



**Executive Board**

**Thursday, 21 February 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**

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<b>1. MINUTES</b>	
<b>2. DECLARATION OF INTEREST</b>	
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.	
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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:** Executive Board

**DATE:** 21<sup>st</sup> February 2008

**REPORTING OFFICER:** Strategic Director, Children and Young People

**SUBJECT:** Anti-Bullying Policy and Practice

**WARDS:** All

## **1.0 PURPOSE OF REPORT**

- 1.1 To provide an overview of work to develop a local authority anti-bullying policy and guidance.
- 1.2 To seek Executive Board approval for the adoption of this policy.

## **2.0 RECOMMENDATIONS**

- 2.1 That Executive Board approve this policy for adoption by Halton Schools and as the basis for the development of a broader Halton Anti-bullying strategy.

## **3.0 SUPPORTING INFORMATION**

- 3.1 Bullying is the principle issue about which children and young people contact the office of the Children's Commissioner and Child Line and we know locally that young people see it as one their major issues. The DfES now DCSF have been in the process of issuing new guidance on anti-bullying for a considerable time. This has now been published, entitled "Safe to Learn". This local policy is in accordance with that guidance.
- 3.2 National and local drivers make dealing with bullying a priority.
  - Every Child Matters: Change for Children (DfES)- Dealing with bullying, discrimination and harassment is a key aim in the stay safe and enjoy and achieve outcome as well as impacting on the other outcomes.
  - These outcomes are central to the Children Act 2004 and the requirement for agencies to co-operate to improve the well being of children.
  - Working Together 2006 states that all settings in which children are provided with services or are living away from home should have in place rigorously enforced anti-bullying strategies.
  - Under the Education Act 2002 local authorities and schools including independent schools have a duty to "safeguard and promote the welfare of pupils" This includes addressing bullying.
  - School Standards Framework Act 1998 makes school governing

bodies responsible for having a written policy on measures to prevent all forms of bullying and states that bullying incidents must be recorded and reported to the governing body.

- The Education and Inspections Act 2006 – OFSTED inspectors consider measures being taken to address inappropriate behaviours such as bullying and the measures taken to combat them including the recording of incidents.
- Numerous other pieces of legislation relate to bullying including United Nations Convention on the Rights of the Child 1989, the Human Relations Act 1998, The Race Relations (Amendment) Act 2000 and the Disability Discrimination act 2005 and the Anti-social Behaviour act 2003.
- The recent review of Halton's Children and Young People's Plan re stated that dealing with bullying remains a priority and set the following targets:

SS1 Awareness raising and community engagement

SS2 More children feel safe 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.

### 3.3 Progress to date

- A small group of staff from within the CYPD formed to create guidance for schools and other settings.
- Consultation has taken place with a range of stakeholders including many young people across a wide age range including pupils with Special Needs and Looked After Young People, school staff and governors.
- Anti-bullying guidance draft document has been produced.
- A self-evaluation tool for schools and other settings has been produced.
- The DCSF Anti-bullying Charter has been amended for use in Halton.
- Draft guidance has been shown to the North West Anti- Bullying Alliance Co-ordinator who would like to share the document with other authorities.
- Discussions have taken place with a wide range of community organisations to look at developing a wider Halton anti-bullying strategy encompassing all settings where young people receive services.

### 3.4

The guidance aims to:

- Support school governors, staff and volunteers in all children's settings, children and young people parents and carers in the development of their own anti bullying policies.
- Advise on the monitoring and review of anti-bullying policy and practice.
- Build on the good practice, which is already present in Halton.

- Promote national and local priorities.

The guidance includes:

- A definition of bullying
- Forms of bullying
- Why bullying is an issue
- The national and local context
- Policy development framework
- Self review guidance
- Recording and monitoring systems
- Promotion of an anti-bullying Charter for Halton
- Advice for parents/ carer's children and young people.

#### **4.0 POLICY IMPLICATIONS**

This is an area that Local Authorities are expected to take a lead in as part of the Stay Safe Every Child Matters Outcome and links closely to wider Safeguarding agenda.

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

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

This guidance supports the delivery of the Every Child Matters Agenda and addresses an area that young people have identified as one of their key priorities.

##### **5.2 Employment, Learning and Skills in Halton – None.**

##### **5.3 A Healthy Halton**

There are strong links between work to address bullying and the Healthy Schools Agenda.

##### **5.4 A Safer Halton**

Work to address bullying is directly linked to the Respect and Anti social behaviour agendas.

##### **5.5 Halton's Urban Renewal – None.**

#### **6.0 RISK ANALYSIS**

The absence of a Local Authority policy framework in this area makes it difficult to articulate our expectations in relation to the standards that we expect in dealing with bullying issues. As anti-bullying is clearly identified within the Stay Safe outcome the absence of a clearly articulated policy could have a detrimental impact on JAR judgements.

The production and dissemination of this guidance and good practice is in itself a control mechanism

**7.0 EQUALITY AND DIVERSITY ISSUES**

The guidance document recognises bullying as an equalities issue and promotes positive relationships to ensure that all members of the school or setting are fairly treated, valued, looked after and listened to. It engenders a respect for difference and diversity and celebrates the uniqueness of the individual.  
(Halton Anti-bullying Charter)

**8.0 REASON(S) FOR DECISION**

It is necessary for the LA to provide a clear anti-bullying framework.

