

Public Document Pack



Executive Board

Thursday, 10 January 2008 2.00 p.m.
Marketing Suite, Municipal Building

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

Chief Executive

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

PART 1

Item	Page No
1. MINUTES	
2. DECLARATION OF INTEREST	
Members are reminded of their responsibility to declare any 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.	
3. HEALTH AND SOCIAL CARE PORTFOLIO	
(A) CARE STANDARDS COMMISSION PERFORMANCE RATING	1 - 20
4. CHILDREN AND YOUNG PEOPLE PORTFOLIO	

*Please contact Lynn Cairns on 0151 471 7529 or e-mail lynn.cairns@halton.gov.uk for further information.
The next meeting of the Committee is on Thursday, 24 January 2008*

Item	Page No
(A) CAPITAL PROGRAMME - 2008/2009	21 - 27
5. ENVIRONMENT, LEISURE AND SPORT PORTFOLIO	
(A) LOCAL AUTHORITY CARBON MANAGEMENT PROGRAMME	28 - 48

In accordance with the Health and Safety at Work Act the Council is required to notify those attending meetings of the fire evacuation procedures. A copy has previously been circulated to Members and instructions are located in all rooms within the Civic block.

REPORT TO: Executive Board

DATE: 10 January 2008

REPORTING OFFICER: Strategic Director – Health & Community

SUBJECT: Care Standards Commission Performance Rating

WARD(S) Borough-wide

1.0 PURPOSE OF THE REPORT

- 1.1 To advise the Executive Board of the increase in the performance rating of the Health and Community Directorate.

2.0 RECOMMENDATION:

That the Executive Board formally receives the Annual Performance Assessment of Adults and Older People undertaken by CSCI.

3.0 SUPPORTING INFORMATION

- 3.1 The Health & Community Directorate have their performance rated annually by the Care Standards Commission Inspectorate (CSCI). The performance rating is linked to how well the Directorate provides social care services to both adults and older people. The rating the Directorate receives feeds into the Comprehensive Performance Assessment rating for Halton Borough Council.
- 3.2 In September 2006 CSCI announced that as well as looking at quantitative data for 06/07 they would also be judging performance based on the outcomes that were delivered for people. 7 new outcomes and 2 new domains were announced against which performance would be judged. These were:

No	Outcome
1	Improved Health & Well being
2	Improved Quality of Life
3	Making a positive contribution
4	Increased Choice & Control
5	Freedom from Discrimination & Harassment
6	Economic Well being
7	Maintaining Personal Dignity & Respect
No	Domain
8	Leadership
9	Commissioning & use of Resources

- 3.3 Performance for 2006/07 has been rated by CSCI as being 3 star and this

was announced on 29th November 2007. The actual performance judgement was as follows:

- Delivering outcomes: Good
- Capacity for improvement: Excellent

3.4 Our key strengths have been identified as:

Areas for judgement	Grade awarded
Delivering Outcomes	Good
Improved health and emotional well-being	Excellent
Improved quality of life	Excellent
Making a positive contribution	Good
Increased choice and control	Good
Freedom from discrimination or harassment	Good
Economic well-being	Excellent
Maintaining personal dignity and respect	Good
Capacity to Improve (Combined judgement)	Excellent
Leadership	
Commissioning and use of resources	
Star Rating	Three

3.5 Prior to being a 3 star authority the Directorate had been rated as:

Star Rating	Year	Serving People	Prospects for Future
1 Star	2002	Some	Uncertain
1 Star	2003	Some	Promising
2 Stars	2004	Most	Promising
2 Stars	2005	Most	Promising
2 Stars	2006	Most	Promising

3.6 The authority is now 1 of the 8 in the North West that are rated as 3 star out of a total of 22 and 1 of the 2 authorities in the North West who have risen from 2 stars to 3 stars this year.

3.7 This performance improvement reflects the invaluable contributions of all Halton Borough Council staff, Elected Members and key partners.

3.8 The Annual Performance Assessment is attached at Appendix 1. The judgements made in respect of outcomes for Adults and Older People in the Annual Performance Assessment 2006/07 are identified below. Whilst the report highlights the areas for improvement, Members should note the significant number of strengths within the letter in the Appendix.

Improved health and emotional well-being

Key areas for improvement

- To further embed the Local Area Agreement in tackling health inequalities
- To continue to improve the Care Programme Approach for people who use mental health services

Improved quality of life

Key areas for improvement

- To continue to develop the provision of Extra Care Housing

Making a positive contribution

Key areas for improvement

- To continue to develop self assessment systems and tools
- To progress joint ownership with health of HIV/AIDS services
- To further develop opportunities for volunteers in social care

Increased choice and control

Key areas for improvement

- The continued development of person centred planning.
- The development of a jointly owned system for an out of hours service
- The development of a single assessment process.
- Continue to improve performance on acceptable waiting times for assessment.

Freedom from discrimination or harassment

Key areas for improvement

- To Increase the take up of services from hard to reach groups.
- To improve the number of older people from BME communities who receive an assessment as people from other communities
- To continue to implement the Local Government Equality Standard
- To ensure that Equality and Diversity is core to all the council's work

Economic well-being

Key areas for improvement

- None

Maintaining personal dignity and respect

Key areas for improvement

- Update and publish the inter-agency policy, procedures and guidance in relation to safeguarding
- To monitor and evaluate the impact of the Independent Mental Capacity Advocacy service

Capacity to improve

Key areas for improvement

Leadership:

- To continue to implement the recommendations highlighted in the Mental Health Service Review
- Implement and evaluate the Workforce Development Strategies
- To continue to evaluate the outcomes of the In Control Pilot
- To continue to implement the Electronic Social Care Record

Commissioning and use of resources

- To continue to develop outcome focussed commissioning/contracting
- Continue to progress work on the Race Equality Scheme as part of the commissioning framework

3.9 A work programme has been devised to tackle the areas for improvement.

4.0 POLICY IMPLICATIONS

4.1 The Government has recently announced a new National Indicator set of 198 indicators, which the Council will be judged against for 08/09. In addition to this new indicators for both health and social care were announced in October 2007 linked to the 'Our Health, Our Care, Our Say' White Paper, January 2006, Department of Health. CSCI have stated judgement for 07/08 will be based on the current Self Assessment Framework but have indicated that proposals to change the performance framework will be consulted on early in the New Year.

4.2 Social Services Departments have been informed that there will be one more year of star ratings before a new performance system is introduced in 2009.

5.0 OTHER IMPLICATIONS

5.1 None.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children & Young People in Halton

To ensure that adults carers continue to be supported in their caring roles.

6.2 Employment, Learning & Skills in Halton

To ensure that employment and educational opportunities continue to be maximised for the people that we provide services to.

6.3 A Healthy Halton

To ensure that the Council continues to engage in and provide activities that promote the health & well being of people in Halton

6.4 A Safer Halton

To continue to safeguard the people that we provide services to.

6.5 Halton's Urban Renewal

To ensure that performance evidence collected continues to evidence how local communities are supported and people are enabled to continue to live in their own homes.

7.0 RISK ANALYSIS

7.1 The risk of the changing performance framework must be managed so that performance continues to improve. The Directorate will ensure that it monitors performance regularly in accordance with the performance-monitoring framework it has adopted.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 None.

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

Document	Place of Inspection	Contact Officer
Self Assessment Survey, CSCI 2007	Grosvenor House	Amanda Lewis, Performance Manager



CONFIDENTIAL: EMBARGOED UNTIL 29 NOVEMBER 2007

Dwayne Johnson
Strategic Director – Health & Community
Halton Borough Council
Municipal Building
Kingsway
Widnes
Cheshire
WA8 7QF

27 Nov 2007

Dear Director/Chief Executive,

Following our letter of 21 October, I am writing to confirm your adult social care performance judgements and rating and arrangements to access the performance indicators and ratings website.

(1) Performance Judgements and Ratings for Adult Social Care Services

The performance judgements for your Council are as follows:

Delivering outcomes: **Good**

Capacity for improvement: **Excellent**

Your adult social care services performance rating is **3** stars.

The new performance ratings and underlying judgements will be published on 29 November 2007. The summary report for your Council and a copy of this letter will also be available on the CSCI website at

www.csci.org.uk/councilstars

(2) Access to the Performance Indicators and Performance Ratings Report Website

You will be able to access the website from 12.01am Tuesday 27 November 2007.

The hyperlink is below. Please follow the instructions on the screen.

<http://www.csci.org.uk/default.aspx?page=1801>

Username: Council Stars

Yours sincerely

A handwritten signature in black ink, appearing to read "Paul Snell". The signature is written in a cursive style with a horizontal line underneath the name.

Chief Inspector

Copies:

Chief Executive of SHA (Council to arrange)

Council's Appointed Auditor (Council to arrange)

cc: David Parr, Chief Executive

We welcome your feedback to help us improve our service.
Please feel free to contact the Customer Service Unit on 0845 015 0120



Dwayne Johnson
Strategic Director – Health &
Community
Halton Borough Council
Municipal Building
Kingsway
Widnes
Cheshire WA8 7QF

Type: 21st October 2007

Ref: DW/DK

Dear Director,

SUMMARY REPORT of 2006-07 ANNUAL PERFORMANCE ASSESSMENT OF SOCIAL CARE SERVICES FOR ADULTS SERVICES FOR HALTON

Introduction

This report summarises the findings of the 2007 annual performance assessment (APA) process for your council. Thank you for the information you provided to support this process, and for the time made available by yourself and your colleagues to discuss relevant issues.

Attached is a revised copy of the performance assessment notebook which provides a record of the process of consideration by CSCI, leading to an overall performance rating. You will have had a previous opportunity to comment on the factual accuracy of the evidence notebook following the Annual Review Meeting.

