support all family carers and cared for people with disabilities in Halton by striving to improve their quality of life and life chances. We want disabled people living and working in Halton to be able to realise their full potential. We will make progress towards this by removing barriers and changing the attitudes which prevent disabled people from gaining access to employment and to the services provided by partners. Disability is a social issue and impairment becomes a disability because of the social and physical barriers that the individual faces. . For example using a wheel chair only becomes disabling if the bus cannot accommodate a wheelchair or kerbs are too high. Our efforts will be focussed on removing these barriers

The Halton Strategic Partnership want to develop policies and programmes which leave a lasting and positive effect on future generations of people in Halton. We also want to look forward and help to achieve sustainable development both locally and more widely to promote regional, national and global aims.

Given its dependence on the chemical industry, Halton has always been sensitive to the need to improve and protect the environment. Halton's ambitious Local Agenda 21 was one of the most comprehensive in the UK. It sets out Halton's contribution to meeting national and international commitments, and to tackling worldwide environmental issues such as climate change. It looks at ways we can manage our resources better, and avoid the many local problems that adversely affect our quality of life. It also considers practical ways in which we can all contribute to making Halton more sustainable. This Community Strategy sets out clearly our ambitions for a sustainable future for Halton. Underpinning all of the proposed actions is the belief that changes in our behaviour are needed to make a significant impact on long term sustainability.

The people of Halton, and a focus on responding to their full range of needs, is the key cross cutting theme that underpins this strategy. The needs analysis allows us to

anticipate likely changes and plan accordingly. We want to sustain progress and increasingly provide a much greater range of opportunities, and the ability to take advantage of them. We want to sharpen up service delivery and focus on the things that will make the most difference. The key measure of whether service delivery is transformed is how far and how fast we can narrow the gap in outcomes for the most disadvantaged in Halton, as measured by comparison with both Halton and national averages.

Resources Management

All the objectives and targets outlined here are achievable. How well and how quickly this happens depends crucially on the availability of resources and how smartly they are used. That means money, people, physical resources, proper intelligence and information, allied with the strength of will to use them in the best way. A key purpose of this Strategy is to ensure that the resources available are targeted and used effectively to bring about improvements in the borough. This means:

- Being clear and agreeing about what we need to achieve so we are all pulling in the same direction
- Maximising the funding we can generate or draw in to benefit Halton and developing our own resources and the capacity to help ourselves
- Co-operating to be more effective, cutting out duplication and waste, and pooling the budgets, knowledge and efforts of different organisations and groups where this makes sense
- Listening and responding to what matters most to people locally
- Targeting what we do to where it can make most difference
- Doing the kind of things that experience has shown will really work and be successful
- Checking on progress, letting people know how we are doing, and adjusting where necessary to keep on track

Without the tools and the will to do the job, the improvements set out in this Strategy will not happen.

The LAA runs for three years. It is an important step, but only a step, in a much longer journey to build a better future for people in Halton. If we succeed in achieving our targets they will translate into real improvements for local people. This is why it is important to know how we are doing and what progress we are making in meeting the improvement targets we have set ourselves. By monitoring progress closely we can identify and build on successes, provide necessary assistance or support where progress has not met expectations, and adjust our efforts and resources to adapt to changing circumstances.

The forward programme of the Partnership in pursuit of the LAA will be reviewed and updated to ensure it responds to changing circumstances. As well as the high level scorecard, each Specialist Strategic Partnership will have a more detailed action plan. This will contain a richer hierarchy of outcomes, outputs, targets and milestones. Each Partnership will be accountable for its own performance and the Board will seek qualitative monitoring reports on how work is progressing. One of the key features of the LAA is the understanding of how each of the themes are linked and impact on each other. The LAA establishes the importance of a number of key crosscutting themes – especially the transformational issues - that are common across all Partnership activity. A Performance and Standards Group reporting directly

to the Board has been established. This group takes responsibility for all aspects of performance management and ensure proper oversight, scrutiny and accountability of all activities that take place under the auspices of the Partnership and this LAA.

Without proper information, and making it easily accessible to people, we are working in the dark in trying to bring about improvement in Halton. This covers information about local needs and conditions, and what people think is most important for their communities. It is about the information we need to understand what is likely to work well in achieving our targets for Halton. It's about keeping people – local people and partner organisations – in the picture about the progress we are making together.

The Partnership has made a big commitment to improving the way information is gathered, used and shared. Of particular note are:

- a) A data observatory has been set up to hold key statistical information on all aspects of living conditions in Halton. This will keep data at a variety of spatial levels – super output area, ward, neighbourhood and district level – and allow for comparison with our neighbours and regional and national averages. It will greatly help people to understand the geography and nature of disadvantage in Halton. It will be especially useful in informing the spatial targeting of activity under this LAA.
- b) The Partnership is setting up a database of consultation and community engagement in Halton. This will enable people to access a rich source of attitudinal data on a range of issues. It will also help people to plan and execute better community engagement in the borough. This is a key underpinning of this LAA.

Managing Risk

The Partnership recognises the scale of its ambition and is realistic in its expectations of what can be achieved given the scale of resources being deployed. It also recognises that risk management must be an integral part of the performance management framework and business planning process. This will increase the probability of success (and reduce the likelihood of failure) by identifying, evaluating and controlling the risks associated with the achievement of its objectives.

The risk management process focuses attention and resources on critical areas, provides more robust action plans and better informed decision-making. It also fosters a culture where uncertainty does not slow progress or stifle innovation and ensures the commitment and resources of the Partnership to produce positive outcomes.

As part of implementing this LAA the Partnership will use its agreed Risk Management Strategy and establish a Strategic Risk Register. This will set out the risk management objectives, the role and responsibilities for risk management of the Board and individual SSPs, and will the categorise risks and the approach to risk management action plans.

The risk management objectives include the;

- Adoption of Risk Management as a key part of the LAA
- Identification, evaluation and economic control of strategic and operational risks

- Promotion of ownership through increased levels of awareness and skills development

The Partnership's risks can be broadly categorised as either "strategic" or "operational". Strategic risks cover those threats or opportunities which could impact upon the achievement of medium and long-term goals. The review of strategic risks will be carried out in October/November 2006 when the LAA has been adopted. This will be followed up by an assessment of operational risks through each of the SSPs as part of their Action Planning of the LAA implementation process.

Equality & Diversity

The Partnership is determined to deliver its vision of a better future for Halton's people. We are committed to equality for everyone regardless of age, sex, caring responsibilities, race, religion, sexuality, or disability. We are leaders of the community and will not accept discrimination, victimisation or harassment. This commitment to equity and social justice is clearly stated in the adopted equal opportunities policy of the Partnership. This states that the Partnership:

- is committed to promoting equal opportunities in Halton
- values diversity and encourages fairness and justice
- wants equal chances for everyone in Halton to work, learn and live free from discrimination and victimisation
- will combat discrimination and will use its position of influence in the borough, wherever possible, to help overcome discriminatory barriers

As well as accepting our legal responsibilities, we are committed to broad principles of social justice. The Partnership is opposed to any form of discrimination and oppression. Our policies will apply to all of those who come into contact with us. This includes current users of directly provided services, users of services provided on our behalf, potential users of services, other agencies and professionals, employees and job applicants, and the general public.

The Partnership wants to create a culture where people of all backgrounds and experience feel appreciated and valued. Discrimination on the grounds of race, nationality, ethnic or national origin, religion or belief, gender, marital status, sexuality, disability, age or any other unjustifiable reason will not be tolerated. As a Partnership we are committed to a programme of action to make this policy fully effective.

Partners will work collaboratively to develop effective procedures and policies to combat all forms of unlawful discrimination and to share good practice. They will ensure that all services are provided fairly and without discrimination. Reasonable adjustments will be made so that services are accessible to everyone who needs them. People's cultural and language needs will be recognised and services will be provided which are appropriate to these needs. Partners will monitor the take up of services from different sections of the population. The information collected will be used to inform service planning and delivery. Equality Impact Assessments will also be carried out on Partnership policies and services to assess how policies and services impact on different sections of the community. The results of the Equality Impact Assessments will highlight areas for improvement, which will be dealt with through the Partnership Improvement Plan.

Involving the Voluntary and Community Sector

The voluntary and community sector (VCS) are an integral part of the structure and activities of the Halton Strategic Partnership, and have been since its inception. A Compact governing relationships between the public sector and VCS has been in place for several years. A protocol governing these relationships within the LSP structure was agreed in 2005. In addition, the Partnership has spent a considerable time over the last year in developing a radical new approach to community engagement in the borough. The VCS plays a powerful role in developing the LAA, and will do so in its implementation. The HSP Board has already agreed that compact-plus principles will underpin the governance and operation of the LAA. HVA Together (the CEN) has taken the responsibility of working with partners to develop the Statement of Community Involvement that maps out the principles of this relationship in the LAA.

To develop our ambitions and priorities we have drawn on the consultation for the Community Strategy and analysis of all consultation exercises over the last year. Over the last 12 months the Halton Strategic Partnership has developed and agreed its Protocol with the voluntary sector. This build on the previous work to develop and implement Compact arrangement in Halton. We have worked closely with HVA Together (our Community Empowerment Network) to involve the voluntary and community sectors in the development of the LAA. At the outset there were briefings with the Halton Together Executive. In September, Halton Together organised a series of Forum meetings which focused on developing the LAA and the involvement of groups and individuals. Representatives of groups and networks have been involved both in the Lead Officers Group and the SSPs developing each block.

In response to developing the LAA and the subsequent challenge to deliver and achieve the outcomes, Halton Together has established its forums, corresponding to the blocks. This enables it to select its nominees to the SSPs and also provides a forum for them to debate issues and give feedback.

Within the agreement we have outcomes and indicators to show the growth and vibrancy of the sector and its capacity to contribute to the delivery of the LAA. Extensive consultation and engagement has taken place with the Voluntary and Community Sector on this. Annex E includes our Compulsory Statement of Community Involvement, and contains the detailed descriptions of the following:

- The governance arrangements for involving the Voluntary and Community Sector in the development of the Local Area Agreement;
- Summaries of the key issues arising from feedback from four major consultation events carried out on a Block-by-Block basis with the Voluntary and Community Sector;
- An explanation of how Voluntary and Community Sector will be critical to the delivery of the Agreement, together with key examples of Key Innovations and targets which demonstrate how community engagement is embedded within the Agreement

Priority Areas

In order to focus on “closing the gaps” we needed to identify a coherent set of priority geographic areas. In the past, available analysis has largely been at ward level. We now have excellent information available at the ward level of around 25,000 people

and are developing information at the “Super Output Area” level of around 3,000 people

The following wards have been selected as those for which “closing the gap” targets across the LAA will be monitored. The wards were identified on the basis of census and IMD data:

- A
- B
- C
- D
- E
- F

Progress in outcomes will be monitored to evidence “closing the gap” between these wards and Halton average outcomes. These wards have amongst the highest Multiple Deprivation Index scores in Halton and in England. In all of the priority wards, over xx% of the ward population are in Super Output Areas (SOA’s) that are amongst the 10% most deprived in England. All six wards have unemployment rates above the Halton average of 3.5%. All priority wards have Long Term Limiting Illness rates above the national.

For some targets, there are additional parts of Halton with poor outcomes in particular areas. In these cases the individual target specifies which additional areas are involved. During the first year of the Agreement, we will refine this analysis to look at smaller Super Output Areas to identify patches of poor outcomes within wards across Halton, and looking at neighbourhoods which “make sense” to local people.

Detailed maps of the key target outcomes across Halton, down to “Super Output Area” level, are being developed as part of the Halton Data Observatory development. These will enable very targeted approaches to achieving improvements in these outcomes. Some of our neighbourhoods face particularly widespread and deep difficulties. Areas of Halton have already benefited from local initiatives such as SRB. We will use a new government grant (the Neighbourhood Element) to co-ordinate local services and support community engagement, starting in neighbourhoods in the six eligible LAA priority wards. It will employ innovative neighbourhood management practices and models to deliver sustainable change. This will include the reconfiguration of local public services so that they better meet the needs of local people, and thereby help to close the gap by reducing a number of deprivation differentials, which exist between the area and more affluent parts of Halton.

Performance management arrangements

The LAA sets out clear targets for outcomes in the five thematic block areas and on key cross-cutting transformational issues. The Halton Strategic Partnership Board (HSPB) has delegated responsibility for developing and monitoring delivery of the annual LAA Action plan to the Performance and Standards Group (PSG). The PSG will review delivery of the LAA targets and operational plan actions on a six-monthly basis, with lighter-touch intermediate quarterly reviews of financial performance. The HSPB and PSG are supported by a dedicated performance management capacity from the Halton Strategic Partnership Team. They will continue to be supported by the Council’s Corporate Policy and Performance Team. The existing performance

management framework of the Partnership has been updated and revised to take account of the needs of LAA management. This is attached at Annex D.

The performance management framework will be comprehensive, strategic and operational. It will test the vision and approach of the LAA, including its preventative, sustainable and targeted aspects, and the priorities. This will include taking account of existing and emerging borough wide, regional and national frameworks and initiatives that provide useful information and intelligence about the performance of Halton. It is designed to plan, monitor and review in a timely manner and will include targeted and LAA-wide evaluations. During the first year of LAA we will develop an annual trajectory for each of the three years of the Agreement, building on the trajectory analysis produced for the LSP review in 2006.