**9.0 ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

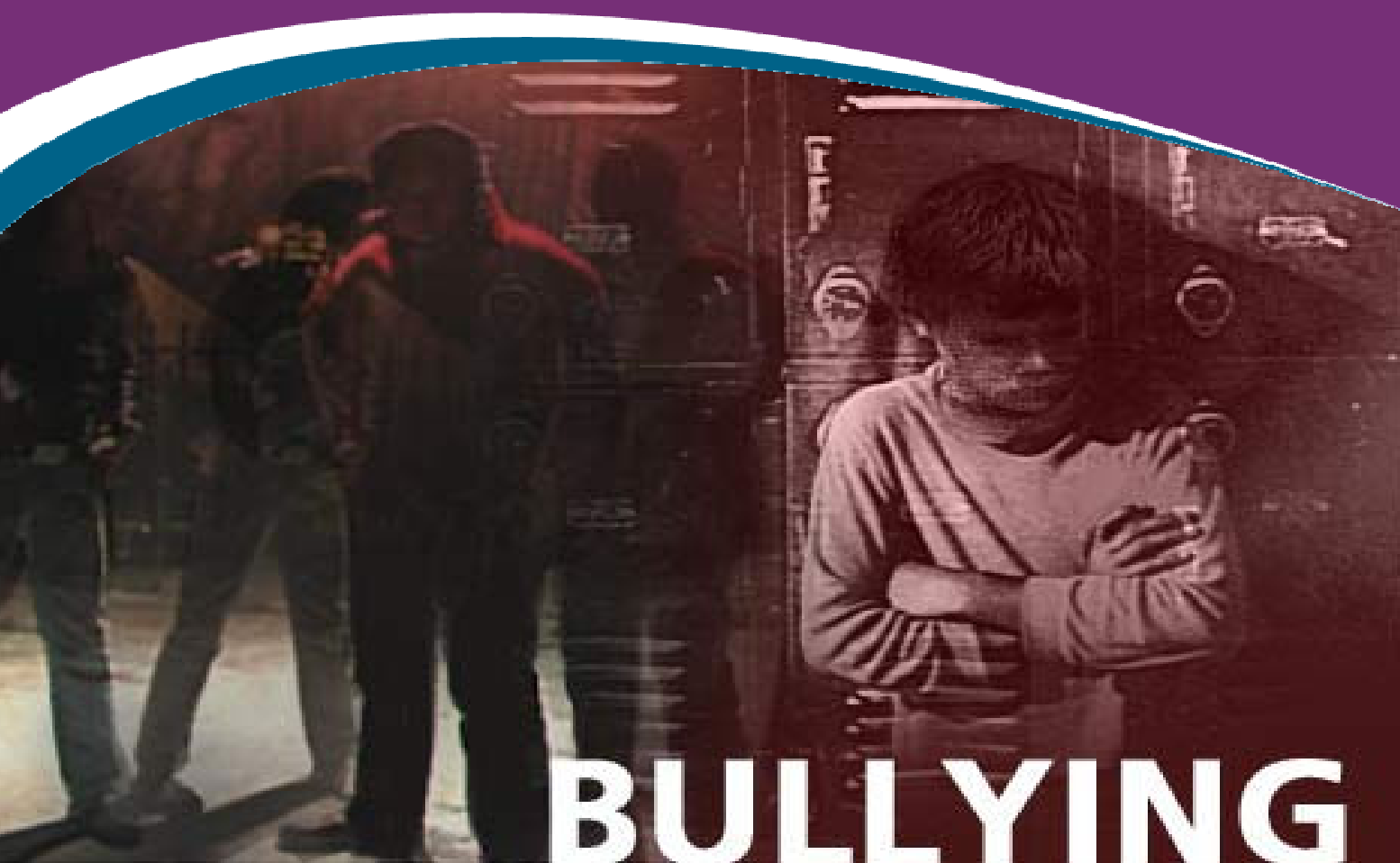
None considered.

**10.0 IMPLEMENTATION DATE**

As soon as approved.

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

<b>Document</b> <b>Anti Bullying</b> <b>Guidance</b>	<b>Place of Inspection</b> <b>Grosvenor House</b>	<b>Contact Officer</b> <b>Christine Johnson</b>
<b>DCSF – Safe To Learn</b>	<b>Teachernet website</b>	



**SAFEGUARDING CHILDREN  
GUIDANCE FOR SCHOOLS AND OTHER  
SERVICES WORKING WITH CHILDREN AND  
YOUNG PEOPLE:**

**ANTI-BULLYING POLICY AND PRACTICES  
EXECUTIVE SUMMARY**

## EXECUTIVE SUMMARY

### **PART ONE: CONTEXT**

This document provides advice and guidance to schools and other children's services to support the development of anti-bullying policies and to highlight areas of good practice. It provides information relating to current legal responsibilities and is set within the context of the national and local priorities including:

Every Child Matters: Change for Children

- The Children Act 2004
- National Strategy for school improvement
- National Healthy School Status
- PSHE National Framework
- Inspecting Schools Framework 2003
- Communities the case audit 2005

Services must be clear about the definition of bullying and have considered the impact of bullying on the well-being of the individual. This must be addressed through a range of strategies which include, preventative, intervention and reactive strategies.