The judgements outlined in this report support the performance rating notified in the performance rating letter. *The judgements are*

- *Delivering outcomes (formerly Serving People Well) using the LSIF rating scale*

And

- *Capacity for Improvement (a combined judgement from the Leadership and the commissioning & use of resources evidence domains)*

The judgement on Delivering Outcomes will contribute to the Audit Commission's CPA rating for the council.

The council is expected to take this report to a meeting of the council within two months of the publication of the ratings (i.e. by 31st January 2008) and to make available to the public, preferably with an easy read format available.

ADULT SOCIAL CARE PERFORMANCE JUDGEMENTS FOR 2006/07

Areas for judgement	Grade awarded
Delivering Outcomes	Good
Improved health and emotional well-being	Excellent
Improved quality of life	Excellent
Making a positive contribution	Good
Increased choice and control	Good
Freedom from discrimination or harassment	Good
Economic well-being	Excellent
Maintaining personal dignity and respect	Good
Capacity to Improve (Combined judgement)	Excellent
Leadership	
Commissioning and use of resources	
Star Rating	Three

The report sets out the high level messages about areas of good performance, areas of improvement over the last year, areas which are priorities for improvement and where appropriate identifies any follow up action CSCI will take.

KEY STRENGTHS AND AREAS FOR IMPROVEMENT BY PEOPLE USING SERVICES

Key strengths	Key areas for improvement
All people using services	
<ul style="list-style-type: none"> • The promotion and support of a healthy living programme • Continued good joint working with health partners with a whole system approach to promoting health, independence and well-being. • Consistently effective in preventing hospital admissions and helping people return home after a hospital stay maximising independent living • Improved performance on the number of reviews for people who use services • Improved performance on the overall use of Intermediate Care provision • Very good performance in helping all adults to live at home • Increased performance on the number of households receiving intensive home care and use of direct payments • The development of a pan disability service, 'Bridge Building' providing more inclusive opportunities for people who use services • The prompt delivery of equipment and improved waiting times for both major and minor adaptations • Increased provision of telecare services • Well established falls service that effectively supports the preventative agenda • The monitoring of onward referrals to grant funded services to ensure effective provision is in place • Continued commitment to prevention and rehabilitation to ensure people with complex and challenging needs remain as independent as possible 	<ul style="list-style-type: none"> • To further embed the Local Area Agreement (LAA) in tackling health inequalities • To continue to develop the provision of Extra Care Housing • To continue to develop self assessment systems and tools • To further develop opportunities for volunteers in social care • The continued development of person centred planning (PCP) • The development of a jointly owned system for an out of hours service • The development of a single assessment process (SAP) • Continue to improve performance on acceptable waiting times for assessment • To increase the take up of services from hard to reach groups • To continue to implement the Local Government Equality Standard • To ensure that Equality and Diversity is core to all the council's work • Update and publish the inter-agency policy, procedures and guidance in relation to safeguarding • To monitor and evaluate the impact of the Independent Mental Capacity Advocacy (IMCA) service • Implement and evaluate the Workforce Development Strategies • To continue to evaluate the outcomes of the In Control Pilot • To continue to implement the

<ul style="list-style-type: none"> • Newly developed web based self-assessment system for equipment • Continued consultation with people who use services and their carers • Continued provision of sufficient information so that people are well informed about services and can make an informed choice • An effective complaints process • Overall effective assessment and care management processes • Continued upward trend in the number of people using direct payments as a way of purchasing services • The development of monitoring systems for advocacy services • A clear published eligibility criteria • Good progress made on improving services for hard to reach groups • Improved recording of the ethnicity of adults assessed and in receipt of services • The publication of a Disability Equality Scheme • A clear protocol in place covering continuing care that is effectively implemented • The integration of the Supported Employment service to the Economic Regeneration Department resulting in better outcomes for people in both voluntary and paid employment • An effective benefits and debt management service promoting social inclusion, helping to maximise peoples' income and avoid financial difficulties • All people going into permanent residential and/or nursing care are offered a single room • Good multi-agency arrangements are in place to safeguard vulnerable adults • Increased relevant staff training to raise awareness in relation to the protection of vulnerable adults • Strategies, policies and guidance in place to support people who use 	<p>Electronic Social Care Record (ESCR)</p> <ul style="list-style-type: none"> • To continue to develop outcome focussed commissioning/contracting • Continue to progress work on the Race Equality Scheme as part of the commissioning framework
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<p>services in relation to inter-personal relationships, dignity and privacy</p> <ul style="list-style-type: none"> • Continued improvement against set priorities delivering better outcomes for local people in line with changes in the national policy agenda • Clear and ambitious vision that is centred on delivering high quality value for money services • Positive and effective working relationships developing with the new borough wide Primary Care Trust (PCT) • Highly effective corporate, political and service leadership • A well trained social care workforce • Performance reporting is properly focussed including qualitative as well as quantitative measures of performance • Systematic recording of staff ethnicity • Good systems of financial control with effective financial and reporting arrangements • The development of commissioning arrangements based on an analysis of the social, health care and housing needs of the local population • Jointly appointed Director of Public Health • Increased performance on the cost and number of people receiving intensive home care • Increased scrutiny of provider performance in the achievement of key outcomes 	
<p>Older people</p>	
<ul style="list-style-type: none"> • Continued good performance on the number of older people receiving a statement of their need • Continued very good performance on the number of older people and adults admitted to residential care • The percentage of assessments of older people that begin within the first 48 hours • Older people from BME communities are more likely to receive a service 	<ul style="list-style-type: none"> • To improve the numbers of older people from BME communities who receive an assessment as people from other communities

following an assessment as people from other communities	
People with learning disabilities	
<ul style="list-style-type: none"> Continued good progress on the modernisation of learning disability and physical and/or sensory disability services An independent review of residential services for adults with a learning disability and challenging behaviour with high cost placements 	
People with mental health problems	
<ul style="list-style-type: none"> A fully integrated system of drug, alcohol, criminal and auxiliary services to support people who use services and their carers back into the community 	<ul style="list-style-type: none"> To continue to improve the Care Programme Approach (CPA) for people who use mental health services To progress joint ownership with health of HIV/AIDS services To continue to implement the recommendations highlighted in the Mental Health Service Review
People with physical and sensory disabilities	
<ul style="list-style-type: none"> Continued good progress on the modernisation of learning disability and physical and/or sensory disability services 	
Carers	
<ul style="list-style-type: none"> Good performance on services provided to carers Involvement of carers in the development of the Carers' Strategy 2006-08 Continued improvements in services for carers 	

KEY STRENGTHS AND AREAS FOR IMPROVEMENT BY OUTCOME

Improved health and emotional well-being

The council makes an excellent contribution to improving people's health and sense of well-being.

The population of Halton has access to relevant and appropriate information to enable them to lead healthier lifestyles and enjoy improvements in well-being. Partnership work around people's health improvement agendas is well developed and leads to effective programmes of action. With its partners the council has developed integrated services to promote faster recovery from illness to support timely discharge from hospital and maximise independent living. People who use services have access to appropriate treatment and support to ensure improved health and emotional well-being. The council is aware of the need to further develop the Care Programme Approach (CPA) in relation to mental health.

Key strengths

- The promotion and support of a healthy living programme
- Continued good joint working with health partners with a whole system approach to promoting health, independence and well-being
- A fully integrated system of drug, alcohol, criminal and auxiliary services to support people who use services and their carers back into the community
- Consistently effective in preventing hospital admissions and helping people return home after a hospital stay maximising independent living.
- Improved performance on the number of reviews for people who use services
- Improved performance on the overall use of Intermediate Care provision

Key areas for improvement

- To further embed the Local Area Agreement (LAA) in tackling health inequalities
- To continue to improve the Care Programme Approach (CPA) for people who use mental health services

Improved quality of life

The contribution that the council makes to this outcome is excellent.

The council has continued to improve overall performance against its priorities continuing to support the independence of people who use services and carers. There continues to be a strong focus on early prevention to reduce higher level support services. The council clearly signposts people to non-care managed support and has developed specific recording methods to capture the amount of onward referrals to grant funded services. The council's 'Bridge Building' initiative provides a pan disability service opening up a range of new choices and opportunities for people currently using traditional day services. The council's Lifeline service has improved peoples

sense of security and Halton's crime statistics demonstrate a year on year reduction in crime.

Key strengths

- Very good performance in helping all adults to live at home
- Increased performance on the number of households receiving intensive home care and use of direct payments
- Good performance on services provided to carers
- The development of a pan disability service, 'Bridge Building' providing more inclusive opportunities for people who use services
- The prompt delivery of equipment and improved waiting times for both major and minor adaptations
- Increased provision of telecare services
- Well established falls service that effectively supports the preventative agenda
- The monitoring of onward referrals to grant funded services to ensure effective provision is in place
- Continued commitment to prevention and rehabilitation to ensure people with complex and challenging needs remain as independent as possible

Key areas for improvement

- To continue to develop the provision of Extra Care Housing

Making a positive contribution

The outcome in this area is good.

The council encourages people to be involved in policy development and decision making. This work is well developed and embedded and the council can demonstrate where improvements have been made to people's lives as a result of this consultation. The council is in the early stages of developing self-assessment tools to ensure people contribute to service planning and delivery. The council is committed to developing ways of expanding the number of volunteers in social care.

Key strengths

- Newly developed web based self-assessment system for equipment
- Consultation with people who use services and their carers
- Continued good progress on the modernisation of learning disability and physical and/or sensory disability services
- Involvement of carers in the development of the Carers' Strategy 2006-08

Key areas for improvement

- To continue to develop self assessment systems and tools
- To progress joint ownership with health of HIV/AIDS services
- To further develop opportunities for volunteers in social care

Increased choice and control

The outcome in this area is good.