Our thematic partnerships – the SSPs - will be responsible for the delivery of the relevant “block” outcomes of the LAA. SSPs will review their arrangements to ensure these are “fit for purpose” to ensure delivery of the LAA. Responsibility for individual targets in the LAA will be clearly designated in the action plan to be developed before the spring, with particular lead partners with named lead officers. Each partner’s normal accountability and corporate governance procedures apply to the initiatives they take responsibility for.

The role of the PSG is to:

- Prepare an annual LAA action plan for Board approval
- Review, and where necessary challenge, the annual action plans prepared by thematic partnerships (SSPs) and recommend their approval to the BSP Board
- Monitor performance against LAA targets twice a year and monitor financial performance quarterly
- Ensure effective arrangements are in place to collect and analyse information to support the development, monitoring and delivery of the LAA
- Undertake performance management action as outlined below

The Halton Partnership team supports the PSG. It is advising on the development and maintenance of information systems and analysis to support the LAA and its implementation. The Team will help join-up the performance management arrangements across all partnerships and help to ensure that action is effectively coordinated

The SSPs - thematic partnerships - are responsible for the overall delivery of the relevant block outcomes. They are primarily accountable for delivery against the LAA. Their role is to:

- Prepare an annual action plan for the block for submission to the PSG
- Monitor performance against LAA targets twice a year and monitor financial performance quarterly
- Undertake performance management action as outlined below.

SSPs are reviewing their arrangements to ensure that they are adequate for managing delivery of the relevant LAA outcomes. They will agree how responsibility for individual targets in the LAA is allocated to a lead partner and named lead officer. All agencies contributing to the delivery of a target will be expected, as part of their normal accountability and governance arrangements, to ensure:

- Appropriate delivery plans are in place

- Robust data on performance against target is collected and reported in accordance with overall arrangements for monitoring the LAA
- Under-performance against agreed targets and outcomes can be promptly addressed.

All action plans will include appropriate tracking of performance at six-monthly or more frequent interval (except where outcome data is only available annually – for example, for school examination results). A "monitoring level" will also be set for targets: this will be the level that triggers performance management action. The PSG will agree all targets and "monitoring levels" through its oversight of annual action plans.

Ladder of intervention

Our annual planning cycle is designed to fit with the established budgetary and project management cycles of partners in Halton. In summary, the planning cycle for the LAA is as follows:

Timing	Activity	Outputs
July- Sept	Annual review of progress against LAA outcome targets and delivery of previous year's action plan	Report to HSP Board Annual report. Financial report.
Aug – Oct	Draft action plans submitted by SSPs (covering proposed activities, outcomes and funding arrangements). PSG to challenge prioritization and plausibility.	Feedback to SSPs. Report to HSP Board on draft plans, including recommendations for changes. Financial report.
Nov	Mid-year (Apr-Sept) update on spending and activities (against action plan) from SSPs.	Exception / summary report to HSP Board. Performance report. GONW Monitoring Meeting
Dec	Finalised action plans submitted by SSPs. PSG challenge as appropriate.	Final proposed operational plan to HSP Board. Financial report.
Feb/March	Quarter 3 (Oct-Dec) update on spending and activities (against action plan) from SSPs	Exception / summary report to HSP Board. Financial report.
May	End of year update on spending and activities (against action plan) from SSPs	Exception / summary report to HSP Board. Performance report.

Tackling under-performance will be the greatest challenge for the performance management regime in the wider LAA context. A three-stage process is proposed for

the LAA. This ladder of intervention will be reviewed over time. However, from the outset we intend to put in place systems which provide clear monitoring and reporting and make available a mutually accountable and supportive approach to enable partners to improve performance. This reporting would result in a clear picture of performance against the LAA in our annual report and then provides the basis for future planning as LAA implementation rolls forward.

For specific funding streams, performance management action could be triggered when performance against a particular target fails to achieve the agreed "monitoring level".

- Stage 1 If a six monthly monitoring report shows that performance against the action plan or a particular target has failed to achieve the agreed "monitoring level", the lead partner will be expected to take appropriate action, working as appropriate with other agencies. It will be asked to report on progress to the relevant SSP within three months.
- Stage 2. If a six monthly monitoring report shows that performance against the action plan or target has failed to achieve the agreed monitoring level for two consecutive six monthly periods, the SSP will be expected to agree with the relevant agencies a plan to tackle the under-performance. It will be asked to report on progress to the PSG within three months.
- Stage 3. If performance continues to fall below expected levels despite action by the SSP, the PSG will nominate one of its members to agree a revised plan to tackle under-performance, details of which will be reported to the PSG within three months.

The PSG will retain the right, in consultation with the relevant SSP, to trigger performance management action at either Stage 1, 2 or 3 in other circumstances where there is evidence of under-performance against target. The PSG will report every six months to the Board on all performance management actions at Stages 2 and 3. These arrangements will be implemented and tested during the first year of the LAA 2006/7.

Partnership Strategies and Plans

Delivering on the LAA also means ensuring that all our strategies and plans together. The main strategies and plans which underpin our priorities are:

- Local Development Framework.
- Integrated Equality & Diversity Policies.
- Economic Development & Tourism Strategy.
- Town Centre Strategies.
- Local Transport Plan.
- Crime and Disorder Reduction Plan
- Education Development Plan.
- Children & Young People's Plan.
- Health Strategy.
- Sport Strategy.
- Joint Commissioning Strategy for Older People.
- Air Quality Action Plan.
- Climate Protection and Sustainable Energy Strategy.

- Household Waste Management Strategy.
- Halton Community Strategy.
- Crime and Drugs Strategy.
- Housing Strategy.
- The National Service Framework for Children, Young People and Maternity Services
- Healthy Schools Standards and Plan
- Local Safeguarding Children Board Plan
- Looked After Children Strategy
- Building Bridges Strategy for Children with Disabilities
- Halton and Warrington Youth Justice Plan
- The Local Delivery Plans of the Health Trusts
- Cheshire Fire Service Plan
- Cheshire Constabulary Plan
- Cheshire Probation Plan
- Cheshire Criminal Justice Board Plan
- Safer Halton Partnership Plan

The LAA is linked to this whole range of other plans, strategies and reports. These fit together as a system designed to achieve progress on Halton's key strategic priorities and to deliver improvement for local people.

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Enabling Measures – C&YP Block

Request	LAA Outcome or target to which the request relates	The problem or obstacles that the request seeks to overcome	How the request would remove the obstacle or alleviate the problem	How will this help to meet outcome/target	What other options may be available to achieve this
<p>Mini Trust – carry over a reasonable (agreed with GOL) level of unspent resources from pooled funding from one financial year to another.</p>	<p>All targets which will sit within the Strategies and Action Plans of the mini-trusts:</p> <ul style="list-style-type: none"> • Reduction in the under-18 conception rate by 50% by 2010 (Preventative mini-trust) • Reduce percentage of 16-18 year olds not in employment, education or training to fewer than 7% (Preventative mini-trust) • Increase to 60% percentage of children whose personal, social and emotional development is assessed as “good” at the end of the foundation stage (CAMHS mini-trust) • Reduce the number of care leavers who live in temporary accommodation to 15% (LAC mini-trust) • Increase the school attendance of children who have been looked after for at least 12 months (LAC mini-trust) • Increase the % of LAC under 16 that have been in their current placement for at least 2 years (LAC mini-trust) • Children with disabilities will have improved security, stability and care within their home environment by all eligible families being offered a carers’ assessment by 2009 (CwD mini-trust) • 100% of young people with disabilities progress into further 	<p>The mini-trusts are at different stages of development. This means that initiatives developed under the mini-trust action plans may not be fully actioned or operational until later in any financial year. Inability to carry forward reasonable levels of pooled funding would impede the planning, development and commissioning services to improve these outcomes.</p>	<p>Carry-over of resources for the mini trusts would enable effective service development and commissioning, including commissioning regarding cross-cutting issues.</p>	<p>Lifting year-on-year restrictions would improve outcomes by offering the ability to redesign service delivery and increase portfolios of support available.</p>	<p>This could not be achieved without the facility to carry over unspent resources from one financial year to another.</p>

Request	LAA Outcome or target to which the request relates	The problem or obstacles that the request seeks to overcome	How the request would remove the obstacle or alleviate the problem	How will this help to meet outcome/target	What other options may be available to achieve this
	education, work or other positive destinations each year (CwD mini-trust)				
Request to report overall spend only and not spend against blocks or individual outcomes	<ul style="list-style-type: none"> All targets 	<ul style="list-style-type: none"> Reporting spending against blocks and/or individual outcomes causes duplication of work and lack of clarity, particularly where there are cross-cutting targets and initiatives. 	<ul style="list-style-type: none"> Being able to report only overall spend, whilst continuing to report performance against individual blocks and outcomes, would increase efficiency and enable resources to be targeted towards service delivery. 	<ul style="list-style-type: none"> The flexibility to target resources more efficiently would enable investment in services, including the development of cross-cutting initiatives which would improve outcomes across a number of targets and themes. 	<ul style="list-style-type: none"> Without the relaxation of reporting requirements an increasing amount of resources will need to be spent reporting, reducing the resources available for service planning and development.
Freedom to extend the age range for Connexions interventions from 13-19 to 11-19	<ul style="list-style-type: none"> Reduce percentage of 16-18 year olds not in employment, education or training to fewer than 7% Increase the number of 19 year olds with level 2 qualifications by at least 30%. Reduce the proportion of children living in households with a relatively low income by at least 40% 	The current age range restricts the ability to provide early interventions for those young people identified as needing additional support early in their secondary school career.	Extending the age range to 11-19 would enable targeted support to be provided for young people identified as at risk of becoming NEET using recognised early indicators. The early intervention would complement other support, including earlier vocational experience, and be in keeping with a growing preventative focus.	<ul style="list-style-type: none"> The provision of targeted early support for those young people identified as being at risk of becoming NEET would help reduce the risk and therefore improve the long-term outcomes. 	<ul style="list-style-type: none"> Current school support services could be extended to include employment outcomes. However, it would be preferable for Connexions services to be extended as it would avoid duplication and utilise Connexions specialist knowledge.

<p>To be released from the requirement to create new childcare places in every children's centre where need is already adequately met, and for flexibility in the models of childcare provision at different centres.</p>	<p>No targets in CYPP or Community Plan relate to childcare or children's centres, apart from "100% of all children attending nurseries and other early years settings are safe, well cared for and take part in learning activities"</p>	<ul style="list-style-type: none"> The requirement prevents flexibility regarding the development of children's centres offering services to older children, and could lead to a duplication of services in some areas and a surplus of childcare places. This reduces the capacity to develop services based on analysis of local need. 	<ul style="list-style-type: none"> Halton's children's centre developments are based on a clear analysis of local need, which identified a gap in services for older children (in the 5+ age group, particularly those over 10) This enabling measure would help target resources towards meeting locally identified need and reduce the risk of having to resource surplus childcare places. 	<p>Need target here</p>	<ul style="list-style-type: none"> Services for older children would need to be developed on a smaller scale. If childcare places continue to be provided at every children's centre regardless of local need, parents could be requested to access childcare at a children's centre with surplus places rather than their nearest centre.
<p>Flexibility on CF/YPSM/TP – Pool budget and single finance and performance reporting</p>	<ul style="list-style-type: none"> Reduction in the under-18 conception rate by 50% by 2010 Young people with a substance misuse problem choose to have treatment and this increases to 60% from the current baseline by 2008 More children feel safer from bullying and discrimination within schools by the continued implementation of anti-bullying policies, the establishment of good local baseline information and systems for self-reporting which are monitored and reviewed by 2009 	<ul style="list-style-type: none"> The preventative mini-trust has responsibility for monitoring and improving outcomes regarding these three areas. Administering and reporting on each of the 3 funding streams individually does not achieve best value from the resources. Separate budgets for each funding stream restricts flexibility in developing 	<ul style="list-style-type: none"> Shared finance and performance reporting would enable best use to be made of resources, enabling the targeting of resources into commissioning services which would contribute to improved outcomes. Pooled budget would enable flexibility, and the commissioning of services across the preventative agenda. 	<ul style="list-style-type: none"> There is a recognition that joint commissioning using the Commissioning Framework is an effective way of identifying and improving shared and cross-cutting outcomes. 	<ul style="list-style-type: none"> Without the flexibility to pool these preventative budgets and streamline reporting mechanisms the preventative mini-trust would need to use more resources for administrative processes rather than commissioning services. It would also prevent joint commissioning being progressed.