No-one ever deserves to be bullied. It is important that children and young people who may be prone to being bullied because of changes, difficulties and uncertainties in their lives have their specific needs considered.

### **PART TWO: APPLICATION IN SCHOOLS**

All schools and children's settings are expected to have a policy which sets out the establishments role in relation to all bullying matters. Those without a policy should develop one as a matter of urgency. The policy should be developed, implemented and reviewed with all stakeholders and be widely disseminated, readily available and updated.

Good anti-bullying practice requires settings to have a strong ethos which promotes tolerance and respect, strong leadership, clear incident reporting systems and regular staff training. It is also important that preventative approaches are in place and that procedures and practice are regularly reviewed and monitored. Support for victims must be in place and the establishment must actively challenge bullying to endorse a safe learning and living environment.



### **PART THREE: RESOURCES**

Regular monitoring and evaluation of policy and practice must be in place to ensure that young people feel safe and secure. Review should be undertaken by all stakeholders to ensure that all perspectives are taken into consideration.

Settings should respond to consultations with stakeholders to ensure that policy and practice is further enhanced.

Clear referral protocols and communication routes should be established to enable young people to feel safe when reporting incidents of bullying.

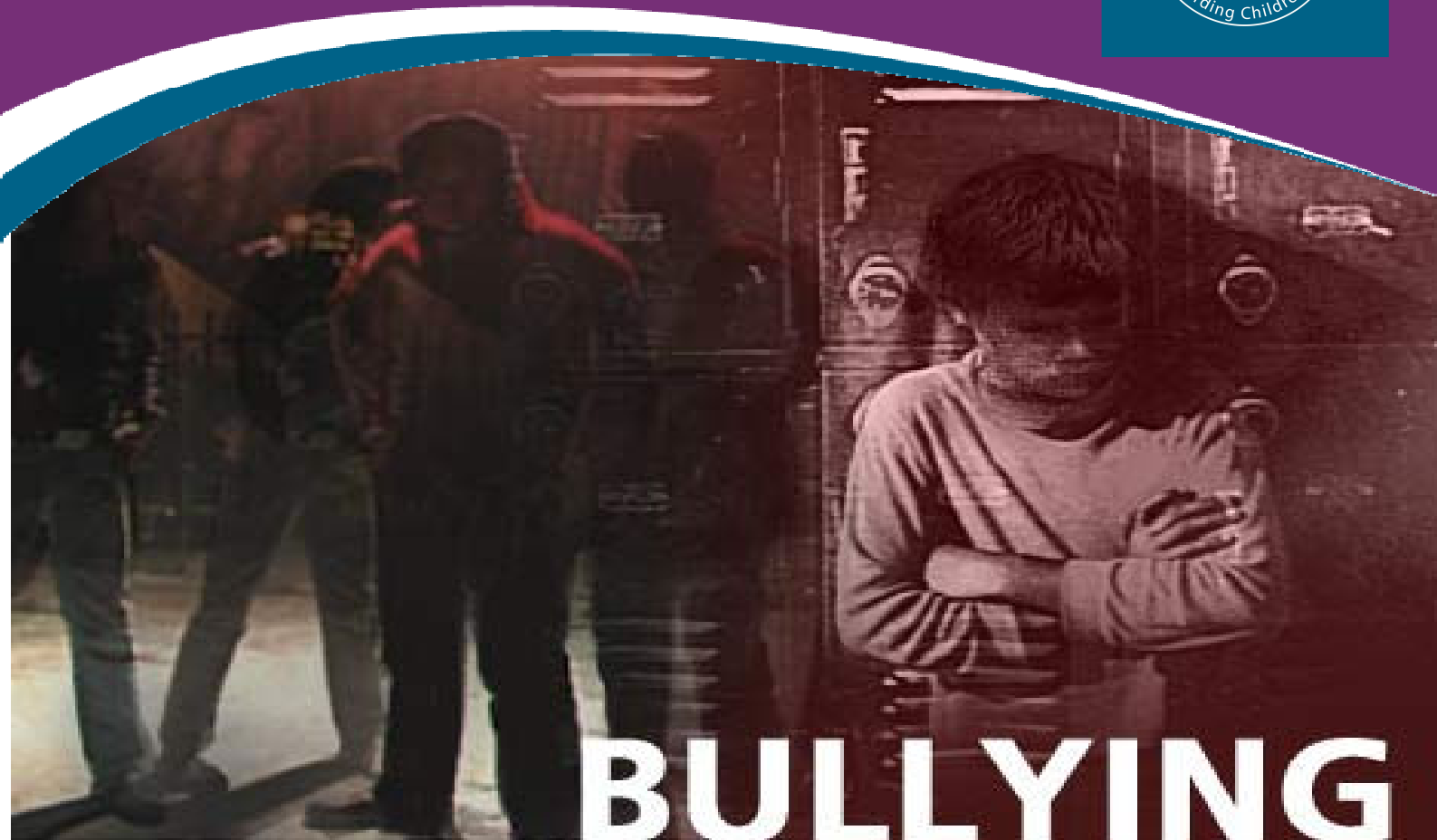
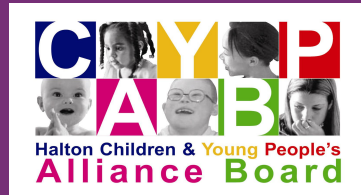
This must be supported by a range of systems, advice and guidance available for the individual in order for the matter to be resolved and for the individual to know and feel valued and cared for.