The council ensures people have access to timely care management processes and provides people with sufficient information to ensure they are well informed about services. The council responds to complaints made and uses information it receives to improve service delivery and to provide better outcomes for people who use services. The council is aware a more effective out of hours service is required together with the effective implementation of a single assessment process (SAP) to ensure all vulnerable people are provided with effective support to meet their individual needs. There is evidence the council continues to help people choose and control services with an upward trend in the number using direct payments as a way of purchasing services. Person centred planning continues to progress with further developments planned for 2007-08.

Key strengths

- Continued provision of sufficient information so that people are well informed about services and can make an informed choice
- An effective complaints process
- Overall effective assessment and care management processes
- Continued good performance on the number of older people receiving a statement of their need
- Continued very good performance on the number of older people and adults admitted to residential care
- Continued upward trend in the number of people using direct payments as a way of purchasing services
- Continued improvements in services for carers
- The development of monitoring systems for advocacy services

Key areas for improvement

- The continued development of person centred planning (PCP)
- The development of a jointly owned system for an out of hours service
- The development of a single assessment process (SAP)
- Continue to improve performance on acceptable waiting times for assessment

Freedom from discrimination or harassment

The outcome in this area is good.

The council has a clearly published eligibility criteria, providing services to people with critical and substantial needs with some provision made for moderate needs. The council commissions specialist services with advocacy available for all client groups. The council is aware further developments are required in relation to increasing the take up of services from under represented groups and is developing its approach to working with black, minority and ethnic (BME) communities. The council's Disability Equality Scheme is published and it is expected that outcomes of this will be evidenced during 2007-08.

Key strengths

- A clear published eligibility criteria
- The percentage of assessments of older people that begin within the first 48 hours
- Older people from BME communities are more likely to receive a service following an assessment as people from other communities
- Good progress made on improving services for hard to reach groups
- Improved recording of the ethnicity of adults assessed and in receipt of services
- The publication of a Disability Equality Scheme

Key areas for improvement

- To Increase the take up of services from hard to reach groups.
- To improve the number of older people from BME communities who receive an assessment as people from other communities
- To continue to implement the Local Government Equality Standard
- To ensure that Equality and Diversity is core to all the council's work

Economic well being

The outcome in this area is excellent.

The council has an effective benefits advice and debt management service promoting social inclusion and helping to maximise people's income improving their economic well-being and avoiding financial difficulties. The council supports people into paid and voluntary work. Appointed officers assist people who use services and carers to access the right employment opportunities and increase choices available.

Key strengths

- A clear protocol in place covering continuing care that is effectively implemented
- The integration of the Supported Employment service to the Economic Regeneration Department resulting in better outcomes for people in both voluntary and paid employment
- An effective benefits and debt management service promoting social inclusion, helping to maximise peoples' income and avoid financial difficulties

Key areas for improvement

None

Maintaining personal dignity and respect

The outcome in this area is good.

The council ensures people are safeguarded against abuse and increased the training provided to staff to identify and assess risks to vulnerable people. The council has positive multi-agency arrangements and a review of policy, procedures and guidance is to take place during 2007-08. The council is able

to demonstrate that privacy and confidentiality is assured to ensure personal dignity and respect for people who use services.

Key strengths

- All people going into permanent residential and/or nursing care are offered a single room
- Good multi-agency arrangements are in place to safeguard vulnerable adults
- Increased relevant staff training to raise awareness in relation to the protection of vulnerable adults
- Strategies, policies and guidance in place to support people who use services in relation to inter-personal relationships, dignity and privacy

Key areas for improvement

- Update and publish the inter-agency policy, procedures and guidance in relation to safeguarding
- To monitor and evaluate the impact of the Independent Mental Capacity Advocacy (IMCA) service

Capacity to improve

The council's capacity to improve services further is excellent.

The management of services is strong with effective leadership in place that centres on delivering high quality value for money services for local people. There is strong political, corporate and financial support for the modernisation of services. The council has a clear and ambitious vision that is centred on delivering high quality value for money services for local people. Corporate plans are clearly linked to the community strategy priorities and are supported by specific targets to measure achievement. The council has continued to improve performance against set priorities and delivered better outcomes for local people in line with changes in the national policy agenda. People who use adult social care and their carers are consulted on service provision as part of strategic planning and the council has a positive and effective working relationship with the Primary Care Trust (PCT). The developing human resource plan will ensure there are the right people skills, flexibility and capability in place to deliver service priorities.

The council continues to work in partnership with the PCT to jointly deliver improved outcomes for people who use services. Good progress has been made through joint needs assessments with strategic planning based upon a thorough needs analysis with strategies focussing on independence, well-being and choice. People who use services remain integral to the whole process. The council has a track record of competently managing the social care budget with financial and performance management remaining a strength. Services are delivered at a justifiable cost. The council is aware commissioning will need to become more outcomes focussed and responsive to the needs of the whole community.

Key strengths

Leadership

- Continued improvement against set priorities delivering better outcomes for local people in line with changes in the national policy agenda
- Clear and ambitious vision that is centred on delivering high quality value for money services
- Positive and effective working relationships developing with the new borough wide Primary Care Trust (PCT)
- Highly effective corporate, political and service leadership
- A well trained social care workforce
- Performance reporting is properly focussed including qualitative as well as quantitative measures of performance
- Systematic recording of staff ethnicity

Commissioning and use of resources

- Good systems of financial control with effective financial and reporting arrangements
- An independent review of residential services for adults with a learning disability and challenging behaviour with high cost placements
- The development of commissioning arrangements on an analysis of the social, health care and housing needs of the local population
- Jointly appointed Director of Public Health
- Increased performance on the cost and number of people receiving intensive home care
- Increased scrutiny of provider performance in the achievement of key outcomes

Key areas for improvement

Leadership

- To continue to implement the recommendations highlighted in the Mental Health Service Review
- Implement and evaluate the Workforce Development Strategies
- To continue to evaluate the outcomes of the In Control Pilot
- To continue to implement the Electronic Social Care Record (ESCR)

Commissioning and use of resources

- To continue to develop outcome focussed commissioning/contracting
- Continue to progress work on the Race Equality Scheme as part of the commissioning framework

Follow up action in 2007-08

A minimum of two routine business meetings in the year.

Yours sincerely

A handwritten signature in black ink that reads "Alan Jefferson". The signature is written in a cursive style and is underlined with a single horizontal line.

Regional Director
Commission for Social Care Inspection

REPORT TO: Executive Board

DATE: 10th January 2008

REPORTING OFFICER: Strategic Director – Children and Young People

SUBJECT: Capital Programme – 2008/2009

WARDS: Boroughwide

1.0 PURPOSE OF THE REPORT

1.1 This report provides a summary of the funding available for the schools capital programme 2008/2009; it outlines the process for prioritisation for capital repairs and the proposed programme. It also provides an update of the Childrens Personal Social Services Capital Allocation.

2.0 RECOMMENDATION: That

- (1) Full Council be recommended to approve the capital programme detailed in Appendix 1 for 2008/2009 and the Children's Personal Social Services Capital Allocation detailed in Appendix 3.

3.0 SUPPORTING INFORMATION

3.1 The main source of funding for the schools capital programme is the DCSF capital allocation. For 2008/2009 capital funding is available as follows:

DESCRIPTION	ALLOCATION
Capital (SCE R)	£1,477,843
LA revenue repairs (to be confirmed)	£422,870
TOTAL	£1,900,713

In November, 2006 the DCSF approved an advance of £700,000 from 2008/2009 schools capital funding for the extension and remodelling works at Brookfields and Cavendish Schools. The advance will be deducted by reducing the capital grant over the period 2008-2011. The capital allocation above of £1,477,843 is the net allocation after the return of the first advance payment of £233,333.

3.2 AutoCAD plans were produced this year detailing the layout and schedule of accommodation for all school buildings and will enable their use by schools in relation to asset management. It will be necessary to update plans at schools where improvement works have been carried out. The budget provision required to update plans is £5,000.

- 3.3 Fire compartmentation works are carried out in consortia type school buildings as a preventative measure against the risk of fire. To continue the work to provide fire compartmentation it is proposed to carry out further works. The budget provision required for this work is £15,000.
- 3.4 A contingency of £170,000 has been identified for 2008/2009. This budget is used to cover the costs of emergency capital and health and safety works that arise during the year.
- 3.5 During the design of the extension and remodelling works for the Cavendish and Brookfields Schools a number of works have come to light that were unforeseen at estimate stage. These include the provision of new gas supplies and upgrading electrical supply due to existing services being inadequate, additional drainage, piling foundations and provision of retaining wall due to poor ground conditions. The budget provision required for these works is £218,000.
- 3.6 Property Services carry out an annual short survey of all schools plus a more detailed survey for one quarter of Halton schools each year. These surveys identify the key capital repairs requirements. This information is then prioritised through use of a condition score matrix which takes into account the following factors: likelihood of occurrence, impact on school, impact on building fabric, health and safety and school repair strategy. The matrix has been agreed by the Asset Management Steering Group which is a group consisting of Headteacher representatives from primary, secondary and special schools, representatives from the Dioceses of Liverpool, Shrewsbury and Chester and officers of Property Services and the Children and Young Peoples Directorate.
- 3.7 The detailed capital repairs programme for 2008/2009 is identified in Appendix 2. The costs shown against each project are currently provisional. Based on these estimated costs it is likely that all projects can be funded in 2008/2009 however should the costs following receipt of tenders be less than the estimated costs further projects will be brought forward from the reserve list. However if the costs exceed the total funding available once final costs have been obtained the lowest scoring projects (lowest priority) will be deferred to 2009/10.
- 3.8 Funding for the Primary Capital Programme becomes available from 2009/2010. In order to carry out feasibility studies and other associated survey works in preparation for the programme a budget provision of £50,000 is required.