		<p>preventative services, particularly regarding cross-cutting issues.</p> <ul style="list-style-type: none"> • There is currently no consistency between the three relevant reporting mechanisms, leading to duplication of work and difficulty in reporting against cross-cutting themes. 			
<p>Flexibility on benefits –</p> <ul style="list-style-type: none"> • Residence Order Allowance • Special Guardianship Allowance • Adoption Order Allowance 	<ul style="list-style-type: none"> • Increase the percentage of LAC who have been looked after for more than 2.5 years that have been in their current placement for at least 2 years <p>NB this will actually have a negative rather than positive impact on this measure. It is suggested that the following indicators are used:</p> <ul style="list-style-type: none"> • Number of LAC adopted during the year as % of those looked after for 6 months or more • Reduce ratio of children looked after per 10,000 child population 	<ul style="list-style-type: none"> • Families on Income Support currently gain little or no benefit from allowances paid to them to help financially support children they are looking after. The allowances are counted as income for benefits purposes, and allowances paid by the local authority are therefore deducted from benefit payments. 	<ul style="list-style-type: none"> • Full benefit of the allowances would be gained by all families, rather than those on benefits being disadvantaged. 	<ul style="list-style-type: none"> • It is acknowledged that children and young people who are cared for away from home thrive best in stable, long term placements with minimum statutory intervention. The relaxation of these restrictions would enable more children and young people to move out of the care system. 	<ul style="list-style-type: none"> • There are no other options to achieve additional financial support to people caring for children and young people, other than to increase the rate of allowance paid by the Local Authority to those carers in receipt of benefits. This would result in an inconsistent approach and would divert resources from other support services for looked after children and young people.

Request	LAA Outcome or target to which the request relates	The problem or obstacles that the request seeks to overcome	How the request would remove the obstacle or alleviate the problem	How will this help to meet outcome/target	What other options may be available to achieve this
<p>Incapacity Benefit - Reward the Halton LSP for a reduction in IB recipients. Savings could be counted if the individual did not go through Pathways to Work, and would be 50% of the saving. This could then be that allocated to the LSP, or added onto Deprived Area Funding or somehow related to city employment strategies.</p> <p>Incapacity Benefit - Ability to provide financial incentives for IB stock who are non-</p>					

Pathways to Work eligible. However, there are questions as to where this money would come from.

Permitted Work Rules -

Ability to dis-apply the earnings disregard rules in targeted areas (NB – Gill is checking if this is needed)

Data Sharing -

There is a need to give greater freedom around data sharing protocols, ie in the case of seconded JCP staff where they lose access to data, particularly around individuals . Data should be able to be shared if it stays within the JCP 'family'

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FUNDING : LOCAL AREA AGREEMENTS**CHILDREN AND YOUNG PEOPLE**

Category	Funding Stream	Halton In Receipt (Year)	Value in 2006/07	Timescale	Comments
Centrally Pooled (Mandatory)	Children's Services Grant Kerbcraft Key Stage 3 – Behaviour and Attendance Key Stage 3 – Central Co-ordination Neighbourhood Renewal Fund Neighbourhood Road Safety Initiative Neighbourhood Support Fund Positive Activities for Young People Primary Strategy Central Co-ordinator School Travel Advisers School Development Grant (Local Authority retained element only)	Many of these grants have been in place for a number of years. In all cases where budget figures have been provided the grants will be in place in 2006/2007 and 2007/2008. Future levels of funding cannot be provided beyond this period.	£462,000 £30,000 £68,300 £332,835 £802,500 - - - £326,486 £17,000 £1,131,667	Due to the comprehensive spending review and the review of national review of school funding most funding sources are only guaranteed until 31 st March 2008. For Standards Fund grants the period of eligible expenditure is 31 st August 2008.	Funding for Kerbcraft up to 31 st March 2007
Centrally Pooled (Discretionary)	Connexions Extended Schools (Standards Fund) Teenage Pregnancy Grant Children's Fund School Improvement Partners		£1.4 million £253,576 £106,000 £483,453 £22,695		Connexions Funding given relates to 2006/2007
Aligned *	14-19 Funding and Organisational Pilots Big Lottery Funding Building Schools for the Future Change Up Direct Schools' Funding		£280,000 - N/A - £83,600,034	The estimated	Relates to GMLSC Grant for 2006/2007 –

	Community Champions Fund		(gross)	figure for	
	LAA Pump Priming Grant		-	(£87,361,297	
	LAA Reward		-	(gross) for	
	LEA Music Services		-	2007/2008	
	Millennium Volunteers		143,176	These budgets are	
	School Meals		N/A	only available until	
	Youth Opportunity Fund		£162,631	31 st August 2008	
			£34,000	for School Meals	
				and Music	
				Services and 31 st	
				March for Youth	
				Opportunity Fund	
					In addition to the
					revenue there is
					£62,000 capital

* Local partners can choose to align the above funding streams that they receive. In some cases these cannot be pooled centrally because they are mainstream or other public funding streams that are given to local authorities, Non Departmental Public Bodies (NDPBs) or other bodies with few if any restrictions on how it is to be spent. This means that the decision to align this funding is for these bodies to make. That said, central government strongly encourages them to do so. In other cases it is because departments have specific reasons that they do not at present want these grants pooled within LAAs. For locally aligned funding, grants retains their existing terms and conditions and reporting arrangements.

Halton Local Area Agreement – Initial Outcomes Framework

Children & Young People

Children & Young Peoples LAA Block							
Outcomes	Indicators	Links	Baselines 2006/07 (Unless otherwise stated)	Targets 2007/08 (including any stretch targets, and their annual unstretched targets)	Targets 2008/09 (including any stretch targets, and their annual unstretched targets)	Targets 2009/10 (including any stretch targets, and their annual unstretched targets)	Lead partner
Raise standards in English, maths, and science in secondary education	By 2008 all schools to ensure that at least 50% of pupils achieve level five or above in each of English, maths and science at KS3	CYPP outcome 3 Aim 5 Community Strategy C&YP KS3 Target Floor Target 3 Worklessness Attainment Priority	87.5% (1 school did not achieve target)	100% of schools achieve target	100% of schools achieve target	100% of schools achieve target	
Raise standards in English, maths, and science in secondary education	By 2007, 85% of 14 year olds achieve level 5 or above in English, math's and ICT (80% in science) nationally, with this level of performance sustained to 2008.	Community Strategy C&YP KS3 Target Floor Target 3 Worklessness Attainment Priority	English 72% Maths 71% ICT 69% Science 66%	English 85% Maths 85% ICT 85% Science 80%	English 85% Maths 85% ICT 85% Science 80%	English 85% Maths 85% ICT 85% Science 80%	
Raise standards in English and maths	by 2006, 85% of 11 year olds achieve level 4 or above in English and Maths, with this level of performance sustained to 2008	CYPP Outcome 3 Aim 3 Community Strategy C&YP KS2 Target Floor Target 2 Worklessness Attainment Priority	English 78% Maths 73%	English 85% Maths 85%	English 85% Maths 85%	English 85% Maths 85%	

Outcomes	Indicators	Links	Baselines 2006/07 (Unless otherwise stated)	Targets 2007/08 (including any stretch targets, and their annual unstretched targets)	Targets 2008/09 (including any stretch targets, and their annual unstretched targets)	Targets 2009/10 (including any stretch targets, and their annual unstretched targets)	Lead partner
Raise standards in English and maths	by 2008, the number of schools in which fewer than 65% of pupils achieve level 4 or above in English and Maths is reduced by 40%.	Community Strategy C&YP KS2 Target Floor Target 2 Worklessness Attainment Priority	16.3% English 26.5% Maths	9.8% English 15.9% Maths	8.2% English 14.3% Maths	6.1% English 12.2% Maths	
Help achieve economic well-being	Reduce Percentage of 16-18 year olds not in education, employment or training to fewer than 7%	CYPP Outcome 5 Aim 1 Community Strategy C&YP Engaged target Worklessness NEET Priority	10.5%	7.3%	7%	6.8%	
Ensure children have a healthy start in life	To increase to at least 85% the percentage of children fully immunised by their second birthday	CYPP Outcome 1 Aim 1 Community Strategy C&YP Health target No link to 4 intractables	80.1%	82%	83.5%	85%	
Tackle the underlying determinants of ill health and health inequalities	By reducing the under-18 conception rate by 50% by 2010 as part of a broader strategy to improve sexual health (1998 Baseline)	CYPP Outcome 1 Aim 3 Community Strategy C&YP Health target No link to 4 intractables TP Priority Floor Target 5	-7.0% (2004 data)	-15%	-30%	-50%	

Outcomes	Indicators	Links	Baselines 2006/07 (Unless otherwise stated)	Targets 2007/08 (including any stretch targets, and their annual unstretched targets)	Targets 2008/09 (including any stretch targets, and their annual unstretched targets)	Targets 2009/10 (including any stretch targets, and their annual unstretched targets)	Lead partner
Ensure children are protected from accidental death and injury.	To reduce the number of children killed or seriously injured in road accidents to 13 per year (or below)	CYPP Outcome 2 Aim 2 Community Strategy C&YP Safety target Floor target 6 No link to 4 intractables	16	15	14	13	
Help children develop healthy lifestyles	To stabilise the growth in obesity rates in the under 11's	CYPP Outcome 1 Aim 4 Community Strategy C&YP Obesity target No link to 4 intractables	7.7% Under 3 Baseline and targets to be agreed during 2006-07				
Make sure children are ready for school	To increase to 60% the percentage of children whose personal, social and emotional development is assessed as "good" at the end of the Foundation Stage	Community Strategy C&YP Foundation target Floor Target 1 Worklessness	50%	53%	57%	60%	

Outcomes	Indicators	Links	Baselines 2006/07 (Unless otherwise stated)	Targets 2007/08 (including any stretch targets, and their annual unstretched targets)	Targets 2008/09 (including any stretch targets, and their annual unstretched targets)	Targets 2009/10 (including any stretch targets, and their annual unstretched targets)	Lead partner
To help children attend and enjoy school	To reduce unauthorised absence towards the national average in both primary and secondary schools by 6% and 10% respectively	CYPP Outcome 3 Aim 2 Community Strategy C&YP Attendance target Worklessness Attendance Priority	Primary 5.65 Secondary 9.52	Primary 5.54 Secondary 9.20	Primary 5.43 Secondary 8.88	Primary 5.31 Secondary 8.56	
Achieve stretching standards in education	To increase the number of pupils achieving 5+ GCSEs at Grades A*-C to at least 60% by 2008	CYPP Outcome 3 Aim 5 Community Strategy C&YP Attainment target LPSA2 Target Floor Target 4 Worklessness Attainment Priority	49.2%	60%	62.5%	65%	
Achieve stretching standards in education	By 2008, in all schools at least 30% of pupils aged 16 to achieve the equivalent of 5 GCSEs at grades A* – C by 2008.	Community Strategy C&YP Attainment target LPSA2 Target Floor Target 4 Worklessness Attainment Priority	87.5% (1 school did not achieve target)	100% of schools achieve target	100% of schools achieve target	100% of schools achieve target	

Outcomes	Indicators	Links	Baselines 2006/07 (Unless otherwise stated)	Targets 2007/08 (including any stretch targets, and their annual unstretched targets)	Targets 2008/09 (including any stretch targets, and their annual unstretched targets)	Targets 2009/10 (including any stretch targets, and their annual unstretched targets)	Lead partner
Ensure children are safe from crime and anti-social behaviour	To increase the reported perception of safety after dark by at least 15% by 2008	CYPP Outcome 2 Aim 4 Community Strategy C&YP Protect target Anti-Social Behaviour	75%	86.25%	89%	92%	
Prepare young people for employment	To increase the number of 19 year olds with Level 2 qualifications by at least 30%	CYPP Outcome 5 Aim 2 Community Strategy C&YP Employability target Worklessness	55%	60%	65.5%	71.5%	
Give young people the chance to make a positive contribution	To increase to 25% the number of 13-19 year olds that are reached by the youth service, and who have a youth centre or project open at least one night each week within a mile of their home	CYPP Outcome 4 Aim 1 Community Strategy C&YP Accessibility target Anti-Social Behaviour	19.3%	21.5%	23%	25%	
Living in households free from low income	To reduce the proportion of children living in homes with a relatively low income by at least 40%	Community Strategy C&YP Equity target Worklessness	27.5%	23.5%	20%	16.5%	

Outcomes	Indicators	Links	Baselines 2006/07 (Unless otherwise stated)	Targets 2007/08 (including any stretch targets, and their annual unstretched targets)	Targets 2008/09 (including any stretch targets, and their annual unstretched targets)	Targets 2009/10 (including any stretch targets, and their annual unstretched targets)	Lead partner
Ensure young people live in decent homes and a sustainable community.	To reduce the number of care leavers who live in temporary accommodation to at least 15%	CYPP Outcome 5 Aim 3 Community Strategy C&YP Care target No link to 4 intractables	32%	26%	21%	15%	
Achieve stretching educational standards inclusively	To reduce the proportion of pupils with statements of special education needs to 2.8%.	CYPP Outcome 3 Aim 5 Community Strategy C&YP Statements target SEN Priority Worklessness	3.0%	2.95%	2.9%	2.8%	
Engage in law abiding and positive behaviour	To reduce year on year the number of first time entrants to the youth justice system	CYPP Outcome 4 Aim 2 Community Strategy C&YP Crime target Anti-Social Behaviour	369	362	354	347	
<u>OTHER POTENTIAL TARGETS</u>	(FOR CONSISTENCY RE ENABLING MEASURES)						