### **PART FOUR: APPENDICES**

Advice should be made available to young people and their parents / carers about how to deal with Bullying to empower them to take positive action to challenge bullying behaviours.



# CHILDREN AND YOUNG PEOPLE'S DIRECTORATE



# BULLYING

**SAFEGUARDING CHILDREN**

**GUIDANCE FOR SCHOOLS**

**ANTI-BULLYING POLICY AND PRACTICES**

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<b>INFORMATION SHEET</b>
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<b>Service area</b>	Children & Young People Directorate
<b>Date effective from</b>	Sept 2007
<b>Responsible officer(s)</b>	Jonathon Potter
<b>Date of review(s)</b>	Sept 2009
<b>Status:</b> <ul style="list-style-type: none"> <li>• <b>Mandatory (all named staff must adhere to guidance)</b></li> <li>• <b>Optional (procedures and practice can vary between teams)</b></li> </ul>	Mandatory
<b>Target audience</b>	
<b>Date of committee/SMT decision</b>	
<b>Related document(s)</b>	Attendance and Behaviour Strategy DCSF 'Safe to Learn Embedding Anti-Bullying Work in Schools'
<b>Superseded document(s)</b>	
<b>File reference</b>	

**FOREWORD BY THE STRATEGIC DIRECTOR OF HALTON BOROUGH  
COUNCIL CHILDREN AND YOUNG PEOPLE'S DIRECTORATE**

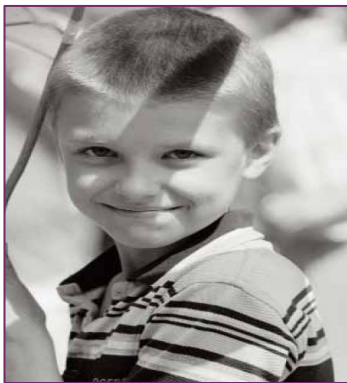
Halton's children and young people are a priority of the Halton Community Strategy. Halton's vision for children and young people is:

*“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”*

This vision is important because our children and young people are our future.

The aim of the Children and Young People Directorate is to improve opportunities for all of Halton's children and young people and to safeguard and promote their welfare in order to allow them to take advantage of those opportunities. This guidance, on the development of anti-bullying policies and practice in schools that serve the needs of children, is an important part of the Directorate's safeguarding strategy as we want all our children and young people to grow up and thrive in safe environments, communities, homes and families.

All staff and volunteers who work within Halton schools are expected to work within this guidance so that children and young people feel confident about reporting bullying. We want them to know that actions will be taken to address their difficulties and to prevent them occurring in the future so that they feel safe, able to establish trusting relationships, to learn and to achieve the best outcomes they can whilst in our care.



**No one deserves to be bullied.**

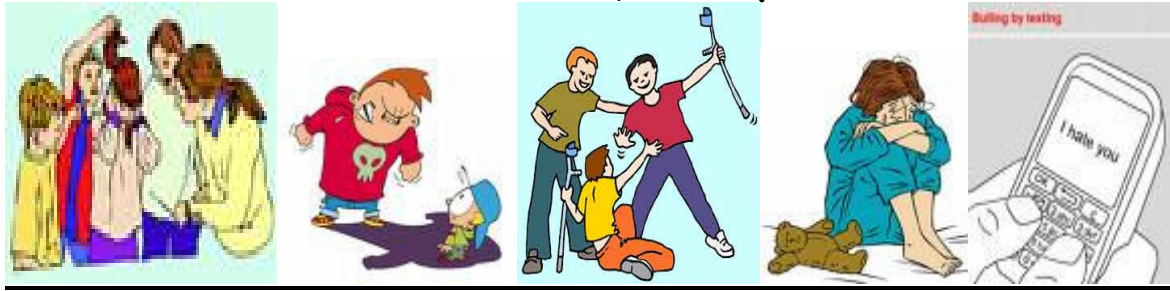
**No one is entitled to bully.**

**We want to know if bullying is happening**

**Everybody has the right to be treated with respect nationwide, bullying is the most common reason why children call Childline**