4.0 POLICY IMPLICATIONS

The capital repairs element of the Capital Programme will allow the Council to continue to meet its requirement to enhance the learning environment through capital projects allocated in accordance with the priorities identified in the Asset Management Plan.

5.0 OTHER IMPLICATIONS

The capital repairs programme will contribute to Halton's Carbon Management Programme by producing more energy efficient buildings.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

The capital repairs programme will address condition issues within school buildings and will improve the learning environment for children and young people.

7.0 RISK ANALYSIS

7.1 As the costs identified in Appendix 2 are currently only estimates once final costs have been obtained should there be insufficient funds the lowest scoring projects (lowest priority) will be deferred to 2009/10.

7.2 It is current practice for schools to contribute towards the cost of works. This consultation with schools has yet to take place therefore if schools are not willing or able to contribute these projects may not be carried out in 2008/9.

8.0 EQUALITY AND DIVERSITY ISSUES

Consideration to access is given in all projects.

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

Document	Place of Inspection	Contact Officer
Schools Capital Announcement – DCSF 10/10/2007	Finance & Resources	Phil Dove
Asset Management Steering Group Minutes	Finance & Resources	Phil Dove

CAPITAL PROGRAMME SUMMARY 2008/2009

FUNDING	
Total Capital Budget 2008/9	1,900,713
School contribution	475,891
Estimated Total	2,376,604

DESCRIPTION	ESTIMATED COSTS	COMMENT
Asset Management Data	5,000	Update CAD (Computer Aided Design) plans
Fire Compartmentation	15,000	Continuation of compartmentation works.
Capital Repairs	1,763,353	See Appendix 2 for full details. Estimated costs only - should prices received exceed estimate the number of projects approved in 2008/9 will need to be decreased.
Contingency	170,000	Funding required to cover costs of retentions from previous years, emergency capital and health and safety work.
Cavendish and Brookfields	218,000	Upgrade electrical and gas mains, additional drainage, foundations and retaining wall
Primary Capital Programme	50,000	Feasibility and survey work
Estimated Total	2,221,353	

PROPOSED PROGRAMMED MAINTENANCE FOR SCHOOLS 2008 - 2009

Work	Estimated Cost 08/09	Estimated Cost	Estimated Cost of Fees	Estimated Cost	Likelihood of Occurrence	Impact on School	Impact on Fabric	H&S	Schools Repair Strategy	Total Score
The Park Primary	Rooflights/roof coverings - Lower roof	50,000	7,500	57,500	4	5	2	3	2	48
Wade Deacon High School	Roof works - Phase 2	100,000	15,000	115,000	4	3	4	3	2	48
Farnworth CE Controlled Primary	Windows	45,000	6,750	51,750	4	3	3	3	2	44
The Grange Infants	Roof covering	35,000	5,250	40,250	4	3	3	3	2	44
Wade Deacon High School	Gym Floor / Enabling works	60,000	9,000	69,000	4	3	3	3	2	44
West Bank	Final stage electrics	40,000	6,000	46,000	4	3	2	3	2	40
Weston Primary	Boiler replacement	45,000	6,750	51,750	4	3	2	3	2	40
Ditton CE Primary	Windows	12,000	1,800	13,800	4	3	1	3	2	36
Fairfield Infants	Roof - Corridor roof	21,000	3,150	24,150	4	2	3	2	2	36
The Heath Comprehensive	Boiler replacement	200,000	30,000	230,000	4	3	2	2	2	36
Fairfield High	Automatic Fire Detection	40,000	6,000	46,000	3	3	3	4	2	36
Fairfield Infants	Automatic Fire Detection	20,000	3,000	23,000	3	3	3	4	2	36
Halebank CE Primary	Fire detection	40,000	6,000	46,000	3	3	3	4	2	36
Fairfield Infants	Refub Heating / gas supply	117,000	17,550	134,550	3	3	3	4	2	36
Oakfield Community Primary	Windows	55,000	8,250	63,250	3	2	2	4	2	30
Simms Cross Primary	Renew roof coverings	70,000	10,500	80,500	4	2	2	1	2	28
Hallwood Park	Ongoing Electrics	75,000	11,250	86,250	4	2	1	2	2	28
Gorsewood	Pipes, Pumps & BMS Upgrade	73,600	11,040	84,640	4	2	1	2	2	28
Pewithall Primary School	Windows	50,000	7,500	57,500	3	2	2	2	3	27
Oakfield Community Primary	Remedial works following testing	25,000	3,750	28,750	3	3	2	2	2	27
The Heath Comprehensive	Electrics	100,000	15,000	115,000	3	2	2	2	2	24
The Grange Infants	Electrics	47,000	7,050	54,050	3	2	2	2	2	24
Fairfield Junior	Windows	15,000	2,250	17,250	3	2	2	1	2	21
The Heath Comprehensive	Windows	25,000	3,750	28,750	3	1	1	3	2	21
Daresbury Primary	Pipes & Rads	47,750	7,163	54,913	3	1	2	2	2	21
Fairfield Junior	Refub Heating / gas supply	40,000	6,000	46,000	3	2	1	2	2	21
The Grange Junior	Pipes & Rads	30,000	4,500	34,500	3	2	1	1	3	21
Victoria Road Primary	Boilers & Pipework	55,000	8,250	63,250	3	2	1	1	3	21
		1,533,350	230,003	1,763,353						

RESERVE LIST

The Grange Comprehensive	Windows	70,000	10,500	80,500	2	2	1	2	3	16
Wade Deacon High School	Switchgear Lower & Upper	75,000	11,250	86,250	2	2	2	2	2	16
Weston Primary	Windows	30,000	4,500	34,500	2	1	2	2	2	14
Fairfield Juniors	Roofs	21,000	3,150	24,150	2	2	2	1	2	14
Ashley School	Mains & Distribution boards	25,000	3,750	28,750	2	2	1	3	1	14
The Bankfield	Electrics Main Bldg & Houghton	60,000	9,000	69,000	2	2	1	1	3	14
The Grange Comprehensive	Elec Distrib /Sub distribution	60,000	9,000	69,000	2	2	1	1	3	14
Daresbury Primary	Windows	12,000	1,800	13,800	2	2	1	2	2	14
Windmill Hill Primary	Full heating system	75,000	11,250	86,250	2	2	1	1	2	12
		428,000	64,200	492,200						

Programme Maintenance Condition Score Matrix for elements 2008/9

Following a review of the scoring matrix amendments have been proposed to assist, enhance and refine the marking system

The following factors will be taken into account within the matrix

Likelihood of occurrence (A)	This will be a professional assessment by property services taking into account age, condition and current level of repairs	Score of 1 to 4	1 will be unlikely (0-20%).
			2 possibly (20-50%).
			3 Probably (50-80%).
			4 Almost certain (80-100%)
Impact on School (B)	This will be a professional assessment by C&YPD/school taking into account location within the school use of area and other relevant factors	Score of 1 to 6	1 Little impact on school activities.
			2 minor disruption but not affecting curriculum
			3 Disruption with school needing to make adjustment to working patterns
			4 Disruptive with the school needing to adjust it pattern taking a small area out of use
			5 Serious disruption with significant areas being affected and unusable
			6 Likelihood of school closure
Impact on Fabric(C)	This will be a professional assessment by Property services taking into account cost of delay and impact on other elements	Score of 1 to 4	1 Little affect by delay and not affecting other elements
			2 Delay will increase cost of maintenance and may affect other elements
			3 Delay will increase cost out of proportion to delay
			4 Will increase costs out of proportion and have significant affect on other elements
Health and Safety (D)	Professional assessment by C&YPD/Sch	Score of 1 to 6	1 only remote risk of injury
			2 Possible risk of minor injury
			3 Risk of minor injury or possible risk of significant injury
			4 Risk of significant injury
			5 Risk of significant injury to more than a single person
			6 Risk of life threatening injury
Schools repair strategy (E)	Professional assessment by C&YPD/Property Services based on annual inspections	Score of 1 to 4	1 school takes little care of its buildings
			2 school takes below average care of its buildings
			3 School takes average care of its buildings
			4 School takes above average care of its buildings

Total Score = A(B+C+D+E)

Appendix 3.

Childrens Personal Social Services Capital Allocations – Proposal.

In addition to the Schools Capital Allocations £22000 additional capital approval was received as part of the Childrens Personal Social Services Capital Allocations in 2005/2006. This was a three year allocation with 2007/2008 the final year. It is proposed to allocate the funding to carry out works at 67 Edinburgh Road, a childrens home. The works will be to modernise the accommodation in order to promote independence skills amongst young people.

REPORT TO: Executive Board

DATE: 10 January 2008

REPORTING OFFICER: Strategic Director Environment

SUBJECT: Local Authority Carbon Management Programme (LACMP)

WARDS: Borough wide

1. **PURPOSE OF THE REPORT**

- 1.1 To update Members on progress with the LACMP and to seek approval for a range of measures to be included in the Carbon Strategy and Implementation Plan. The final Strategy and Implementation Plan will be submitted to the Executive Board in March 2008.

2. **RECOMMENDED: that**

- i. The range of opportunities in Appendix A be endorsed for inclusion in the Council's Carbon Management Plan.
- ii. The Invest to Save bids for Cultural Change Programme and the networking of printers as set out in paragraph 5.4 be approved.
- iii. The Invest to Save Bid for a pilot energy fund be noted and further work be undertaken to assess the potential payback.
- iv. The Council continues to explore further opportunities to reduce its carbon emissions to try to achieve its initial target of 33%.
- v. Subject to budget considerations, the cycle mileage rate be increased to the equivalent of the lowest car mileage essential user rate.