Have security, stability and are cared for	Number of LAC adopted during the year as % of those looked after for 6 months or more	CYPP Outcome 1 Aim 2	9.5%				
Have security, stability and are cared for	Reduce ratio of children looked after per 10,000 child population	CYPP Outcome 2 Aim 5	Baseline and targets to be completed once information available				
Choose not to take illegal drugs	Young people with a substance misuse problem choose to have treatment and this increases to 60% from the current baseline by 2008	CYPP Outcome 1 Aim 5	Baseline and targets to be completed once information available				
Have security, stability and are cared for	Children with disabilities will have improved security, stability and care within their home environment by all eligible families being offered a carers' assessment by 2009	CYPP Outcome 2 Aim 5	Baseline and targets to be established in 2006-07				
Develop self-confidence and successfully deal with significant life changes and challenges	100% of young people with disabilities progress into further education, work or other positive destinations each year	CYPP Outcome 4 Aim 4	Baseline and targets to be established in 2006-07				

Safe from bullying and discrimination	More children feel safer from bullying and discrimination within schools by the continued implementation of anti-bullying policies, the establishment of good local baseline information and systems for self-reporting which are monitored and reviewed by 2009	CYPP Outcome 2 Aim 3	Baseline and targets to be established in 2006-07				
Be Healthy	Modal share in travel to school (need to put performance indicator in here)	CYPP Outcome 1 aim 4 LAA Mandatory Target Community Strategy C and YP obesity target	Baseline information and targets to be agreed based on findings of school census January 2007				
Be healthy	Healthy Schools Target	CYPP Outcome 1 Aim 2 CYPP Outcome 1 Aim 4 Community Strategy C and YP obesity target	Baseline and targets to be completed once information available				

<u>LPSA2</u>							
Improved opportunities and levels of participation in ETE Looked after Children							
	Indicators	Links	Baselines 2006/07	Targets 2007/08	Targets 2008/09	Targets 2009/10	Lead partner
Target 1	Increase the % school attendance of children who have been looked after for at least 12 months	No Direct Link Worklessness LAC Priority	89.6%	91%	92.6%	93.5%	
Target 2	Increase % of LAC under 16, looked after for more than 2.5 years, that have been in their current placement for at least 2 years (LAC 24)	No Direct Link Worklessness	77%	81.5%	83%	85%	
<u>Improve educational attainment at Key Stage 4</u>							
	Indicators	Links	Baselines 2006/07	Targets 2007/08	Targets 2008/09	Targets 2009/10	Lead partner
Target 1	The percentage of year 11 pupils gaining 5 GCSEs at grades A*-C or DfES agreed equivalents, including English and Maths	Community Strategy C&YP Attainment target Floor Target 4 Attainment Priority	32.5%	36.5%	40.5%	42.5%	

BLOCK - Healthier Communities and Older People

Outcomes	Indicators	Baselines 2006/07 (Unless otherwise stated)	Targets 2007/08 (including stretch targets, and their annual unstretched targets)	Targets 2008/09(including stretch targets, and their annual unstretched targets)	Targets 2009/10 (including stretch targets, and their annual unstretched targets)	Lead partner
Improved Health and reduced health inequalities:	Reduce health inequalities between Halton and the England population by narrowing the gap in all-age, all-cause mortality by at least 10% by 2010 (2009-11)	2002-2004 Data Period England: 650.3 Halton: 809.4 Gap: 24.4%	2003-2005 Data Period Gap: 24.1%	2004-2006 Data Gap: 23.8%	2005-2007 Data Gap: 23.4%	Notes: Calculated using 3 yr all cause mortality rates for 2002-04, and projections for England to 2009-11. Calculated assuming gap by 2009-11 is 22% (10% reduction)
Reduce premature mortality rates and reduce inequalities in premature mortality rates between wards/neighbourhoods with a particular focus on reducing the risk factors for heart disease, stroke and related diseases (CVD) (smoking, diet and physical activity)	<p>Reduce premature mortality rates from heart disease and stroke and related diseases so that the absolute gap between the national rate and the rate for the district is reduced by X% by 2010 [x to be agreed as part of the contribution to the reduction in the gap between the Spearhead Group and the England average (national PSA target)]:</p> <p>Reduce the death rates from All Circulatory Diseases (in under 75s) by 53% by 2010 (2009-11)</p> <p>Reduce the death rate from all cancers (in under 75s) by 26% by 2010 (2009-11)</p> <p>Reduce health inequalities within Halton, by narrowing the gap in all-age, all-cause mortality between the 20% of wards experiencing the highest rate and the Halton average by at least 25%</p> <p>Reduce adult smoking rates to under 22%. With</p>	<p>2003-2005 Data Period 112.0 per 100,000</p> <p>2003-2005 Data Period 168.2 per 100,000</p> <p>2003-2005 Data Period Halton: 803.7 Highest wards: 1368.4 Gap: 70.3%</p> <p>2004 estimate: 34%</p>	<p>2004-2006 Data Period 107.6 per 100,000</p> <p>2004-2006 Data Period 163.1 per 100,000</p> <p>2004-2006 Data Period</p> <p>Gap: 67.3%</p> <p>2005: 33%</p> <p>10</p>	<p>2005-2007 Data Period 103.2 per 100,000</p> <p>2005-2007 Data Period 158.0 per 100,000</p> <p>2005-2007 Data</p> <p>Gap: 64.4%</p> <p>2006: 32%</p>	<p>2006-2008 Data Period 98.8 per 100,000</p> <p>2006-2008 Data Period 152.9 per 100,000</p> <p>2006-2008 Data</p> <p>Gap: 61.5%</p> <p>2007: 31%</p>	<p>Calculated using 3 yr all cause mortality rates for 2003-05, and target reduction required by to 2009-11. Interim years assuming linear trend to target.</p> <p>Calculated using local death files and pop'n estimates. Annual trajectory figures based on linear progression to target of gap of 52% (i.e. 25% reduction) by 2010 (2009-11)</p> <p>Baseline taken from HDA's modelled estimates (2004). <i>Note</i> this is not routinely updated on an annual basis, and is not a survey. Local lifestyle survey results due autumn 2006 – figures could be updated then Reduction in prevalence based on approximately 1,000 successful quitters per year. Prevalence of 22% very ambitious based on HDA estimates.</p>

BLOCK - Healthier Communities and Older People						
Outcomes	Indicators	Baselines 2006/07 (Unless otherwise stated)	Targets 2007/08 (including stretch targets, and their annual unstretched targets)	Targets 2008/09 (including stretch targets, and their annual unstretched targets)	Targets 2009/10 (including stretch targets, and their annual unstretched targets)	Lead partner
Provide customer focus in service delivery	Improve public satisfaction with the quality of health and social care services year on year					
Lay firm foundations for future good health	Reduce the proportion of low birth weight babies by 10%	2004 Births: 8.4%	2005: 8.3%	2006: 8.1%	2007: 7.9%	Based on 10% reduction by 2010 (from 2004) with linear progression to target.
Improve sexual health of young people	Reduce the rate among girls under 18 by 55%	2004 Data: 43.8 per 1,000	2005: 39.7 per 1,000	2006: 35.7 per 1,000	2007: 39.7 per 1,000	Calculations based on 55% reduction being met by 2010 based on 1998 baseline. Trajectory plans for gradual decrease to 2008 – then steeper reduction once impact of programmes is fully established
Enhance the well being of Halton people	Increase take up of cultural and sporting activities by adults by 5%					
Improve the living environment to support healthy living	All social housing to have affordable heating systems and insulation levels that exceed the national minimum guidelines	SAP rating of all RSL Stock 2004 is 66	SAP rating 66	SAP rating 69	SAP rating 74	
The outcomes framework for Supporting People is being developed within the Supporting People Strategy						

by ODPM will be ready in the early summer						
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Employment Learning & Skills Block

Indicators	Baselines 2006/07	Targets 2006/07 (including stretch targets, and their annual unstretched targets)	Targets 2007/08 (including stretch targets, and their annual unstretched targets)	Targets 2008/09 (including stretch targets, and their annual unstretched targets)	Targets 2009/10 (including stretch targets, and their annual unstretched targets)	Targets 2010/11	Community Strategy (Five Year Total)	Lead partne r
An improvement by 2007/8 of at least one percentage point in the overall employment rate for those living in the wards in Halton with the worst labour market position.	Where do we find employment rate data by ward?							
Ensure unemployment rate in any ward is less than 20% above the borough average	3.5% borough average 4.2 = 120%	20	30	60	76	76	262 people in specific wards	
Increase headline employment rate in Halton by 2%	68.5% (2005)	200	240	280	340	70.5% 370	1,430 extra people	

Reduce economic inactivity rate by 10%	26.1% (04-05)	100	200	300	500	23.5% 800	1,900 extra	
Increase number of adults qualified to 4/5 by 15%	11,400 (03-04)	50	50	200	600	810	1,710 extra	
Increase number of adults qualified to Level 3 by 25%	12,700 (03-04)	125 366 college	250 377 college	600 377 college	1,000 377 college	1,200	3,175 extra 1497 college	
Increase number of adults qualified to Level 2 by 15%	30,000 (04-05)	100 896 college	300 966 college	600 986 college	1200 1006 college	2400	4,500 extra 3854 college	
Reduce number of adults with no qualifications by 15%	18,000 economically active (04-05)	100 345 college	200 366 college	500 371 college	700 376 college	1200	2,700 reduction 1458 college	
Increase rate of self-employment by 20%	3,900 (04-05)	30	100	150	200	300	780 extra	
Increase number of VAT registrations by 15%	235 p.a. (2004)	235	240	250	260	270	270 p.a.	

Urban Renewal LAA Block							
Outcomes	Indicators	Links	Baselines 2006/07 (Unless otherwise stated)	Targets 2007/08 (including any stretch targets, and their annual unstretched targets)	Targets 2008/09 (including any stretch targets, and their annual unstretched targets)	Targets 2009/10 (including any stretch targets, and their annual unstretched targets)	Lead partner
Sustain levels of Gross Value Added (GVA)/capita at or above the regional norm.							
increase the numbers of jobs in Halton by 10%	.		58,000 (2004)			5800 extra	
Increase prime rents on commercial property by 15%							

Outcomes	Indicators	Links	Baselines 2006/07 (Unless otherwise stated)	Targets 2007/08 (including any stretch targets, and their annual unstretched targets)	Targets 2008/09 (including any stretch targets, and their annual unstretched targets)	Targets 2009/10 (including any stretch targets, and their annual unstretched targets)	Lead partner
Bring 50ha of derelict land back into beneficial use			10	10	10	10	HBC
Facilitate bringing to market of at least 100,00 sq. m. of new and replacement commercial floorspace			40,000	20,000	20,000		
Increase footfall in town centres by 25% across the borough							
Ensure the decency standard is met by all social housing			-				

Outcomes	Indicators	Links	Baselines 2006/07 (Unless otherwise stated)	Targets 2007/08 (including any stretch targets, and their annual unstretched targets)	Targets 2008/09 (including any stretch targets, and their annual unstretched targets)	Targets 2009/10 (including any stretch targets, and their annual unstretched targets)	Lead partner
Ensure 50% of all new housing is built on brownfield sites							
Increase proportion of buses starting route on time to 98% .							
Ensure 40% of municipal waste is recycled or composted							

Outcomes	Indicators	Links	Baselines 2006/07 (Unless otherwise stated)	Targets 2007/08 (including any stretch targets, and their annual unstretched targets)	Targets 2008/09 (including any stretch targets, and their annual unstretched targets)	Targets 2009/10 (including any stretch targets, and their annual unstretched targets)	Lead partner
Improve the satisfaction rate of residents on quality of the built and natural environment by 10%							

BLOCK - SAFER AND STRONGER COMMUNITIES						
Outcomes	Indicators	Baselines 2006/07 (Unless otherwise stated)	Targets 2007/08 (including stretch targets, and their annual unstretched targets)	Targets 2008/09 (including stretch targets, and their annual unstretched targets)	Targets 2009/10 (including stretch targets, and their annual unstretched targets)	Lead partners
Reduce overall crime in line with Halton's Crime and Disorder Reduction Partnership targets and narrow the gap between the worst performing wards/neighbourhoods and other area across Halton (Source ((PSA I) SSCF Agreement))	Reduction in overall British Crime Survey comparator recorded crime by 17.5 (PSA1)	Baseline 03104 79.7 offences per 1000 population Expect 12% reduction by 2006/7	17.5%	7%	15%	Cheshire Police
	Reduce violent crime rates from serious woundings and common assault	Baseline 03/04 2,133	07/08 1,913	4%	8%	Cheshire Police
	Reduce criminal damage by 20%	03/04 baseline 36.8 offences per 1000 population 14% reduction expected 06/07	20%	5%	10%	Cheshire Police
	Reduce burglary from dwellings by 40%	Baseline 5 offences per 1,000 population 2003/04	25% reduction by 2007 from 2003/04 baseline. 40% reduction by 2008	6%	12%	Cheshire Police
	Reduce the number of thefts of vehicles (source LPSA2)	03/04 baseline 753	07/08 588 17% by 2008	7%	15%	Cheshire Police