**Gerald Meehan  
Strategic Director of Children's Services**

# Bullying



*On Monday, you stared.*

*On Tuesday, you kicked my chair.*

*On Wednesday, you called me sad.*

*On Thursday, you hid my bag.*

*On Friday, you pulled my hair.*

*On Saturday, you made a dare.*

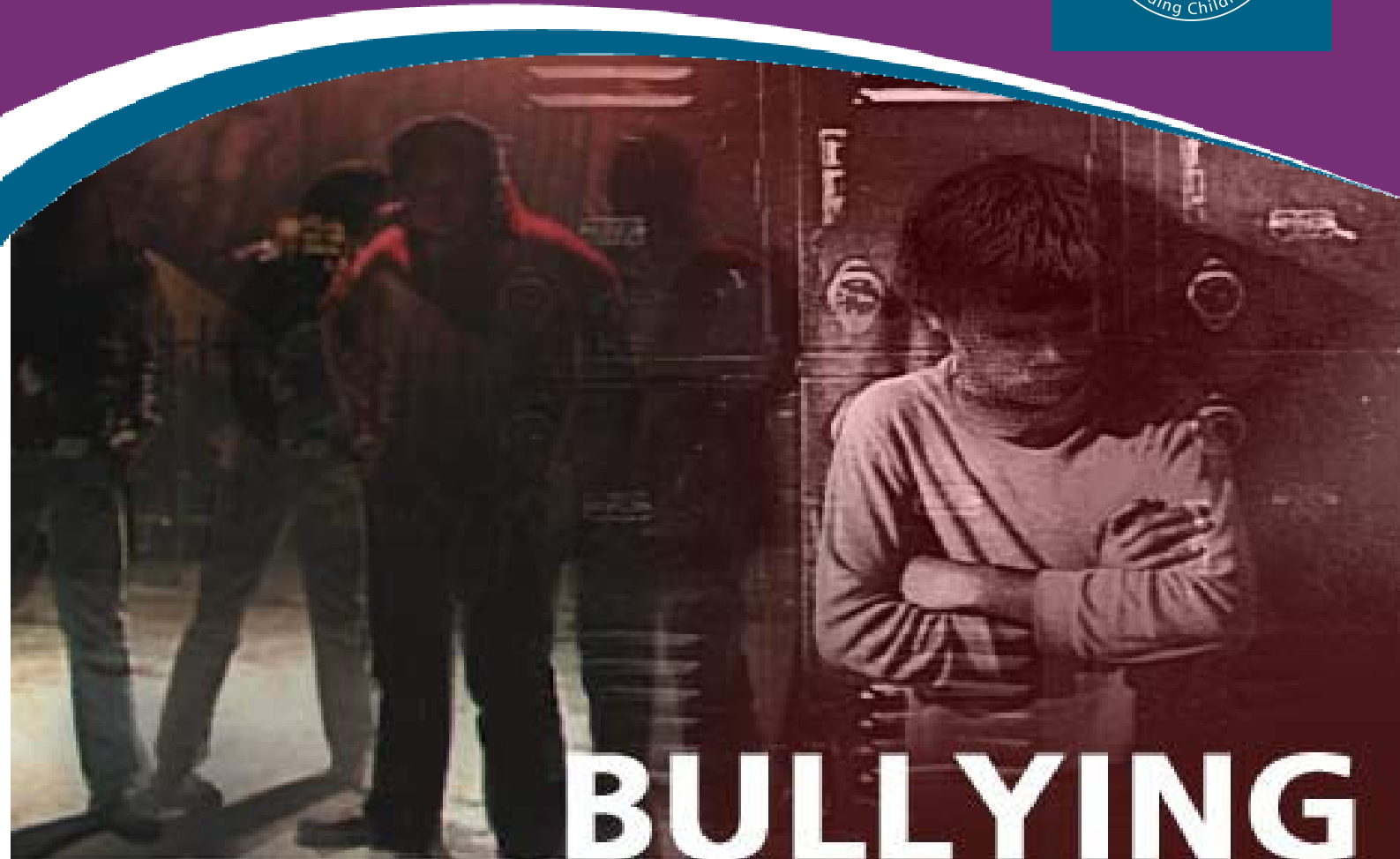
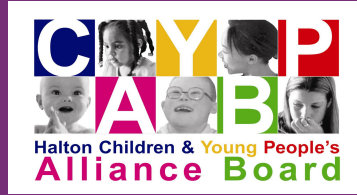
*Sunday came -*

*I wasn't there*

**Young Person involved in Canal Boat Project**



# CHILDREN AND YOUNG PEOPLE'S DIRECTORATE



# BULLYING

## PART 1 CONTEXT



## INTRODUCTION

Bullying is a damaging social problem found in many walks of life. It can take many different forms and all of them are wrong. Halton Borough Council's Children & Young People's Directorate recognises that it can exist in our schools, beyond the school gates and beyond the school day.

We are committed to addressing bullying in our schools and playing a part in addressing bullying in our community by providing a secure and caring learning and living environment in which all members of the school community can thrive and succeed. Safe staff and volunteers have always recognised the damage bullying, racism and violent behaviour can cause, and have continually worked to challenge those attitudes, beliefs and behaviour that lead to a culture in which bullying can thrive.