3. **SUPPORTING INFORMATION**

- 3.1. In May 2007, the Council signed up to the LACMP (EXB 21 refers). The overall aims of the programme are to:
- i. undertake a systematic analysis of the Council's carbon footprint
 - ii. calculate the value at stake and present a case for taking action

- iii. identify opportunities to help manage carbon emissions
 - iv. develop action plans for realising carbon and financial savings and embed carbon management into the authority's day to day business
- 3.2. To date, the Council has already completed steps 1-3 above. This has been achieved within existing staff resources and free consultancy support from the Carbon Trust. The Council in 2007/08 established an Invest to Save budget of £1m which has been accessed for carbon reduction activities.
- 3.3. The final Strategy and Implementation Plan will cover a five year period (2008/2013) and also set a target for reducing the Council's carbon emissions. The Council set a provisional target for a 33% reduction over the five year period. The work to date has identified potential carbon savings of around 15% with some quantification still to be determined.

4. **CURRENT RELEVANT POLICIES AND CARBON MANAGEMENT DRIVERS**

- 4.1. The Council has already recognised carbon management/sustainability as a key objective through its Community and Corporate Strategies and has signed the following declarations:
- Nottingham Declaration (November 2006)
 - North West Regional Climate Change Strategy (June 2006)
 - Adopted a Local Agenda 21 Strategy and working towards the development of a Climate Change Strategy (2001)
- 4.2. The above declarations include pledges for the Council to actively tackle carbon emissions in the Borough by developing plans to address the causes and impact of high emissions. Signing up to the LACMP and developing an action plan for implementation supports the Council's ambitions.
- 4.3. Nationally, there is an increasing pressure on local authorities to play its part in the wider agenda to combat climate change and subsequently lead its community.
- 4.4. Current policies and drivers include:
- i. Climate Change Bill - UK commitment to cut emissions by 60% by 2050 and create a low carbon economy - LAs seen as a key player in meeting this objective
 - ii. The Government has established a target for reducing carbon emissions nationally by 20% by 2010. Local targets are yet to

be established.

- iii. Carbon emissions trading - Government intention to introduce a scheme by 2012
- iv. the new performance framework for LAA(s) includes national indicators for reducing CO² from LA operations and there is likely to be a strong push for these to be included in the final agreement.
- v. CPA and Audit Commission - increasingly the Council's approach to Carbon Management will be examined as part of these inspection regimes. The Audit Commission has stated its intention to build sustainable development principles into their regulatory work and the new CAA will include measures on sustainable development.
- vi. Ongoing legislation (Energy Performance of Buildings Directive, Buildings Regulations)

5. **CURRENT APPROACH TO CARBON MANAGEMENT**

5.1. The initial Project Plan for the LACMP identified many examples of existing good practice including:

- master switch in Municipal Building to turn lights off
- pooled bikes for employees
- car sharing scheme
- switching from CRT monitors to TFTs
- purchase of recycled paper
- CHP Plant in Kingsway Leisure Centre
- Use Renewable Energy for Street Lighting
- Energy Efficiency measures installed on refurbishment projects where possible
- procurement of fuel efficient vehicles
- procurement of environmental friendly stationery

5.2. However, an assessment of the Council's current status compared with the Carbon Trust's matrix indicates that as a whole, whilst there is evidence of good practice/policies being pursued further advancements need to be made. The Council is currently between Level 2-3 but higher for some aspects the LACPM will help to improve the Council's position in the coming years (see table overleaf). The matrix is only a guide to assess the Council's position.

5.3. The development of an Action Plan will help to extend the current good practice and will include:-

- Installing powerfactories in Council buildings
- Stobarts stadium halton (improving heating and lighting controls)

- Introduce energy efficiency measures Runcorn town hall refurbishment
- Introduce bio-fuels into fleet vehicles
- Review car mileage and car leasing schemes and link schemes to carbon emission levels
- Purchase of electricity from CHP source
- Cultural change programme to include awareness campaign
- Networking of printers to multi functional devices

5.4. Work has already started to implement the above actions. For example, refurbishment of the Town Hall commenced in September 2007 and is due for completion in July 2008. The fleet vehicles are now using 5% bio-fuel mix and the new electricity contract includes the purchase of electricity and combined heat and power sources. Some of the initiatives will take longer to introduce for example reviewing car schemes will require consultation with staff and the Unions.

Step 2 Tool A2: Carbon Management Matrix

The matrix can be used to establish the status of carbon management in your LA. For each category determine which level you are at.

	POLICY	ORGANISATION	INFORMATION AND DATA	COMMUNICATION AND TRAINING	FINANCE	MONITORING & EVALUATION
5	Specific climate change policy with targets signed off and implemented + Action plan with clear goals and regular reviews to confirm actions undertaken and targets achieved/being progressed	Climate change/carbon management is a full-time responsibility of an individual + Climate change responsibilities integrated into responsibilities of senior managers in different departments + Political support from the highest level in the council.	CO ₂ emissions compiled for all main LA sources for a baseline year and regular collation of annual emissions data + Data externally verified	Formalised communication and training plan for all staff on carbon and energy related matters, including integration in induction and other normal training processes + Communication on carbon and energy related matters with the community and other key business partners	Well defined and effective internal financing mechanisms for carbon/energy saving projects + Extensive use of external finance sources as appropriate + Good internal resources for management/coordination tasks	Management Review of carbon management process by senior management. + Regular reviews by core team on progress with carbon management
4	Specific climate change policy with targets developed and signed off, but not implemented	Climate change/carbon management is a full-time responsibility of an individual + Climate change responsibilities integrated into responsibilities of senior managers in different departments	CO ₂ emissions compiled for all main LA sources for a baseline year (i.e. buildings, streetlighting, transport (fleet and commuting) and waste if relevant) + Data internally reviewed	Formalised communication and training plan for all staff on carbon and energy related matters, including integration in induction and other normal training processes	Internal & external funding on a regular basis for carbon/energy saving projects + Sufficient internal resources for management/coordination tasks	Regular reviews by core team on progress with carbon management (e.g. review of actions, check against emissions profile and targets, addition of new opportunities etc.)
3	Climate change included in wider policy documents	Climate change/carbon management is a part-time responsibility of an individual + Climate change responsibilities integrated into responsibilities of people in different departments	CO ₂ emissions data compiled for some sources for a baseline year (e.g. buildings and streetlighting) and source data available for other sources (e.g. transport)	Ad hoc communication and training delivered to all staff on carbon and energy related matters	Internal & external funding on an ad hoc basis for carbon/energy saving projects + Limited internal resources for management/coordination tasks	Ad hoc assessment of all aspects of carbon/energy policies/strategies, targets and action plans
2	Climate change as an aspiration in non-policy documents	Climate change/carbon management is a part-time responsibility of an individual	No CO ₂ emissions data compiled for any sources but energy data compiled on a regular basis	Communication and training to specific groups in the Council (e.g. energy team) on carbon or energy related matters	Some internal financing on an ad hoc basis for carbon and/or energy efficiency related projects + Limited internal resources for management/coordination tasks	Ad hoc reviews of specific aspects of carbon/energy policies/strategies, targets and action plans
1	No climate change policy or strategy and no mention of climate change in policy/strategy documents	No individual with responsibility for climate change issues	No CO ₂ emissions data compiled for any sources and energy data not compiled on a regular basis	No communication or training to staff on carbon or energy related matters	No internal financing or funding for carbon and/or energy efficiency related projects	No monitoring of carbon/energy policies/strategies, targets and action plans

- 5.5. The Council's approach has been to try and embed carbon management into the day to day operations of Council business and ensure managers and staff take more responsibility. If this is to be achieved successfully, greater education, empowerment and support of the workforce will be required with the key aim to focus on reducing/minimising consumption.
- 5.6. We will explore other external funding opportunities particularly in respect of supporting local business in their endeavours to reduce their carbon emissions.
- 5.7. Recently, two Invest to Save bids have been approved for the installation of powerperctors in buildings and for a programme of works to improve lighting and heating controls at Stobarts Stadium Halton. Approval is now sought for two further bids. The first is for £10,000 to support a culture change programme in the Council's buildings similar to the work that has already gone on at Stobarts Stadium Halton. It is estimated that if the Council can reduce its consumption by 10% this will reduce energy costs by £100,000 per annum based on current prices. The second is for £60,000 to support the networking of printers to multifunctional devices and thus greatly reduce the number of desktop printers within the organisation. Savings in the region of £200,000 over the next few years are estimated based on the reduction in replacement costs of printers, toner costs, freed up IT staff time and reduced paper consumption.
- 5.8. A third bid to create a ring-fenced energy efficiency budget is pending subject to further quantification of measures. The fund will require approximately £250,000 but can attract match funding from Salix to increase funds to £500,000. Salix is an organisation linked to the Carbon Trust that provides interest free funding to enable Councils to establish energy efficiency budgets.

6. **EMISSIONS BASELINE AND FORECASTS**

6.1. **Method & Sources**

The Council used the Carbon Trust's Toolkit to establish its emissions baseline.

The boundaries set for the baseline included Council buildings, schools, street lighting, waste and transport (business miles and fleet). Procurement was seen as having a key impact on the Council's emissions but data collection was excluded given the complexity of collection. Commuting was also excluded as obtaining sound data was problematic.