	Reduce the number of thefts from vehicles (source SSCF Agreement)	03/04 baseline 1108 12% by 2007	07/08 749 17% by 2008	7%	15%	Cheshire Police
	Increase the perception of safety after dark (source SSCF Agreement)	2003 baseline 50%	Increase by 15%			Cheshire Police/HBC
	Reduce the proportion of adult and young offenders, and prolific and other priority offenders who re-offend:					
	POPO		79% POPO			
	overall		8% by 2007			
	young people (under 18) Source SSCF Agreement)		5% by 2007	7%		
Reassure the public, reducing the fear of crime	<u>Indicators to be agreed in negotiations</u> Reduce levels of expressed fear of crime and anti-social behaviour by 25%	Not in SSCF Agreement but is one to reduce perception and reports of asb being an issue of concern to residents by 7%				

Reduce the harm caused by illegal drugs	Increase the total numbers of individuals in treatment (Source LPSA2)	2004/05 baseline 604	665	790	810 (based on current funding)	DAT
	Increase the retention rate in treatment for 12 weeks (LPSA2)	04/05 baseline 80%	85%	88%	89% (based on current funding)	DAT
	Increase number of young people with a substance misuse problem choosing to have treatment	Baseline37	59	94	150	DAT
	Increase number of young people and their families accessing specialist support services	Baseline 7 in 2005	20	40	60	DAT
	Reduce public perception of local drug dealing or drug use as a problem (SSCF Mandatory)	Establish baseline				
	To arrest five offenders for supplying class A drugs per month					

Build Respect in communities and reduce anti-social behaviour	The following indicators should draw on data in the Local Government User Satisfaction Survey					
	Increase in percentage of people who feel informed about what is being done to tackle anti-social behaviour in their local area	Not in SSCF Agreement are we proposing to add these?				
	Increased percentage of people who feel that parents in their local area are made to take responsibility for the behaviour of their children					
	Increased percentage of people who feel that people in their area treat them with respect and consideration					

	<p>Reduce the perception and reports of anti-social behaviour being an issue of concern to residents (SSCF Mnandatory)</p> <p>Reduction in the number of incidents of anti-social behaviour recorded by the police, classified as drunkenness and criminal damage to public and private property</p>	<p>Baseline 2005 33.6%</p> <p>7% reduction by end of 06/07 from baseline</p>	2007/8 27%			
<p>Empower local people to have a greater choice and influence over local decision making and a greater role in public service delivery</p>	<p>Increase Percentage of residents who feel they can influence decisions affecting their local area (SSCF Mandatory)</p> <p>Maintain the capacity of the local VCS in the borough as measured by volume of public service delivery CSSCF Mandatory)</p> <p>Growth of the local VCS by 1% per year</p>	<p>2005 baseline 30% (Consulting Communities in Halton Survey)</p> <p>2005/06 baseline 1.3%</p>	33%			

	Increase number of people who feel that their local area is a place where people from get on well together by 4% CSSCF Mandatory)	2005 baseline 80% (consulting Communities in Halton survey)	84%			
	Increase the number of people recorded as or reporting that they have engaged in formal volunteering on an average of at least two hours per week over the past year by 10%	Baseline 2005 26% (Consulting Communities of Halton Survey)	2007/08 29%			
Cleaner, greener and safer public spaces	Improve environmental quality, as measured by BVPI 199 and 89 in combination, which measure perceptions of Cleanliness	2004 baseline 57.9% (very or fairly satisfied)	Increase by 10% 2004 baseline			
	Increase the number of parks and green spaces with Green Flag Award Increase the number of residents satisfied with local parks and open spaces (BV119e)	2006 baseline 5 03/04 baseline 71% 06/07 target 74%	2007 7			
	A An increase in the percentage of abandoned vehicles removed within 24 hours from the point where the local authority is legally entitled to remove the	<u>NOT IN SSCF AGREEMENT but proposed by Phil Watts</u>				

	vehicle (BVPI 1218b)					
Improve the quality of the local environment by reducing the gap in aspects of liveability between the worst wards/neighbourhoods and the district as a whole, with a particular focus on reducing levels of litter and detritus	Reduce detritus and litter density to 16% (BVPI 100(a))	Baseline 03/04 22.3%	19% 2007			
Improved quality of life for people in the most disadvantaged neighbourhoods; service providers more responsive to neighbourhood needs; and improved service delivery	<p>Percentage of residents in Halton's NM Pilot areas reporting an increase in satisfaction with their neighbourhoods</p> <p>Implement a local management scheme in all neighbourhoods in Halton by 2011</p> <p>Raise satisfaction levels with the neighbourhood area where people live to above 63%</p> <p>Increase the rate of people involved in community activities by 30%</p>					

Road Safety	Reduce the number of people killed or seriously injured in road collisions	Baseline (1994 – 1998 average) 157 KS1	34% reduction by 2007			
	Reduce the number of children killed or seriously injured in road collisions by 46%	Baseline (1994 – 1998 average) 33 KS1	41% reduction by 2007			
Increase domestic fire safety and reduce arson	Reduce deliberate number of incidents of vehicle arson to non-derelict vehicles (LPSA2)	200 (Jan – Dec 05) baseline	140			
	Reduce fly tipping (flycapture) (LSPA2)	Baseline April 05/Feb 06 2,100	1890			
	Reduce nuisance fires		8% 2007 10% 2008			

BLOCK - SAFER AND STRONGER COMMUNITIES						
Outcomes	Indicators	Baselines 2006/07 (Unless otherwise stated)	Targets 2007/08 (including stretch targets, and their annual unstretched targets)	Targets 2008/09 (including stretch targets, and their annual unstretched targets)	Targets 2009/10 (including stretch targets, and their annual unstretched targets)	Lead partner
Implement a strategic approach to reduce the harm caused by domestic abuse	Increase awareness of domestic abuse throughout the community					
	To ensure that within the local authority area a minimum of 1 refuge place per 10,000 population is available (BVPI 225)					
	Reduce the percentage of cases accepted as homeless due to domestic abuse that had previously been rehoused in the last two years by that local authority as a result of domestic abuse (BVPI 225)	05/06 7%	-8%	-8.5%		Halton Housing Trust
	Reduce the number of violent crimes (common assault and other wounding) which are domestic abuse related	Baseline data needed	Reduce by 2% from baseline by 2007/08			Cheshire Police
	Increase the number of victims of domestic abuse accessing support by 20%	05/06 270	324			Relationship Centre
	Increase by 5% the					

	number of victims being referred onto a support service (LCJB)	36 per month	38			Cheshire Police
	Increase by 5% arrest and charge of perpetrators where a crime has been committed (LCJB)	Baseline				
	Reduce by 10% the occurrence of prosecutors not offering evidence at trial (LCJB)	8	7			Cheshire Police
	Reduce the attrition rate by 50% (LCJB)	41	20.5			Cheshire Police
	Provision and effectiveness of services to help victims and prevent domestic abuse					
	To deliver a programme of multi-agency training covering front line and managerial staff from within housing, social services, education health and police (BUPI225)					
	To increase the number of incidents of domestic abuse reported to the police (directly or through a third party) by 10% (LPSA2)	Baseline 04/05 1613	07/08 1774			Cheshire Police
	Increase by 5% the proportion of incidents of domestic abuse,	Baseline 273	287			Cheshire Police

	<p>which result in sanctioned detections from a baseline in 2005/06 (LPSA2)</p> <p>To reduce the proportion of the total number of domestic abuse reported annually to the police (directly or through a third party) in the same period who are repeat victims (LPSA2)</p>	Baseline 03/04 23%	18% (actual 05/06 12.7%)			Cheshire Police
Develop a strategic approach to address the harm caused by alcohol	the Alcohol Task Group will develop a set of key indicators from which targets will be set					

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REPORT TO: Corporate Services Policy and Performance Board

DATE: 27th September, 2006

REPORTING OFFICER: Strategic Director Corporate and Policy

SUBJECT: Equality Legislation

WARD(S): Borough-wide

1.0 PURPOSE OF THE REPORT

1.1 The purpose of the report is to update the Board as to forthcoming changes in legislation in relation to age, disability and gender.

2.0 RECOMMENDATION

2.1 That the report and preparations currently underway are noted.

3.0 SUPPORTING INFORMATION

3.1 Age Discrimination

3.2 The Employment Equality (Age) Regulations 2006 will come into force on the 1st October 2006. The Regulations implement the EU Framework Directive (adopted in November 2000) requiring member states to introduce legislation to ban age discrimination. As should be clear from the title, these regulations are concerned with discrimination in the employment field (including vocational training) and are not concerned with access to services.

3.3 The Regulations do a number of things:

- They prohibit unjustified direct and indirect age discrimination (NB – The regulations do not outlaw discrimination on grounds of old age but on grounds of age)
- They prohibit all harassment and victimisation on grounds of age
- They remove the upper limit for unfair dismissal/redundancy claims
- They allow pay and non pay benefits to continue which depend on service requirements of 5 years or less or which fulfil a business need (e.g. by encouraging loyalty or motivation or rewarding experience)
- They remove the age limits for statutory benefits (Statutory Sick Pay, Statutory Maternity Pay, Statutory Adoption Pay and Statutory Paternity Pay)

- They remove the lower and upper age limits in the statutory redundancy scheme (i.e. 18 and 65) but leave the banding system in place (the Government relied on an opt out for this purpose)
 - They set the default retirement age at 65. Compulsory retirement at or above this age will not normally be unfair provided the employer follows the retirement procedures.
 - They introduce a duty to consider requests to work beyond retirement age – as long as the employer follows the procedures and the employee is 65 or over the dismissal should be by reason of retirement and not unfair.
- 3.4 The Regulations apply to all workers including self employed workers and contract workers. The regulations also apply to people taking part in or applying for employment related vocational training including all courses at Further Education and Higher Education institutions. The regulations do not apply to political office holders e.g. Mayor, Leader, Chairs etc.
- 3.5 Direct and Indirect Discrimination on grounds of age can be objectively justified if it can be shown that the discriminatory treatment contributes to the pursuit of a legitimate aim and is the least discriminatory way of achieving it. For example, requiring every worker to pass a very stringent medical test every three years could indirectly discriminate against older workers. However, if the workers in question are airline pilots, and the aim being pursued is passenger safety, the requirement for a medical may be justified.
- 3.6 The Council is in the process of reviewing its Personnel procedures to take account of the Regulations. Areas which will need to be looked at include:
- Retirement notification procedures
 - Procedures to implement the new duty to consider requests to work beyond retirement age
 - Salary bands with more than 5 incremental points

The Operational Director for Human Resources will report further on these preparations at the meeting.

3.7 Disability Discrimination Act 2005

- 3.8 The Disability Discrimination Act 2005 builds on and extends earlier disability discrimination legislation, principally the Disability Discrimination Act 1995. The main changes brought in by the Act which are relevant to the Council are set out below.
- 3.9 The definition of disability has been broadened by the Act. Individuals with HIV, Cancer and Multiple Sclerosis are now classed as disabled from the point of diagnosis (they no longer need to show that the illness impairs their ability to carry out day to day activities). For individuals with a mental impairment, it is no longer necessary to show that the

impairment results from a “clinically well-recognised” illness (this should shift the focus away from the classification of the illness to the effect of the impairment on the individual). Among other things, these changes have implications for employment practices and procedures. For example, an employer will no longer be able to discriminate against a job applicant with one of these conditions.

- 3.10 The Act makes provision enabling the extension of the anti-discrimination provisions to cover public transport (which was allowed to remain exempt when the 1995 Act was introduced).
- 3.11 The Act introduces a duty on all public sector bodies to promote equality of opportunity for disabled people. Among other things, this will mean that we must take account of the needs of disabled people as an integral part of our policies, practices and procedures. We will be required to publish a Disability Equality Scheme explaining how we intend to fulfil this duty. Compliance is enforceable by the Disability Rights Commission. This duty will come in as from the 4th December 2006.
- 3.12 The Act extends, as from the 4th December 2006, the DDA to cover discrimination in the carrying out of public functions, coupled with a duty to make reasonable adjustments. This brings public functions on to a par with services and employment.
- 3.13 The Act also inserts a new section into the DDA which makes it unlawful for a local authority to discriminate against its disabled members when they are carrying out their official business, and requires authorities to make reasonable adjustments for disabled members in the same way as for disabled employees.
- 3.14 In terms of the implications for the Council the most significant change is the new Disability Equality duty and the requirement to produce a Disability Equality Scheme. It is proposed to deal with the requirement to produce a Scheme by incorporating it into the Council’s Corporate Equality Plan rather than produce a separate document, and hopefully most if the requirements for a Scheme are already covered in that Plan. The Council Solicitor will report further on the process for producing a scheme at the meeting.

3.15 Equality Act 2006

- 3.16 The Equality Act 2006 received Royal Assent on the 16th February this year. The Act has three main purposes:
 - i. To establish the Commission for Equality and Human Rights (CEHR). The CEHR will come into being in October 2007 and will bring together under one roof the work of the Commission for Racial Equality, the Disability Rights Commission and the Equal Opportunities Commission.