We aim to:

- Raise the profile of bullying and its effects on children and young people's emotional health and well being, life chances and achievement
- Support a culture in which bullying is not acceptable by promoting policies and practices which prevent or reduce opportunities for bullying and deals swiftly, fairly and sensitively with any incidents which occur
- Promote a consistent approach to bullying for all members of a school.
- Ensure that all those who work with and support children have the skills and knowledge to address bullying effectively
- Involve parents, carers, children and young people in developing policies and implementing anti bullying strategies
- Celebrate diversity and be responsive to individual needs and differences
- Work collaboratively with all practitioners involved with children and young people in promoting positive outcomes for children and young people
- Promote good attendance at school and high achievement for all children and young people in Halton

## AIMS OF THESE GUIDELINES

These Guidelines aim to:

- Advise and support Governors, Headteachers, staff<sup>1</sup>, parents/carers, children and young people in the development, implementation, monitoring and reviewing of anti-bullying policies and practice.
- Inform Governors, Headteachers, and staff about their current legal responsibilities
- Celebrate success of anti-bullying work
- Build on the good practice that is present in schools
- Promote national and local priorities

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<sup>1</sup> Throughout this Guidance 'staff' refers to all adults within a School who have responsibilities for the children and young people; teachers, teaching assistants, mid-day supervisors, etc. and to practitioners within all other settings and communities that meet the needs of children

## THE LEGAL CONTEXT

### THE CHILDREN ACT 2004

The Children Act 2004 (Section 10) sets out a requirement for agencies to co-operate to improve the well being of children. This states:

*“Each children’s services authority must make arrangements to promote co-operation between the authority, each of its relevant partners and other persons or bodies as the authority considers appropriate.”*

The Children Act 2004 introduced fundamental changes to the delivery of services for children through a range of organisational and cultural changes. It required the appointments in authorities of Children’s Directors, Lead Members for Children and Young People and the establishment of Children’s Trusts. These new structures are aimed at delivering improved support to children, parents and carers through early intervention; effective protection of children and improved accountability with the expectation that:

- Professionals will work together in more integrated front line services
- There will be common processes to underpin front line working
- A common planning and commissioning framework will bring the planning of agencies closer together, supported by the pooling of resources
- There will be interagency governance arrangements with shared ownership and clear accountability.

### EVERY CHILD MATTERS

The government published Every Child Matters: Change for Children which sets out a framework of five outcomes under which services for children should be organised and evaluated. The five outcomes are:

- Being healthy
- Staying Safe
- Enjoying and achieving
- Making a positive contribution
- Achieving economic well-being

Dealing with bullying is significant in achieving aims in four of these five outcomes.

Outcome	Aim	Associated National Target	Associated Key Judgement
Being Healthy:	<ul style="list-style-type: none"> <li>Children and young people are emotionally and mentally healthy</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the death rate of children and young people from suicide and undetermined injury</li> </ul>	<ul style="list-style-type: none"> <li>Action is taken to promote children and young people's mental health</li> </ul>
Staying Safe	<ul style="list-style-type: none"> <li>Children and young people are safe from bullying and discrimination</li> <li>Children and young people are safe from crime and anti social behaviour in and out of school</li> </ul>	<ul style="list-style-type: none"> <li>Reduce percentage of 11 – 15 year olds who state they have been bullied in the last 12 months</li> <li>Reduce fear of crime and anti social behaviour</li> </ul>	<ul style="list-style-type: none"> <li>Children and young people and their carers are informed about key risks to their safety and how to deal with them</li> <li>Children and young people are provided with a safe environment</li> <li>Looked after children and those with learning difficulties and/or disabilities are helped to feel and stay safe</li> </ul>
Enjoy and Achieve	<ul style="list-style-type: none"> <li>Children and young people attend and enjoy school</li> </ul>	<ul style="list-style-type: none"> <li>Reduce half days missed through absence</li> </ul>	<ul style="list-style-type: none"> <li>Children and young people are enabled and encouraged to attend and enjoy school and to achieve highly</li> </ul>
Making a Positive Contribution	<ul style="list-style-type: none"> <li>Children and young people engage in law abiding and positive behaviour in and out of school</li> <li>Children and young people develop positive relationships and choose not to bully or discriminate</li> </ul>	<ul style="list-style-type: none"> <li>Reduce level of offending</li> <li>Increase number of crimes brought to justice</li> <li>Reduce permanent and fixed term exclusions</li> <li>Reduce percentage of 10 – 19 year olds admitting to:               <ol style="list-style-type: none"> <li>bullying another pupil in the last 12 months</li> <li>attacking, threatening or being rude due to skin colour, race or religion</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>Children and young people are supported in developing socially and emotionally</li> <li>Children and young people, particularly those from vulnerable groups are supported in managing changes and responding to challenges in their lives</li> <li>Children and young people are encouraged to participate in decision making and in supporting the community</li> <li>Action is taken to reduce anti social behaviour by children and young people</li> <li>Looked after children and those with learning difficulties and/or disabilities are helped to make a positive contribution</li> </ul>

## **EDUCATION ACT 2002**

Section 175 of the Education Act 2002 places a duty on the Governing Body of schools and on the Local Authority to:

- Make arrangements to carry out their function to safeguard and promote the welfare of children through rigorously enforced strategies;
- Take all reasonable measures to ensure that risks of harm to children's welfare are minimised;
- Take all appropriate action to address concerns about the welfare of a child, or children, working to agreed local policies and procedures in full partnership with other local agencies.