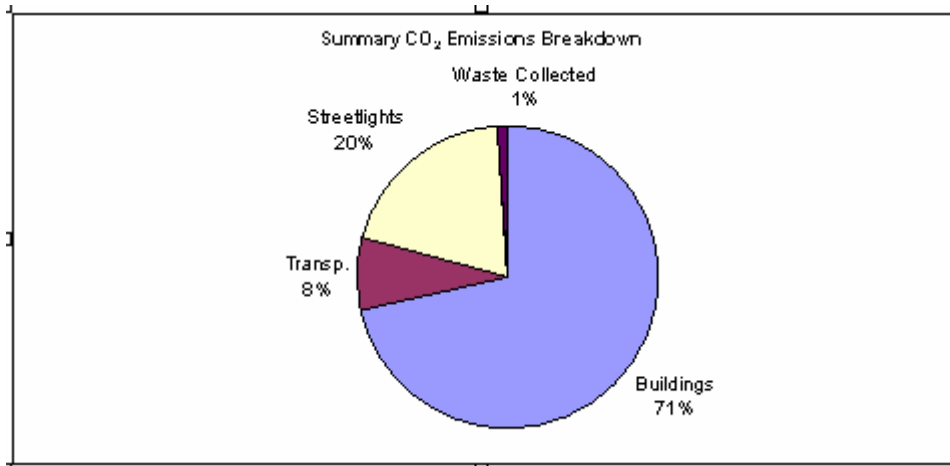
- 6.2. Data sources were fragmented. Whilst some data can be treated with a high degree of confidence (electricity, gas, fuel used by fleet, business miles), the data around waste, business miles by car type, number of

cars using petrol/diesel is less reliable and some assumptions were built in.

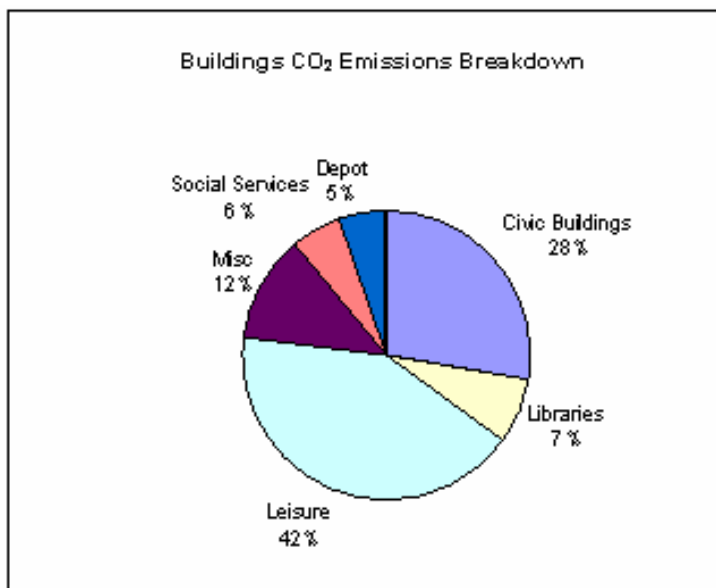
- 6.3. To estimate carbon emissions, CO² conversion factors were built in based on Carbon Trust guidelines.

7. BASE YEAR & EMISSIONS

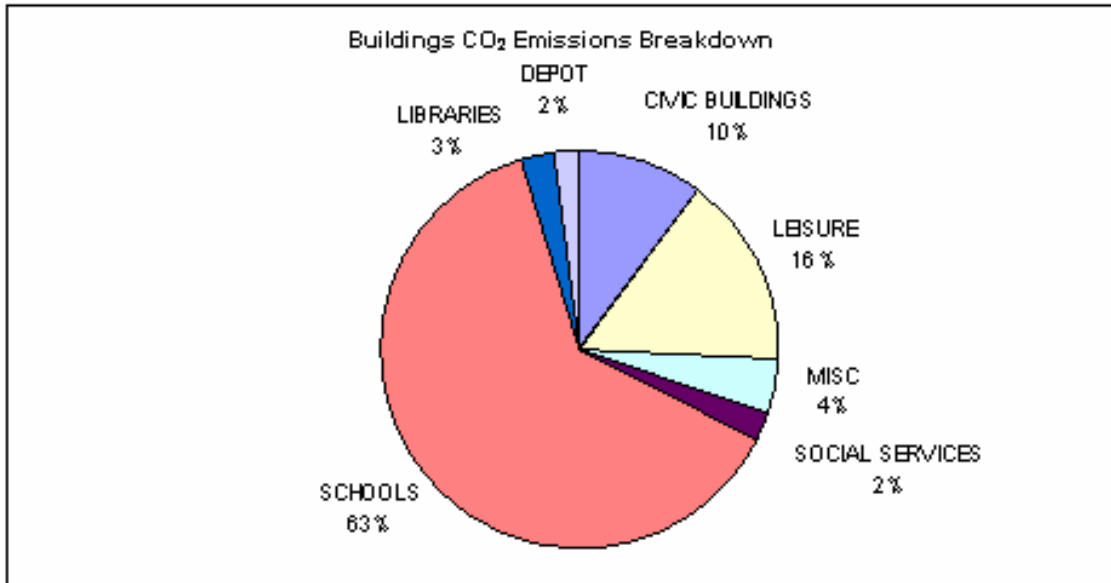
- 7.1. The base year chosen was 2006/07.
- 7.2. Emissions by Source 2006/07 - total including schools. The Council's overall emissions are estimated at 24,000 tonnes of CO². Buildings account for 71% of the emissions, Street Lighting 20% and Transport 8%. In terms of building emissions, schools account for 63% of emissions.



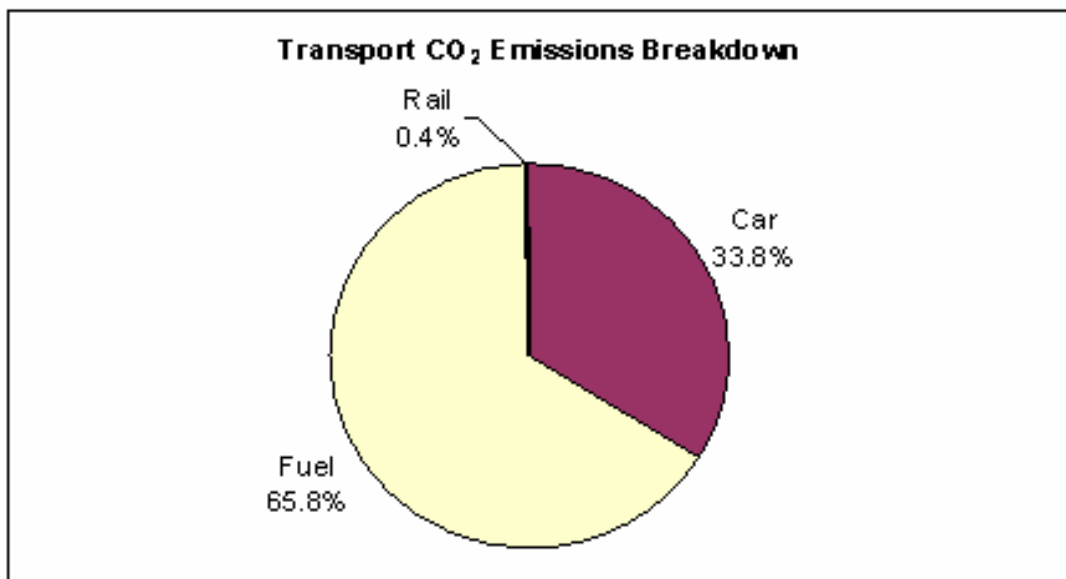
Buildings Emissions - Council Buildings only



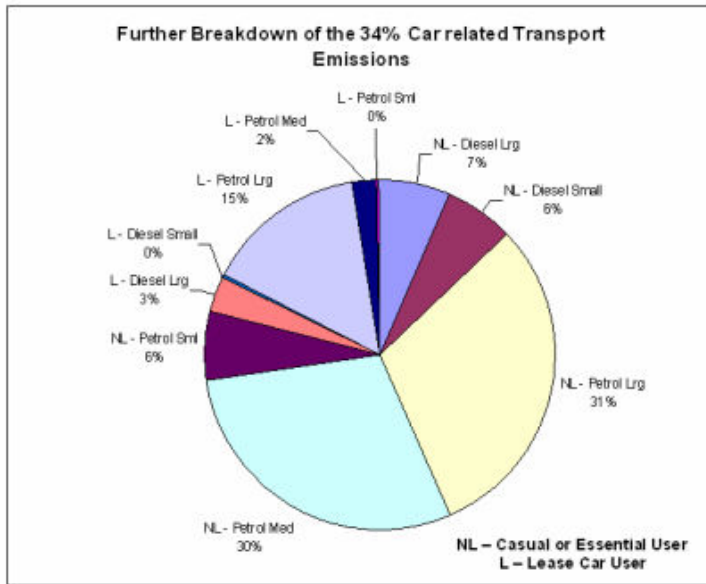
CO² Emissions Buildings Including Schools



**CO² Emissions Business Miles & Fleet (excluding commuting)
(fuel relates to vehicle fleet)**



CO² Emissions Business Miles by Car Type



8. BASELINE CONCLUSIONS

- 8.1. The Council currently purchases none of its electricity for buildings from renewable sources. However, the new electricity contract provides for the purchase of electricity and combined heating power sources.

Energy consumption at the majority of the Council's buildings and schools are in many cases well in excess of the Carbon Trust's typical/good practice standards. Whilst this may be expected given the age/design of many buildings, many are significantly above the typical standards. The Council has 66 sites of which approximately 70% are above typical standards. Of the 69 school sites over 90% are above typical standards.

- 8.2 Council staff travelled 2.7million km at a cost of £800,000 with approximately 40% of journeys completed in cars 2000cc and above.
- 8.3 The Council's total energy costs for buildings was £2.3m (1.1m excluding schools) in 2006/07.
- 8.4 The costs of energy for streetlights and highway signs was approximately £1m in 2006/07.

9. VALUE AT STAKE (VAS)

- 9.1. The VAS analysis is defined as the difference between doing nothing (a business as usual approach (BAU)), and taking an active approach to carbon management as part of a systematic CO² emissions reduction programme.

9.2. The VAS calculation presented below shows that the projected emissions and costs of a BAU approach using the standard Carbon Trust's assumptions of a year on a year increase in energy consumption and prices and energy prices at today's date.