- ii. To make discrimination unlawful on grounds of religion or belief in the provision of goods, facilities and services, the disposal and management of premises, education and the exercise of public functions. No date has yet been set for bringing this into effect.
- iii. To create a duty on public authorities to promote equality of opportunity between men and women, and to prohibit sex discrimination in the exercise of public functions. This duty will take effect from the 6th April 2007.

3.17 The most significant of these provisions from a local authorities point of view is likely to be the new gender equality duty. As well as being a general duty, there are powers in the Act for the Secretary of State to introduce further specific duties by regulations.

3.18 To a large extent the gender equality provisions mirror those for race equality and disability equality. In terms of the practical aspects of implementation, at least so far as the Council as an employer and service provider is concerned, the legislation should not require the Council to alter drastically what it has already put in place to ensure that it operates in a way that is compatible with equality legislation.

3.19 But what the legislation does do is to shift the emphasis away from compliance to requiring authorities to be more proactive in their approach to gender equality. The fact that an authority does not discriminate is not enough to comply with the duty. For example, it has been sufficient to date for authorities to be able to demonstrate that they have procedures in place for ensuring that they do not discriminate against women or men in their employment practices. In future they will have to satisfy themselves that those procedures are actually achieving results in ensuring an appropriate gender mix in the workforce, and in eliminating any pay gap between the genders.

4.0 POLICY, FINANCIAL AND OTHER IMPLICATIONS

- 4.1 The council's employment policies will need to reviewed in the context of the new rules on age discrimination.
- 4.2 The new rules mean that the legislative framework relating to those matters of social identity covered by the Council's Equality Policy is now almost complete (see table below).

Equality – Legislative Protection

	Employment	Services
Age	1st October 2006	
Colour, race, nationality, ethnic or national origin	√	√

Disability	√	√
Family Status	√	6 th April 2007
Gender Re-assignment	√	√
Marital Status	√	6 th April 2007
Pregnancy	√	√
Religion or faith based belief	√	Power to introduce (Equality Act 2006)
Gender	√	√
Sexual Orientation	√	Power to introduce (Equality Act 2006)

5.0 RISK ANALYSIS

- 5.1 Good practice around equalities in employment practice will help to ensure that the Council recruits, trains and promotes the best people for the job, and in relation to services, will help to ensure that the Council's services are customer focussed.
- 5.2 The Council has a reputational risk if it is seen not to be complying with its equality obligations.
- 5.3 The Council has a financial risk of claims being brought against it under the legislation.
- 5.4 The Council is subject to a number of external performance measures in relation to equality issues which contribute to its CPA rating.
- 5.5 These risks have been mitigated by the Council putting in place sound management disciplines, policies and procedures in relation to equality.

6.0 EQUALITY AND DIVERSITY ISSUES

- 6.1 As outlined in the report.

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

- 7.1 None

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REPORT TO: Corporate PPB

DATE: 27 September 2006

REPORTING OFFICER: Operational Director-Policy & Performance

SUBJECT: Performance Monitoring Report for the 1st quarter (2006/07)

WARDS: Boroughwide

1. PURPOSE OF REPORT

- 1.1 The 1st quarter monitoring reports for the Council services that come within the remit of this Policy & Performance Board were published last month and are available in both electronic and hard copy formats. These reports enable the Board to scrutinise progress towards achieving the service plan objectives, milestones and performance targets. Therefore, the purpose of this report is to draw attention to particular aspects contained in the full versions of the monitoring reports and to act as a 'signpost' to assist Board Members carry out their performance management function.

2. RECOMMENDED: That the Policy & Performance Board

- 1) Scrutinise service performance and progress towards achieving objectives and targets and raise any questions or points for clarification in respect of the information contained in the quarterly monitoring reports; and**
- 2) Highlight areas of interest and/or concern that require further information or action to be reported at a future meeting of the Policy and Performance Board where appropriate.**

3. SUPPORTING INFORMATION

- 3.1 The performance considerations attached as Appendix 1, highlights some key findings in the quarterly monitoring reports where appropriate for the services listed below:

Corporate & Policy Directorate

1. Personnel Services
2. Financial Services
3. Exchequer & Customer Services
4. ICT Services
5. Policy & Performance
6. Legal & Member Services
7. Property Services

Environmental Directorate

1. Stadium & Hospitality

4. POLICY IMPLICATIONS

- 4.1 Any policy implications arising from emerging issues or key developments that will impact upon the service or any action required to address performance issues, will be identified in the respective quarterly monitoring report.

5. OTHER IMPLICATIONS

- 5.1 Any other implications associated with issues connected with the service will be identified in the respective quarterly monitoring report.

6. RISK ANALYSIS

- 6.1 The risk control measures associated with the service objectives that were initially assessed as having 'HIGH' risks are summarised in the quarterly monitoring reports to monitor their implementation.

7. EQUALITY AND DIVERSITY ISSUES

- 7.1 The actions identified arising from the Equality impact/needs assessments that are regarded as 'HIGH' priority for each service are in the Equality Action Plans and progress on their implementation is included in the respective quarterly monitoring reports.

8. REASON(S) FOR DECISION

Not applicable

9. ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

Not applicable

10. IMPLEMENTATION DATE

Not applicable

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

Document	Place of Inspection	Contact Officer
Quarterly monitoring reports for:		
1. Personnel Services	Municipal Building 2 nd floor	Mike Foy-Senior Performance Management Officer
2. Financial Services		
3. Exchequer & Customer Services		
4. ICT Services		
5. Policy & Performance		
6. Legal & Member Services		
7. Property Services		
8. Stadium & Hospitality		

Name of Board: Corporate Policy & Performance Board
Date of Meeting: 27 September 2006
Report Title: Performance Monitoring Report for the 1st quarter (2006/07)
Author: Harry Woodall

STANDARD SECTIONS – CHECKLIST		
All reports must be submitted together with the following checklist fully completed		
	Yes	No
<p>Resource Implications</p> <p>The financial, manpower and land (buying or selling) considerations should be clearly detailed including any corporate implications of following the recommended course of action.</p>	✓	
<p>Social Inclusion Implications</p> <p>Any implications relating to social inclusion/anti poverty should be highlighted</p>	✓	
<p>Sustainability Checklist</p> <p>Any implications that affect the sustainability themes of economy society and the community and the environment should be included,</p>	✓	
<p>Best Value</p> <p>Any Best Value implications should be included.</p>	✓	
<p>Legal Implications</p> <p>Any Legal implications should be included.</p>	✓	
<p>Crime and Disorder Issues</p> <p>Any crime and disorder implications should be included.</p>	✓	
<p><i>Please review these potential effects, within the context set out overleaf, to compose your summary assessment</i></p>		
<p>Summary assessment of Implications:</p> <p>All the implications associated with the checklist above will have been considered and identified in the full versions of the quarterly monitoring reports where appropriate by each Operational Director in respect of their service.</p>		

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PERFORMANCE CONSIDERATIONS

(1st Quarter April – June 2006/07)

SERVICE: Personnel Services

Overview

Overall the prospects for achieving the most of the key objectives and performance targets in the monitoring report seem encouraging despite the presence of amber traffic lights to show where it is unclear whether or not some targets and deadlines are on course to be achieved. The report refers to some major key developments and emerging issues concerning the proposed changes to the Local Government Pension Scheme and the recent ruling at an Employment Tribunal in Middlesbrough against the GMB Union that are likely to have implications for the Council.

Areas of Further Consideration

The monitoring report had referred to an expected increase in the number of early retirements coming up in Education (BV 14). However, the latest indication for the year is that the figure will go down rather than up and therefore, based on the latest figures the target looks on course to be achieved.

SERVICE: Financial Services

Overview

All the objectives and targets are on course to be achieved and there are no issues of concern associated with them highlighted in the quarterly monitoring report. Similarly, there are no key developments or emerging issues identified at this stage that would appear to have an immediate impact on the service, which would warrant further scrutiny.

Areas of Further Consideration

The report refers to unplanned staffing vacancies in the Internal Audit Division although this has not been highlighted as an issue that would adversely affect the prospects for achieving the target. The vacancy rate will be managed to ensure there are no implications for service delivery and will be reported by exception should the situation significantly change.

SERVICE: Exchequer & Customer Services

Overview

Overall the prospects for the service achieving its objectives and performance targets appear to be very good. There are no issues or concerns associated with the objectives highlighted in the monitoring report nor any key developments or emerging issues identified that could have implications for the service. The possible exception to this relates to the recovery of housing benefit overpayments as a result of changes to the legislation (*See the box below*)

Areas of Further Consideration

The Council is now required to recover overpayments directly from the claimants and not the landlord and therefore, the levels of recovery are expected to drop. The target for 2006/07 has been adjusted downwards to reflect this and the anticipated income loss has been accounted for in the 2006/07 budget. If there are any other implications for the Council then these will be highlighted to the Board at the appropriate time.

SERVICE: ICT Services

Overview

All the objectives and performance targets are reported to be on course to be achieved there is no cause for concern highlighted in the monitoring report to suggest additional scrutiny of progress and performance is necessary. A key development is the ICT restructure programme and further updates on progress will feature in future monitoring reports to the PPB.

Areas of Further Consideration

A major aspect of the Council's approach to efficiency is the improvement of business processes in particular, back office processes. This will be one of several important work streams identified in an Efficiency Strategy to be approved by the Council and therefore, the Board will be kept informed of developments and the key role that will be undertaken by the ICT Service.

SERVICE: Policy & Performance

Overview

Overall the prospects for the service achieving its objectives and performance targets are good and no immediate issues of concern associated with them have been highlighted in the monitoring reports. There has been some limited slippage with implementing Bidtrack software across all departments, but this has not posed any risk to the key objective of achieving real net growth through external funding channels.

Areas of Further Consideration

The monitoring report refers to some delay with regards to local data additions in the Halton Data Observatory through the delay in filling a vacant post. The Board may wish to clarify whether this has or will have any operational/service implications in the future.

SERVICE: Legal & Member Services

Overview

Overall, the prospects for achieving most of the objectives and performance targets look encouraging and a number of key developments are underway concerning Taxi and Private Hire licensing and joint working with other organisations to procure legal services, which are expected to deliver improvements in service performance and value for money. However, there are some initiatives where further details might be appropriate for the Board to have. *(See the box below)*

Areas of Further Consideration

- It is not clear in the monitoring report when the joint working arrangements referred to above are expected to be fully implemented. Therefore, determining the key implementation dates (provisional or otherwise) and whether or not there are any initial resource implications should be a consideration.
- The introduction of the Foundation degree in Community Governance for members by the Autumn 2006 (*Key Objective LMS 02*) will not be achieved due to the withdrawal from the venture by Salford University. The Council has approached Liverpool City Council who operates a similar course with John Moores University to explore any partnership opportunities. Therefore, a progress update on the discussions will be provided as part of the monitoring arrangements.
- The December 2006 deadline to explore the possibility of on-line licensing applications and an electronic register (*Objective LMS 06*) is unlikely to be met. Therefore, the Board may wish to have an understanding of the reasons for this and whether the delay presents any potential implications (if any) for the service.

SERVICE: Property Services

Overview

The majority of the service objectives and performance targets are on course to be achieved and therefore the prospects for the year appear to be good overall. There are a number of key developments identified in the quarterly monitoring report such as the review of the Accommodation Strategy, which might benefit from some further consideration. *(See the box below)*

Areas of Further Consideration

- It was reported that staff absence had caused some difficulties during the 1st quarter but steps had been taken to try and minimise these. Therefore, an indication in the next quarterly monitoring report on how successful these steps have been maybe of interest to the Board.
- An indication of when the review of the Accommodation Strategy to incorporate current standards and operational requirements will be completed and the extent of the changes to the strategy that will occur maybe appropriate for the Board to have.
- The 90% target for the occupancy rate at Runcorn Market (*PYSL! 7*) is unlikely to be achieved this year due the local economic conditions and a lack of demand for space. Measures have been introduced to tackle this but how successful they are likely to be in reversing the current trend is uncertain at this stage. Therefore, further consideration of this issue by the Board maybe appropriate.

SERVICE: Stadium & Hospitality

Overview

Most of the objectives and performance targets are on course to be achieved although the significant decrease in the numbers of meal numbers has adversely affected several key and non-key performance indicators relating to the School Meals Service. The monitoring report lists a wide range of key development that will have a beneficial impact upon the operation and quality of service offered by Halton Stadium and the Schools Meal Service. There are however, some cautionary comments such as the financial pressures and the lack of offers of sponsorship for either the whole Stadium or part of it.

Areas of Further Consideration

The prospects for achieving the targets for the key performance indicators relating to the number of meals served per hourly input of labour (*S&HLI 5*), the % take up of free school meals (*S&HLI 16*) and the non-key performance indicator concerning the total cost per school meal (*LI 17*) have been affected by a fall in the number of school meals being served. The decrease has occurred since the introduction of the healthier menus however, whether this is temporary or likely to remain the position for a longer period will be a key consideration when determining whether there are any steps that could be taken to try and reverse the current trend.

REPORT TO:	Corporate Services Policy and Performance Board
DATE:	27 th September, 2006
REPORTING OFFICER:	Strategic Director Corporate & Policy
SUBJECT:	Area Forums – Scrutiny of Expenditure
WARD(S):	Borough-wide

1.0 PURPOSE OF THE REPORT

1.1 The Board has responsibility under the Council's Constitution for scrutinising the expenditure of the Area Forums. The purpose of this report is to advise the Board as to how the Area Forums have used their funding in 2005/06.