The Act states that safeguarding covers more than the contribution made to child protection in relation to individual children. It also encompasses issues such as pupil health and safety and bullying.

In relation to maintained schools, the duty is placed on governing bodies. A failure to have the required arrangements in place may be grounds for the Secretary of State to take action against an LA or governing body. Governing Bodies must produce an annual profile answering the question 'How do we make sure our pupils are healthy, safe and well supported'.

Also Governing Bodies must establish procedures for dealing with complaints about bullying and all matters relating to the school and publicise these procedures.

## **THE EDUCATION AND INSPECTIONS ACT 2006**

This Act extends the power of schools to combat bullying or offensive behaviours not only in school but also at those times when the pupils are not in school. Schools, thus, have the power to regulate the conduct of pupils when they are not on school premises and not under the lawful control or charge of a member of staff "...to such an extent as is reasonable".

Every school must have a behaviour policy, including disciplinary measures determined by the Headteacher in the light of principles set by the governing body.

The Headteacher has a legal duty to establish detailed measures (rules, rewards, sanctions and behaviour management strategies) on behaviour and discipline that form the schools behaviour policy. It is suggested that the Anti bullying Policy is incorporated into the behaviour policy. The policy must include measures to be taken with a view to encouraging good behaviour and respect for others on the part of pupils and in particular preventing all forms of bullying among pupils.

### **DISABILITY DISCRIMINATION ACT 2005**

Schools have a specific duty to ensure that children with a disability have access to education within an inclusive and safe environment. Section 49a of the Act outlines the general duty to have regard to:

- a) the need to eliminate discrimination that is unlawful under the Act;
- b) the need to eliminate harassment of disabled persons that is related to their disabilities;
- c) the need to promote equality of opportunity between disabled persons and other persons;
- d) the need to take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons;
- e) the need to promote positive attitudes towards disabled persons; and
- f) the need to encourage participation by disabled persons in public life.

The Governing Body needs to ensure that the school has a disability equality scheme and makes reasonable adjustments to avoid placing disabled pupils at a substantial disadvantage in comparison with pupils who are not disabled.

### **ANTI-SOCIAL BEHAVIOUR ACT 2003**

The Education elements of this Act came into force in February 2004. The Act has implications for working in partnership with parents and carers and, with regard to interventions, using contracts. It states:

“The purpose of parent contracts is to address improved behaviour in school and any underlying causes”. An underlying cause may be related to bullying.

An Acceptable Behaviour Contract (also known as Acceptable Behaviour Agreement) may be used with a child who has been bullying. It is a written agreement made between a person who has been involved in anti-social behaviour and the local authority. It is an intervention designed to engage an individual in acknowledging his or her anti-social behaviour and its effect on others, with the aim of stopping that behaviour.

### **THE CHILDREN'S HOMES REGULATIONS 2001**

Under Section 11 of the Regulations the registered person is required to promote the welfare of children and young people by making proper provision for the care, education, supervision and, where appropriate, treatment, of children accommodated there. The registered person must ensure that the home is conducted in a manner which respects the privacy and dignity of children accommodated there; and with due regard to their sex, religious persuasion, racial origin, cultural and linguistic background and any disability.

Although not specifically mentioned, promoting anti bullying practice and dealing with bullying will be included in this requirement to promote the welfare of the looked after children accommodated there.

### **THE LOCAL GOVERNMENT ACT 2000**

Section 104 of the Local Government Act 2000 amended Section 28 of the Local Government Act 1988 by adding:

“nothing ...shall be taken to prevent the Head-teacher or Governing Body of a maintained school, or a teacher employed by a maintained school, from taking steps to prevent any form of bullying”.

### **RACE RELATIONS AMENDMENT ACT 2000 AND ACCOMPANYING GUIDANCE WRITTEN BY THE COMMISSION FOR RACIAL EQUALITY**

Statutory organisations, including schools, must:

- Have a published race equality policy; and
- Monitor and assess the impact of their policies including their race equality policy on people of different ethnic minority groups
- Ensure that policies do not discriminate against ethnic minority groups

In addition to these specific requirements, schools/children’s settings are under a statutory duty to work toward the elimination of racial discrimination and to promote good race relations. If a school/children’s setting fails to address bullying of a racial nature, this will be contrary to the requirements to promote race equality and good relations between different ethnic groups. Where a child suffers racial bullying, the school/children’s setting should take it very seriously and not regard it as “normal” bullying. Any failure on the part of the school/children’s setting to deal with bullying which involves a racial element could be a potential breach of the Race Relations Amendment Act 2000.

### **SCHOOL STANDARDS FRAMEWORK ACT 1998**

Under Section 61 of the School Standards Framework 1998 Head Teachers are required to:

- ‘Determine measures.... with a view to... encouraging good behaviour and respect for others on the part of pupils and, in particular these measures should aim to prevent all forms of bullying and racial harassment’.
- The measures must be published in writing to all parents, pupils and staff at school at least once a year i.e. the school should draft and publish an anti-bullying policy.