9.3. The following assumptions have been used

Price

Electricity, Gas and Street lighting 3.5%
Climate Change Levy 2%
Petrol/ Diesel 3.6%

Energy Consumption

Electricity, Gas 0.7%
Fleet/Business miles 1.8%

As the past year has shown energy costs are extremely volatile. Increases were far greater than the assumptions used. For example, Street Lighting prices increased by 60% and Gas prices increased by 30%. Electricity reduced by 18%.

9.4. **Business as usual scenario - standard Carbon Trust Scenario**

The following table and chart below shows the predicted effect on energy costs if no action is taken to control carbon emissions.

The VAS represent the total savings in energy and carbon related costs that can be obtained through adopting a Carbon Management.

Energy related costs (£'000):

Value-at-Stake costs

	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total BAU	3679	3819	3964	4115	4272	4435	4605	4781	4965	5155
Total RES	3679	3514	3357	3208	3066	2931	2802	2679	2563	2451
VAS per year	0	305	607	907	1206	1504	1803	2102	2402	2704
VAS aggregated savings			911	1818	3024	4528	6331	8433	10834	13538

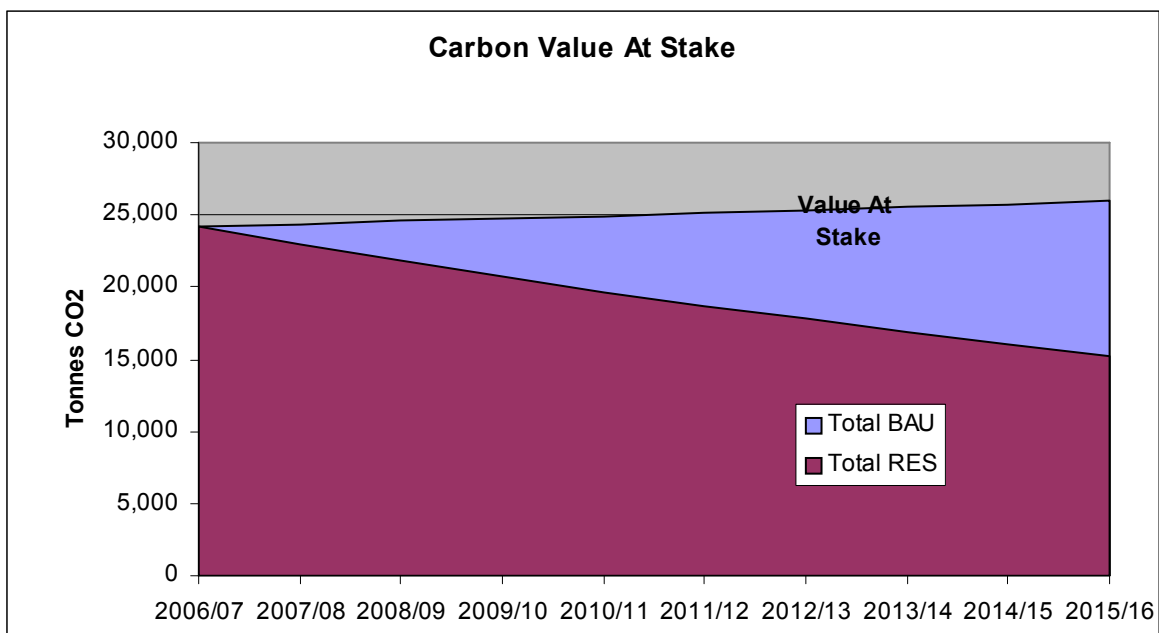
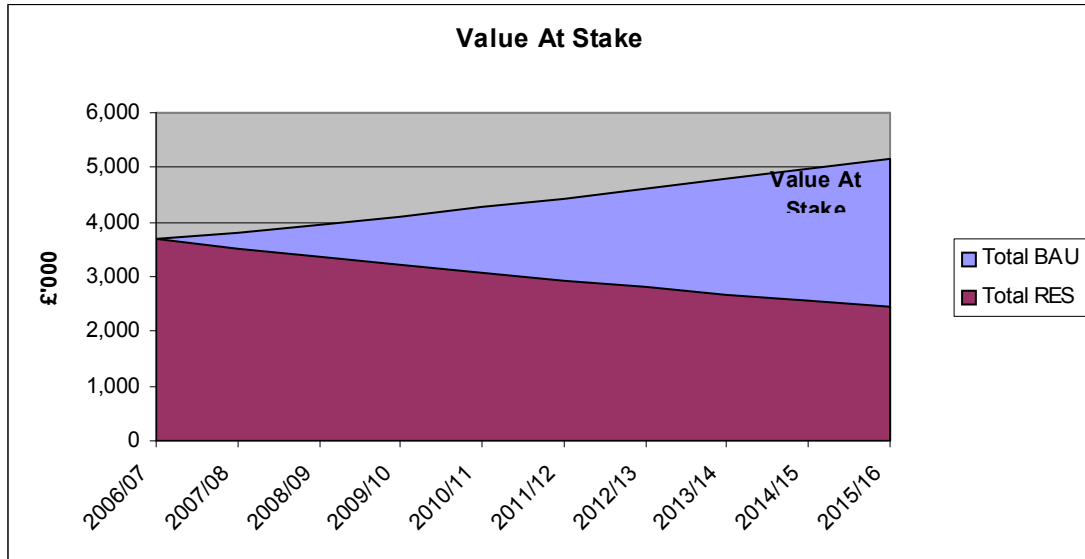
Energy related carbon (tCO2):

Value-at-Stake

	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total BAU	24182.36	24372.54	24564.43	24758.04	24953.40	25150.52	25349.43	25550.14	25752.68	25957.06
Total RES	24182.36	22973.24	21824.58	20733.35	19696.68	18711.85	17776.26	16887.44	16043.07	15240.92
VAS per year	0.00	1399.30	2739.85	4024.69	5256.72	6438.68	7573.18	8662.70	9709.61	10716.14
VAS aggregated savings			4139.15	8163.84	13420.56	19859.23	27432.41	36095.11	45804.72	56520.86

9.5. **Reduced CO² Emissions Scenario**

The table and charts below show the effect upon both energy costs and CO² emissions if a Carbon Management programme based on a 33% reduction was implemented.

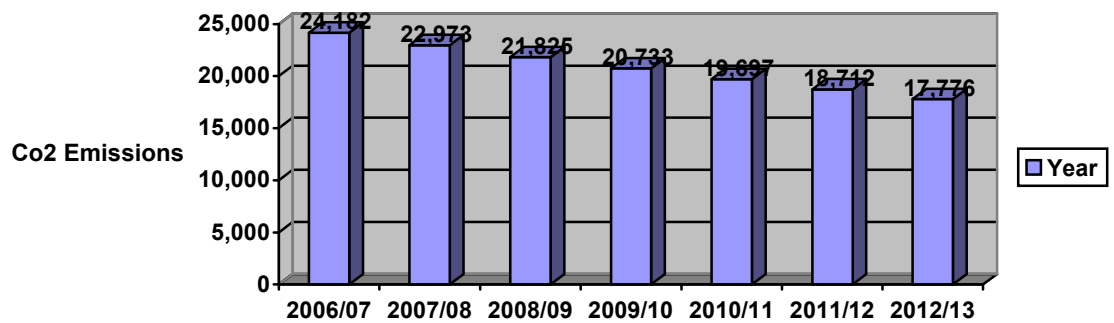


9.6. **Value at Stake**

If the Council achieves its 33% reduction target potentially savings of £2.7m per annum may be achievable (see value at stake graph 9.4). This is based on a 33% reduction in the predicted energy spend to 2015. There would also be a projected reduction in CO² emissions from 26,000 tonnes per year to 15,241 per year.

10. **TARGET REDUCTION**

Based on a 33% reduction over five years the Council would need to plan to reduce emissions as follows:



11. **STRATEGIC APPROACH**

The Corporate vision agreed in the LACMP Project Plan is to minimise the impact of the Council’s activities on the environment and demonstrate its commitment to carbon management and its employees and the wider community. The approach through the LACMP has been to follow the following objectives

Corporate

- to deliver long term cost savings from managing carbon emissions
- to examine a way to embed and involve staff in the implementation of Carbon Management actions and initiatives
- to demonstrate and promote its commitment to carbon management to the wider community
- to promote carbon management with the Council’s partners and stakeholders

Property

- to improve the energy efficiency of current Council buildings and schools
- to integrate carbon reduction into future building design/refurbishments

Transport

- to investigate possible options for reducing carbon emissions from staff and business travel
- to reduce the total number of miles travelled
- to reduce emission from journeys travelled
- to reduce emission from the vehicle fleet

Procurement

- to explore opportunities for prompting sustainability through procurement

Street Lighting

- To reduce emissions from street lighting but maintain the balance between emissions and community safety.

12. POLICY IMPLICATIONS

- 12.1. The Council has, through its corporate commitments pledged to actively tackle carbon emissions. The development of a Carbon Management Strategy and Implementation Plan will help the Council achieve its corporate commitments. A comprehensive Climate Change Strategy is due to go out to public consultation in February 2008 which will incorporate the LACMP.

13. OTHER IMPLICATIONS

- 13.1. The successful implementation of the Plan will deliver substantial savings for the Council. The baseline work has estimated that if the Council could achieve its initial 33% target over the five years of the Plan savings in excess of £2m may be possible. Actively tackling carbon emissions will lead to substantial savings that can be used to free up resources for frontline services. The key aim is to reduce consumption levels. To date, the LACMP has been completed within existing staff resources.

14. **IMPLICATIONS FOR THE COUNCIL PRIORITIES**

14.1. **Children & Young People**

Leadership shown by the Council can promote an awareness of climate change and energy efficiency issues amongst young people.