2.0 RECOMMENDATIONS: The Board is recommended to

- (1) Consider whether the use of funding by the Area Forums is consistent with the purposes and aims of the Area Forums;**
- (2) make such recommendations as it considers appropriate with regard to the future use of funding by Area Forums; and**
- (3) look further at the impact of the investment made through the Area Forums (as part of the Area Forum topic in the work programme) to see whether the resultant benefits are commensurate with the investment made.**

3.0 SUPPORTING INFORMATION

3.1 Area forums were set up in 2001 as a way of bridging the gap between key agencies working within the Borough. Each Area Forum is led by local councillors and supported by a senior officer from the Council. Other partner organisations such as the Police, Fire Service, Housing Associations, and voluntary sector bodies also attend Area Forums to keep the community informed of local developments and to respond to local concerns. The Police Participation and Delivery (PAD) meetings are now held immediately prior to the Area Forums.

3.2 Funding was allocated to the Area Forums to spend on small-scale projects that are identified by the community. In 2005/06, £600,000 was allocated to the Area Forums, which is made up of £300,000 NRF and £300,000 from Halton Borough Council Priorities Fund. It is allocated on

a per capita basis across the seven Area Forums that cover the Borough.

- 3.3 The local community are invited to raise ideas for neighbourhood projects, which would help improve their local area. The Forum then considers these ideas, and an action plan is agreed. Actions must have community support and not result in a long-term financial commitment.

4.0 AREA FORUM SPENDING

- 4.1 The projects funded through the Area Forums are wide and varied. However they have been categorised into a number of key areas, which are listed below.

4.2 **Bonfire Initiative** - This initiative led by the Fire Service and the Council has successfully been implemented over the last few years. The work helps prevent unauthorised bonfires during the period leading up to, on and after the 5th November.

4.3 **Landscapes** - This category includes a wide range of projects such as increased planting, improved allotments and provision of dog bins.

4.4 **Youth Facilities** - Improvements to changing rooms, flood lighting, creation of kick about areas, play areas, facilities for youths in Community Centres and Clubs. In addition funding has been secured from Living Spaces, Lottery and WREN.

4.5 **Improved Parks** - This initiative puts gardeners into parks at the weekends, which helps deter vandalism, improves public reassurance and the general appearance of the parks.

4.6 **Pedestrian Access** - This funding has been used to make improvements to the local infrastructure, such as improving paths, providing guardrails and enhancing bus stops.

4.7 **Security** - Area Panel funding has been used to continue the successful and highly valued Alley gating initiative as well as providing additional fencing and lighting.

4.8 **Traffic Calming** - Traffic Calming schemes, which have the support of local residents and meet the required criteria.

4.9 **Disabled Facilities** - Area Forum funding has been used to support some facilities which will improve the lives of disabled people in the borough.

4.10 **Other** - This includes other more general improvements such as improvements to car parks, as well as contributions to recreation clubs, schools and churches.

5.0 BREAKDOWN OF FUNDING

- 5.1 The Pie Chart attached as Appendix 1 shows the breakdown of funding allocated across the above categories for 2005/06. The largest proportion of funding has been spent on Security, which has received one quarter of the funding.

6.0 POLICY, FINANCIAL AND OTHER IMPLICATIONS

- 6.1 The Council invests a considerable amount of money through the Area Forums. It therefore needs to satisfy itself that the money has been well spent. One way that it might look at this issue is to consider whether the funding given to the Area Forums has been used in a way that is consistent with, and supportive of, the achievement of the Council's Corporate Priorities.

7.0 RISK ANALYSIS

- 7.1 The Council's resources are scarce. It is vital that they are used so as to maximise the Council's impact on its key priorities and objectives. The Board is one of the control mechanisms to ensure this happens.
- 7.2 In relation to all projects and initiatives involving the expenditure of public funding it is vital that all expenditure can be shown to have been incurred in a proper manner. Again the Board act as a control mechanism for overseeing and scrutinising the process to ensure that expenditure has been properly incurred.

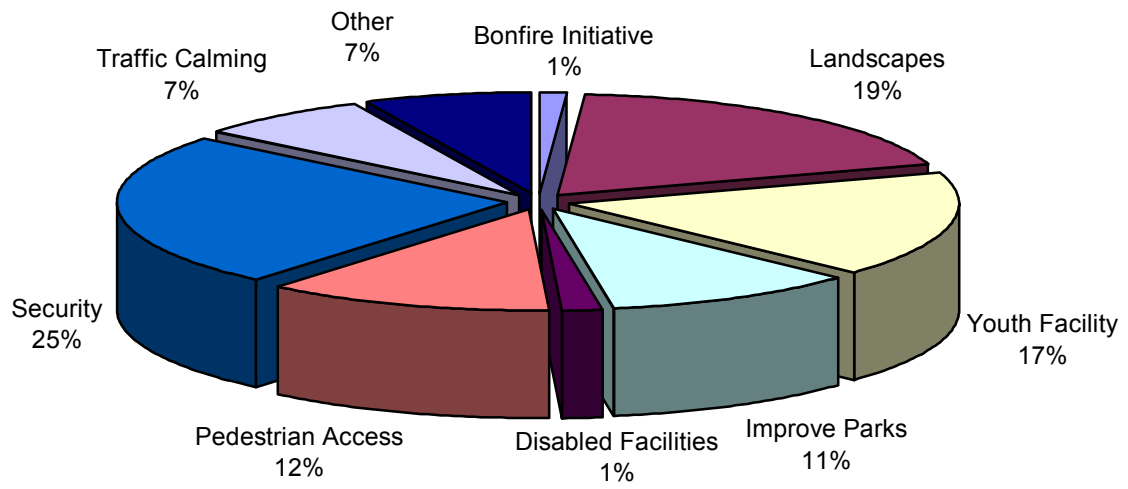
8.1 EQUALITY AND DIVERSITY ISSUES

- 8.1 The use of Area Forum funding has the potential to improve community engagement and cohesion.

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

- 9.1 None

Area Forum Year 2005 to 2006



REPORT TO:	Corporate Services Policy and Performance Board
DATE:	27 th September, 2006
REPORTING OFFICER:	Strategic Director Corporate & Policy
SUBJECT:	Audit of Partnerships
WARD(S):	Borough-wide

1.0 PURPOSE OF THE REPORT

- 1.1 The purpose of the report is to update the Board on the audit of Partnership activity being undertaken as well as to set out some of the governance issues in relation to Partnership working.

2.0 RECOMMENDATIONS: The Board is asked to

- (1) Identify any issues that it considers need to be picked up as part of the review of Partnership working;**
- (2) advise as to whether the checklist addresses the key governance areas in relation to Partnership working; and**
- (3) consider what kind of scrutiny arrangements might be put in place for Partnerships.**

3.0 SUPPORTING INFORMATION

- 3.1 Working in partnership is a necessity in many instances. In some cases it is required by law (e.g. Youth Offending Team, Safeguarding Children Board). In some cases partnership have control over the expenditure of substantial sums of money (Halton Strategic Partnership).
- 3.2 However partnership working may not be appropriate in every instance. As with any other Council activity, the decision to invest time and resources into partnership working must be based on clear and sound reasons. The partnership should have clear objectives which are consistent with the Council's own objectives, and the potential benefits to be derived from the partnership working need to be commensurate with the resources invested. The decision to become involved with the partnership needs to be authorised at the appropriate level within the organisation.
- 3.3 Once the Council is involved with a Partnership, the Partnership needs to have governance arrangements appropriate to the scale and nature of its activity. If it is going to spend public money it needs to have

appropriate controls over probity and propriety. It needs to keep appropriate records so that there is a proper audit trail. Arrangements for contracts and decision making need to be consistent with local government law and the Council's own Constitutional arrangements.

- 3.4 In the absence of these sorts of processes and controls, Partnerships may be created and operate without proper oversight from the Council. This could result in the Council misusing resources indirectly (though the investment of resources in inappropriate partnership working) or directly (through inadequate control of resources by partnerships), and has the potential to cause significant harm to the reputation of the Council (through involvement with partnerships which behave improperly or fail).
- 3.5 The Council therefore needs to ensure that it has an appropriate degree of control over those Partnerships with which it is involved. As a first step in this process a survey of Partnership working has been carried out within the authority. So far this has identified 69 partnerships, although it is felt that this is not yet the complete picture as a number of partnerships seem to have been missed. Details of the Partnerships identified so far are attached as Appendix B. Work is continuing to identify other partnerships which have not been identified so far. (If members are aware of any partnerships not listed it would be helpful if they could provide details.)
- 3.6 Having produced a list/register of partnerships, the next step will be to review the involvement with all the partnerships in question and to set up a framework for considering which partnerships to be involved with in the future. As part of this exercise it will also be necessary to develop arrangements for ensuring proper accountability and scrutiny of partnership working.
- 3.7 At this stage this is being reported to members as an introduction to the work being done with a view to starting members thinking about what kind of control, scrutiny and accountability environment needs to be put in place. To assist members with this a draft Checklist has been produced as a guide to the types of questions that need to be asked of existing partnerships and before entering into new partnerships (Appendix 1).

4.0 POLICY, FINANCIAL AND OTHER IMPLICATIONS

- 4.1 None at this stage.

5.0 RISK ANALYSIS

- 5.1 Considerable financial and other resources are invested in Partnership working. The Council depends on the effectiveness of its partnership arrangements for delivering large parts of its agenda. It is vital therefore that the Council puts in place appropriate control, accountability, scrutiny and governance systems for its partnership arrangements.

6.0 EQUALITY AND DIVERSITY ISSUES

6.1 None.

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

7.1 None

APPENDIX 1 - Governance of Partnerships - Checklist

Rationale for the Partnership

- Why does the partnership exist? Does the organisation have clear and sound reasons for being involved in the Partnership?
- What are its agreed aims?
- Where have they been published?
- Is the partnership for a fixed term – how long?

Added Value from the Partnership

- How does this partnership add value?
- How is this added value demonstrated to the public?
- How do you know whether funds are being well spent? How is this information communicated to the public?

Governance Framework

- Is there a written partnership agreement in place describing partner roles and responsibilities?
- Is there a governance framework and how does it function? Does this involve some form of scrutiny and/or use of Internal Audit processes?
- How do the partnerships governance arrangements link to those of individual partners?
- How are decisions made? Are they delegated to the partnership or must decisions be reported back to the constituent bodies for approval before action?
- How are they recorded? Who makes sure they are acted on?
- Who scrutinises them?
- To whom are they reported?

Performance Management

- What action is taken to ensure that the plans/targets of the partnership are aligned with corporate objectives?

- How is the performance of the partnership monitored? E.g. How do you know which partnership targets you are meeting and which you are failing to meet?
- Who manages and reports progress?
- How do we monitor partner contributions?
- What scrutiny systems are in place?

Financial Management

- Who provides the money?
- Who decides how to spend it?
- Can the money be reallocated?
- What are the financial reporting arrangements?
- Are procurement arrangements compliant with this Council's Procurement SOs?

Risk Management

- What criteria was used to decide whether to join the partnership?
- What is the extent of our involvement in the partnership?
- Has a risk assessment exercise been undertaken to achieve a common understanding of the risks and how they will be managed, and to provide clarity over the allocation of risk ownership?
- Have you considered whether there are any sustainability issues for the projects after funding ceases?
- How do you know when things go wrong?
- What arrangements are in place to avoid or manage conflicts of interest?

Termination Arrangements

- What are the arrangements if the partnership comes to an end?
- Or if you decide you no longer want to be involved? Do you have an exit or a continuation strategy?

- How will resources/assets be disengaged?
- Is there any financial liability for the Council if partners withdraw?

Serving the Public

- How does the partnership communicate with the public?
- How can the public and service users obtain redress when things go wrong? E.g. Is there a formal complaints and suggestion process the public can use?

REPORT TO: Corporate Services Policy and Performance Board

DATE: 27 September 2006

REPORTING OFFICER: Strategic Director Corporate and Policy

SUBJECT: Topic Brief: Area Forums

WARDS: Borough-wide

1.0 PURPOSE OF THE REPORT

1.1 To consider the draft topic brief for the review of Area Forums.

2.0 RECOMMENDATION: That the topic brief for the review of Area Forums be approved.

3.0 BACKGROUND

3.1 The Board agreed a number of topics for consideration in the coming year. One of these was to look at the role and operation of area forums. A draft topic brief is appended for consideration. The working groups will hold its first meeting on 5th October 2006.

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

There are no relevant background papers.

TOPIC BRIEF

Topic Title:	Area Forums
PPB Responsible:	Corporate Services
Officer Lead:	Rob Mackenzie
Start/end:	September 06 – February 07

Description and scope

Area Forums were introduced across the whole Borough four years ago. They work towards improving local decision-making by bringing the consideration of local issues as close to the community as possible, working in partnership with others to tackle difficult issues; and, to consult people at a local level, as part of the process of engaging people in local democracy. This topic would examine how the practice of Forums has evolved and identify options and recommendations for further development. It will also consider the impact of relevant proposals in the local government white paper to be published in the autumn.

The review will address the following issues:

1. Role and Purpose:

- What are Area Forums for?
- What are the implications of the Local Government White Paper for Area Forums
- What is the relationship of forums to the emerging neighbourhood management arrangements?
- How do area forums link in to other engagement arrangements e.g Youth Forums, PADs, Older Persons Engagement Network

2. Governance:

- How do Area Forums feed into and influence the policy and decision making processes of the Council (PPBs, Executive Board) and partners?
- What is the process for allocating and reporting the allocation of Area Forum funds

3. How do the 7 area forums currently operate, and what lessons can we draw about what works?

- Time and place of meeting
- Publicity and communication
- Agenda setting
- Format and conduct of meeting
- How are decisions made?

- Support arrangements
- Resident involvement, including specific groups like young people and older people
- Partner involvement

Why chosen

After 4 years it is timely to review progress, particularly in the light of the forthcoming Local Government White Paper and the emerging policy context for local governance.

Outputs/outcomes

A set of recommendations on strengthening the role of Forums may be expected, with a view to strengthening the community leadership role of members and enhancing community engagement with the Council..

Strategic Priorities

Community leadership and good governance is one of the underpinning principles of the Council's Corporate Plan. As such it contributes to all strategic priorities and the achievement of the Councils vision for Halton

PPB Input/Mode of operation

Member Task Group to examine current practice and issues from across the borough. Receive evidence from members, officers, partners and residents on current practice; emerging neighbourhood management arrangements and policy development from Government expected in the White Paper in the autumn; and, look at examples of best practice from outside the borough. Scrutiny by full Board at February meeting. .

Agreed and signed by: -

PPB Chair Officer

Date Date

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REPORT TO:	Corporate Services Policy and Performance Board
DATE:	27 September 2006
REPORT OF:	Halton Direct Link Working Group
SUBJECT:	Halton Direct Link
WARDS:	All

1 PURPOSE OF REPORT

This report summarises the findings of the Working Group on the outcome of the external review of Halton Direct Link (HDL) undertaken by SOCITM and highlights future opportunities for delivering further services through HDL by extending process mapping and Business Process Reviews using HDL as the catalyst for achieving efficiency gains.

2 RECOMMENDATION: That

- 1. the developments outlined in section 5 of this report be investigated, and a programme of work developed to deliver the outcomes of these investigations; and**
- 2. a timetable for Business Process reviews be drawn up, and progress be reported back to this Board quarterly.**

3 HDL EXTERNAL REVIEW – BACKGROUND

- 3.1 In the autumn of 2005 the Council commissioned an external major review of the operation of Halton Direct Link. SOCITM were appointed as the body to undertake the review, following a commissioning exercise where a number of potential suppliers were approached and interviewed by a panel of Members and Senior Officers.
- 3.2 The review took place during December 2005 and involved interviews with representatives from all the stakeholders including:
 - Members
 - Senior staff from across the Council
 - HDL staff
 - Partnering agencies e.g. DWP, Police, Age Concern
 - Public (both users and non-users)

4 SOCITM'S RECOMMENDATIONS

4.0 The Consultants (SOCITM) report concluded that

“Halton Council is to be commended for its investment in a high quality, customer friendly interface with its service users. Halton’s determination from the beginning to stick to the vision of the development of face-to-face services before moving into other channels has paid off. There is now a stable platform with the confidence to take the service forward. The findings of this report bear out that the CRM systems and technologies that underpin the Halton Direct Link project meet all of the attributes of CRM systems referred to in section 6, that is: scalability, upgrades and migration, performance, interoperability, reporting and reliability.”

In looking to the future, in their view, clear potential existed for the on-going development of the HDL provision to further progress multi-sector service delivery through the HDL infrastructure.

“There is now the potential for the service to develop and expand, but in doing so it faces a number of choices, all of which come with a range of additional costs and associated benefits.”

4.1 Listed below are a number of areas that SOCITM suggest that the Council explore for the future development of HDL

- Development of business case for extension of services into self-service, digital imaging, and post – possible use of “Digital Challenge”
- Develop a formal feedback mechanism and re-engineering processes by instigating focus groups and review boards
- Links between the work of Halton Direct Link with partner agencies and that of the Local Strategic Partnership should be made explicit, perhaps through the kind of reporting mechanism detailed above.
- Halton Direct Link should continue to build on its work with partner agencies – local strategic partnership. It is suggested that Halton evaluates initiatives such as “Digital Challenge” in this respect.
- Halton Council should continue to work on making its processes customer facing, building on the resource of Halton Direct Link to manage the customer interface. However, in order to secure maximum commitment and to ensure that improvements are made in existing back offices, this initiative should be championed from outside the Halton Direct Link service.

- HDL has already worked with various external partners - the Police, DWP, Job Centre Plus, Shelter and more recently HHT have all engaged with the Council. However, in all of these cases it has not been possible to deliver services generically through HDL Customer Service Advisors. Currently HDL can only act as a surgery for partner staff to work out of. The customer does have a convenient access point for the services to be delivered but this falls short of our overall vision, or indeed that of the Government, for the delivery of “joined up services”. In the same way HDL needs to work with Directorates to deliver a broader and deeper range of back office functions, further work needs to be undertaken externally with other public/voluntary sector partners to deliver with HDL, a single point of service delivery for the customer, across a wide range of public services, both in the One Stop Shops and the Contact Centre

5 HDL DEVELOPMENT PLANS

5.0 CRM Development

ICT are currently developing the HDL CRM system with a view to improving the delivery of services and make savings. The plans currently include the ability for designated Council Officer to have access to case information in relation to their services. The advantage of this approach will lead to a more comprehensive understanding of the customers needs. It will also allow Customer Service Advisors to redirect customers, when and where appropriate, to the officer who may be dealing with the case i.e. Correspondence or a telephone call dealt with in the back office is not recorded in the CRM system, therefore a comprehensive customer profile can't be accurately maintained. A single view of the customer must be the ultimate goal. It is also intended to develop self-service applications via the web site as part of the development of the CRM system.

5.1 Customer Intelligence

The CRM system is building up an enormous database of information about service requests, and customer take up. For example it is possible to map free school meal or benefit applications by ward, or the location of reports of fly tipping. This is a powerful tool to help us to meet customer needs, and each directorate has been encouraged to use this information to profile services.

5.2 Service Development

HDL One Stop Shops currently provide in excess of 370 Council services - in the Contact Centre some further work is required to bring in a number of procedures. Good progress has been made in many areas to deliver end to end services more efficiently – Blue Badges, Free School Meals for example. However, more services offered in both the One Stop Shops and the Contact Centre need to be fully integrated between the front and back office systems. There are still

many areas where HDL only provides a signposting service or collects data to be passed to the back office, essentially where it is re-keyed into these systems. Services are being delivered but without fuller integration HDL will not be able to help realise efficiency savings in back offices. To achieve integration requires the continuous use of business process re-engineering of service delivery. It will require resources being identified, and functions types being identified for development and subsequent delivery by HDL through a robust “business efficiency” review of service delivery. The following list are areas where service delivery could be dealt with through HDL. In some cases work has already commenced

- **Emergency Duty Team (EDT)**

This service is currently provided by Cheshire at a cost of over £115k to Halton. This service has been the subject of a review by the appropriate Directorate for some time and talks with HDL are taking place to examine how we can introduce the service into HDL.

- **Tourist Information Centre (TIC)**

It has already been agreed that this service is to be transferred to HDL when the new One Stop Shop in Runcorn opens in September and savings have previously been identified. Work is currently underway to ensure that the services are transferred and that we are able to offer the service via all HDL outlets in one form or another.

- **Registrars**

A meeting is due to take place shortly to examine how best to deal with enquiries for Registrar services. It has been agreed by both HDL and Registrars that this is an area which HDL can assist. Until further work in this area takes place it is not possible to give any indication if savings can be made.

- **Ansaphones**

A number of areas across the Council use ansaphones. In most cases they are used as an ‘Out of Hours’ service but some are used throughout the working day. It is understood that in some cases they are used to allow staff to concentrate on their job rather than be interrupted by unplanned phone calls. In order to ensure the best use of HDL’s 24/7 Contact Centre and give the customer the best service calls will be diverted to HDL. Call types need to be identified and where possible deal with them via HDL rather than back office staff having to get involved. Savings therefore should follow.

- **Council Tax & Benefits**

Current practice is for Benefit applications to be handed in at HDL and proofs (where applicable) checked. The application is then passed to the back office for processing. A large number of these applications could be fully dealt with at HDL immediately. This would give a far better service to the customer and reduce the handling of applications.

As the process of dealing with a benefit application can take up to 20 minutes there would be a need to increase the number of Customer Service Advisers, but this could be achieved by transferring staff from Benefits to HDL. There is the potential for staff savings in this approach. HDL is also looking at delivering Council Tax Single Person Discount at the point of contact.

- **Benefit Fraud Hot Line**

Plans are already in place for HDL to receive the Benefit Fraud calls.

- **Sundry Debtors & Business rates**

Work needs to be undertaken to transfer the phone calls to HDL

- **SNEN (Single Non-Emergency Number)**

Halton are working with the Cheshire authorities to develop a template for delivery of the Home Office's SNEN project. Although Cheshire Police have put their involvement on hold, authorities are still being encouraged to continue planning and HDL could be well placed to be at the forefront of delivery.

- **Libraries**

The renewal and ordering of library books should be transferred to the contact Centre in order that a 24/7 service can be offered to bring the telephone service to customers in line with the WEB where it is now possible.

- **Customer Mail**

Work needs to be undertaken to transfer the delivery of incoming Customer Mail into the Contact Centre for either resolution or distribution to recipients for reply. This is suggested on the basis that if it is accepted that HDL, through the CRM, deals with the major customer access channels, ie face to face and telephone, then the logical progression is to channel all customer mail through the Contact Centre and so complete the customer service circle to be delivered through the HDL.

- **Mobile delivery**

The Benefits Express could provide the opportunity to deliver the full HDL service on the doorstep, and the feasibility and implications of this development are to be investigated.

- 5.2 These represent examples of where work can be undertaken that should lead to better Customer Service and efficiency gains/savings being identified and realised by the appropriate Division/Directorate. Through the Efficiency Strategy Group, Directorates are being encouraged to identify areas where service delivery could be undertaken through HDL. Management Team have agreed to further and more robust service reviews being undertaken by each Directorate to deliver greater efficiencies. Directorates have been requested to identify a programme of reviews to highlight areas that can be addressed and each Strategic Director will nominate a lead officer to drive reviews forward. It will be a requirement that before major transfers of service to HDL, a business case will be prepared identifying the costs and benefits, and that this will form the basis for monitoring the delivery of efficiency gains.

4.0 POLICY IMPLICATIONS

The financial implications are not certain at this stage, but the development of a CRM system should result in a sizeable saving. Other developments being investigated will only proceed if the investigations proposed demonstrate an improvement in value for money. The recommendations in this report do not give rise to any new financial commitment. Any investment required, or ongoing financial implications will be dealt with as they arise through the normal budget processes.

5.0 RISK ANALYSIS

There is a risk that the development of a new core to the CRM system will impact on service quality through HDL. This is being minimised by simulation and trial of the new system to prove it's capability, before the point is reached when it would be too late to negotiate renewal of contracts on the existing software.

Risks associated with other developments will be mitigated by thorough feasibility work and testing, and the development of robust business cases.

6.0 EQUALITY AND DIVERSITY ISSUES

Improvements in accessibility of service, and delivery of improved services such as benefits will improve social inclusion.

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

Document	Place of Inspection	Contact Officer
SOCITM report	Municipal Building, Kingsway, Widnes	Rob MacKenzie 0151 471 7416

Name of Board: Corporate Services Policy and Performance Board
Date of Meeting: 28 September 2006.....
Report Title: Halton Direct Link

Author: Rob MacKenzie/Ray Dart.....

STANDARD SECTIONS – CHECKLIST		
All reports must be submitted together with the following checklist fully completed		
	Yes	No
<p>Resource Implications</p> <p>The financial, manpower and land (buying or selling) considerations should be clearly detailed including any corporate implications of following the recommended course of action.</p>		See note below
<p>Social Inclusion Implications</p> <p>Any implications relating to social inclusion/anti poverty should be highlighted</p>	Yes	
<p>Sustainability Checklist</p> <p>Any implications that affect the sustainability themes of economy society and the community and the environment should be included,</p>		None
<p>Best Value</p> <p>Any Best Value implications should be included.</p>	Yes	
<p>Legal Implications</p> <p>Any Legal implications should be included.</p>		None
<p>Crime and Disorder Issues</p> <p>Any crime and disorder implications should be included.</p>		None

Summary assessment of Implications:

The financial implications are not certain at this stage, but the development of a CRM system should result in a sizeable saving. Other developments being investigated will only proceed if the investigations proposed demonstrate an improvement in value for money. The recommendations in this report do not give rise to any new financial commitment. Any investment required, or ongoing financial implications will be dealt with as they arise through the normal budget processes.

Improvements in accessibility of service, and delivery of improved services such as benefits will improve social inclusion.

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