14.2. **Employment, Learning and Skills in Halton**

By following the example of the Council, local businesses would affect savings in energy making them more competitive and potentially enabling additional resources to be directed for business investment and training.

14.3. **A Healthy Halton**

Reducing car journeys will have a small beneficial effect in the overall air quality an encourage healthy lifestyles through walking, cycling and using more public transport.

14.4. **A Safer Halton**

A reduction in the dependency in car travel can help reduce road traffic accidents.

14.5. **Halton's Urban Renewal**

An opportunity can be taken through the planning process to encourage greater sustainability across the built environment.

15. **RISK ANALYSIS**

15.1. In the long term, failure to actively manage carbon emissions could lead to financial penalties if the Government proceeds with its proposals for a mandatory capping scheme.

CARBON REDUCTION OPPORTUNITIES FOR STRATEGY AND IMPLEMENTATION PLAN - APPENDIX A

INSTALL POWERPERFACTORS IN COUNCIL BUILDINGS

Costs	Financial Savings	Carbon Savings	Lead Officer	Contribution to overall 33% saving	Comments
£137,000 already agreed from Invest to Save Budget	Saving of 10% on electricity consumption but could be up to 20%	206 tonnes CO ² tonnes per annum	John Hughes	0.8%	
	£40,000 per annum				

STOBART STADIUM HALTON

Costs	Financial Savings	Carbon Savings	Lead Officer	Contribution to overall 33% saving	Comments
£49,000 Agreed as part of Invest to Save	£18,000 per annum	To be determined	Chris Patino	TBC	Programme of works to improve lighting, heating and water controls.

INTRODUCE ENERGY EFFICIENCY MEASURES RUNCORN TOWN HALL REFURBISHMENT

Costs	Financial Savings	Carbon Savings	Lead Officer	Contribution to overall 33% saving	Comments
Included in refurbishment costs	TBC	TBC	John Hughes	TBC	Programme of works to improve heating, lighting controls and fit photovoltaic tiles

INTRODUCE 5% BIO FUELS IN THE COUNCIL FLEET

Costs	Financial Savings	Carbon Savings	Lead Officer	Contribution to overall 33% saving	Comments
Nil	Nil	36 Tonnes CO ² per annum	Geoff Hazlehurst	0.15	The bio mix can be sourced at the current price of diesel but as it has lower emissions will reduce carbon impact. Can only introduce at this level at present due to warranties. Will review as technology allows.

CARBON REDUCTION OPPORTUNITIES FOR STRATEGY AND IMPLEMENTATION PLAN - APPENDIX A

PURCHASE OF ELECTRICITY FROM CHP SOURCE

Costs	Financial Savings	Carbon Savings	Lead Officer	Contribution to overall 33% saving	Comments
Now purchase as part of energy contract	Nil	50% reduction on various buildings 1430 tonnes CO ²	John Hughes	8.1%	

CULTURAL CHANGE PROGRAMME TO INCLUDE AWARENESS CAMPAIGN, ENERGY CHAMPIONS, ROLL OUT OF STADIUM ENERGY MODEL IN FIRST INSTANCE TO ALL DIRECTLY MANAGED BUILDINGS. STAFF TO COMPLETE ENERGY WALK ABOUT AUDITS

Costs	Financial Savings	Carbon Savings	Lead Officer	Contribution to overall 33% saving	Comments
£10,000+ (subject to Invest to Save Bid)	£100,000 based on 10% reduction	650 tonnes CO ²	Jim Yates	2.7%	Carbon Trust estimate 5-15% saving in energy costs frc good housekeeping. To achieve this need a branded ar sustained campaign support by Energy champions/regu walkabout audits/publicity of good practice.
Staff time and Energy Training for all managers from Carbon Trust (may be free as part of LACMP package)					Following Energy Audit at Stadium introduced Energy Committee supported by policy statement/programme of actions. Between April-Aug 07 electricity consumption reduced by 56,500 kwh. Energy costs increased by £12,000 over the same period due to increase in price but increase would have been far higher based on the previous consumption levels. Need to consider how to develop in multi managed buildings ie Municipal Building and Runcorn Town Hall. Commence staff induction in April 2008.

CARBON REDUCTION OPPORTUNITIES FOR STRATEGY AND IMPLEMENTATION PLAN - APPENDIX A

EXPLORE THE FEASIBILITY OF CREATING A PILOT PAYBACK FUND FOR CARBON REDUCTION INITIATIVES IN COUNCIL BUILDINGS

Costs	Financial Savings	Carbon Savings	Lead Officer	Contribution to overall 33% saving	Comments
£250,000 (subject to Invest to Save Bid)	Property Services currently evaluating most advantageous schemes. May include insulation, lighting control, heating zones, replacement lights.	to be quantified dependent on schemes			<p>Buildings account for 71% of the Council's emissions and offer the best area for reducing costs and carbon.</p> <p>Opportunity to link the scheme to Salix who will match fund Council contribution. Projects must deliver both CO² and revenue benefits and in line with the Salix business objective must also offer long term CO² savings.</p> <p>To ensure that the fund is used for projects that deliver long term energy and CO² savings, all compliant projects must be prioritised on the basis of their capital cost per tonne of CO² saved on a lifetime basis (£/t CO² LT2). Payback periods are normally no longer than five years</p>

NETWORKING OF PRINTERS TO MULTI FUNCTIONAL DEVICES

Costs	Financial Savings	Carbon Savings	Lead Officer	Contribution to overall 33% saving	Comments
Provisional figures for servers and software £28,000 to pilot in Runcorn Town Hall plus £28,000 to roll out across the authority. (Subject to Invest to Save Bid)	Reduction in costs of toner currently £95,000 per annum	TBC	Pauline Lowe	TBC	Management Team previously agreed a networking solution in design principles for Runcorn Town Hall Refurbishment.
Cost of providing reduced number of MFDs as yet unknown	Reduction in number of copiers currently 73 Contract cost £250,000 over three years				Photocopier contract due for renewal in Oct 08.

CARBON REDUCTION OPPORTUNITIES FOR STRATEGY AND IMPLEMENTATION PLAN - APPENDIX A

Costs	Financial Savings	Carbon Savings	Lead Officer	Contribution to overall 33% saving	Comments
Staff time Need IT procurement/ printing input	Reduction in number of desktop printers currently in excess of 1,000. Replacement costs over next 2-3 years upwards of £100,000 Reduction in IT Staff time from dealing with printer installation/problems Reduction in printing Costs unknown Reduction in electricity consumption from using less devices unknown				Would require policy to ban purchase of printers

REVIEW LEASE CAR SCHEME AND LINK A REVISED SCHEME TO CO² EMISSIONS

Costs	Financial Savings	Carbon Savings	Lead Officer	Contribution to overall 33% saving	Comments
Staff time	TBC	To be quantified	Personnel	TBC	Linking to 200g/km would still allow a significant choice of cars for employees

CARBON REDUCTION OPPORTUNITIES FOR STRATEGY AND IMPLEMENTATION PLAN - APPENDIX A

IMPROVE ANALYSIS OF FLEET FUEL CONSUMPTION DATA

Costs	Financial Savings	Carbon Savings	Lead Officer	Contribution to overall 33% saving	Comments
Staff time	10% reduction in fuel consumption £35,000 per annum	125 tonnes CO ²	Service Managers	0.5	<p>The Council currently collects data on fuel consumption Monitoring of MPG is responsibility of service areas but there is no formal system to encourage managers to check consumption. Main costs are in the form of staff time.</p> <p>Robust fuel usage and mileage will enable such comparisons and allow the Council to identify if its fleet is performing effectively.</p>

REVIEW CURRENT MILEAGE SCHEME AND LINK SCHEME TO CO² EMISSIONS

Costs	Financial Savings	Carbon Savings	Lead Officer	Contribution to overall 33% saving	Comments
Staff time	Dependent on nature of scheme but based on 10% reduction in mileage £80,000	10% reduction 64 tonnes CO ²	Personnel	0.25	Council's policy incentivise driving 500 miles require current mileage rates high in comparison to other authorities may have switched to standard Inland Revenue rate. Would need Personnel/Union involvement to discuss changes to policy.

ENSURE CARBON MANAGEMENT IS CONSIDERED AS PART OF THE BUILDING FOR THE SCHOOLS PROGRAMME

Costs	Financial Savings	Carbon Savings	Lead Officer	Contribution to overall 33% saving	Comments
Unknown	Unknown	Unknown	Ann McIntyre		Schools currently account for 63% of emissions from buildings.

CONSIDER ENERGY EFFICIENCY MEASURES AS PART OF THE SCHOOLS CAPITAL REPAIRS BUDGET

Costs	Financial Savings	Carbon Savings	Lead Officer	Contribution to overall 33% saving	Comments
From existing budget	Dependent on projects implemented	Dependent on projects implemented	Phil Dove		

CARBON REDUCTION OPPORTUNITIES FOR STRATEGY AND IMPLEMENTATION PLAN - APPENDIX A

CULTURAL BEHAVIOUR CHANGE PROGRAMME FOR SCHOOLS

Costs	Financial Savings	Carbon Savings	Lead Officer	Contribution to overall 33% saving	Comments
Would need some dedicated support/training	£130,000 based on a 10% reduction	1096 tonnes CO ²		4.5%	Carbon Trust estimate 5-15% saving in energy costs from good housekeeping. Would need a similar campaign to that proposed for council buildings. Opportunity to involve pupils through Eco Schools scheme and link to curriculum Opportunity for SLA with schools

STREET LIGHTING CHANGE SWITCHING LEVELS ON LIGHTS

Costs	Financial Savings	Carbon Savings	Lead Officer	Contribution to overall 33% saving	Comments
Pilot scheme on Expressway - cost per column £30	£3-5000 per annum	5% reduction in CO ²	Steve Rimmer		Saving could only be realised on contract renewal.