Some schools have chosen to draft a written anti-bullying policy as a part of their behaviour/discipline policy. If this is done, it must be clear which sanctions apply to bullying. For the purposes of clarity it is better to have a policy that is separate to the behaviour/discipline policy, but which cross-refers to the behaviour/discipline policy if necessary.

Under the 1998 Framework schools are also required to record all incidents of bullying and report them to the school governing body.

### **HUMAN RIGHTS ACT 1998**

The Human Rights Act gives further weight to the rights and freedoms guaranteed under the European Convention on Human Rights and incorporates the United Nations Convention on the Rights of the Child (UNCRC) 1989. Children should be involved in drafting the school/children's setting policy, monitoring its use and evaluating its effectiveness. Involving children in this way is compatible with the children and young people's right to participate under Article 12 United Nations Convention on the Rights of the Child 1989.

Bullying is a children's rights issue and children's rights approaches have a significant role to play in tackling the problem of bullying behaviour.

### **HEALTH AND SAFETY AT WORK ACT 1974**

The Act places a duty on employers to ensure the health, safety and welfare of those using their premises. This includes children and young people, parents and visitors. The same legislation also requires the employer to provide a safe place of work for employees and others using the establishment.

## THE NATIONAL AND LOCAL CONTEXT

Effective Anti-Bullying Policies are consistent with a number of national and local priorities.

### **HALTON CHILDREN AND YOUNG PEOPLE'S PLAN 2006-2009**

The Children Act 2004 further required Local Authorities to produce a Children and Young People's Plan, subject to annual review, setting out how services for children and young people in the local authority area will meet local needs and national standards.

In Halton's Children and Young People's Plan, a target has been included in relation to bullying. This target is aimed at:

- More children feeling 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

### **CHILDREN AND YOUNG PEOPLE'S REVIEW OF THE CHILDREN AND YOUNG PEOPLE'S PLAN 2006 – 2009**

In this review the question was posed 'Are we doing enough to deal with things like bullying?'

Generally groups who responded thought that not enough was being done. Examples included:

*'I don't think so, because some people still get away with this stuff'  
'Older children in gangs outside shops worry us'.  
'Schools say they will tackle bullying, but the issue continues'.*

### **NATIONAL STRATEGY FOR SCHOOL IMPROVEMENT**

This strategy provides resources to support Social and Emotional Aspects of Learning (SEAL). Within the Primary and Secondary Behaviour and Attendance Strategies there are elements designed to support the development of social, emotional and behavioural skills of pupils and school staff. The SEAL curriculum element provides a spiral framework designed to complement other initiatives in this area such as the National Healthy Schools Standard and curricula designed to promote emotional and spiritual growth. Within the SEAL materials there are elements concerned with developing staff skills and support for parents as well as a structured approach to developing social and emotional aspects of learning. There are seven SEAL themes, and one of these focuses on Anti- Bullying. The 'Say No to Bullying' materials in primary and secondary SEAL comprise a structured week of activities ideal for use as a component of an anti bullying week within a whole school context.

Elements of the whole school audit for primary and secondary schools contained in the Primary and Secondary Behaviour and Attendance Strategies may be useful in supporting schools needing to look at bullying issues further.

Schools sign and implement the DfES Charter for Action on anti-bullying or Halton's locally-developed Charter that reflects its key principles. This Charter is evidenced by Ofsted and pupil reports, identifying the school's positive climate for learning.



### **NATIONAL HEALTHY SCHOOLS STATUS**

The National Healthy Schools Programme is a partnership between Health and Education and has been central to the government's attempts to ensure that schools meet the all needs of children and young people. Emotional health and well being is a core theme of the Programme with schools needing to show that they have a clear policy on bullying which is owned, understood and implemented by the whole school community.

### **PSHE NATIONAL FRAMEWORK**

The PSHE National Framework provides learning outcomes specific to bullying and which link to individual school improvement plans. In '*Developing good relationships and respecting the differences between people*' pupils should be taught to be aware of exploitation in relationships, to challenge offending behaviour, prejudice, bullying, racism and discrimination assertively, and to take the initiative in giving and receiving support.

### **INSPECTING SCHOOLS FRAMEWORK 2003**

In undertaking school inspections, Ofsted Inspectors look at evidence of inappropriate behaviours such as bullying, and whether measures taken to combat these behaviours are effective, including the recording of bullying incidents. Through the section of the Self Evaluation Form –'Learners' Personal Development and Well-being' - schools are expected to routinely gather and analyse data on their practice and response to bullying.

### **COMMUNITIES THAT CARE AUDIT 2005**

A detailed audit of local risk and protection factors in Halton was undertaken in 2005 as part of the Communities that Care initiative established by the Joseph Rowntree Foundation. The initiative aims to promote healthy personal and social development among young people while reducing the risk of different problem behaviours. The audit found that, when compared with the national picture, Halton pupils were **less likely** to say that:

- they had been bullied over the previous year.
- they had bullied others over the previous year.
- there were pupils in their class who were regularly picked on.

However, this is still a concerning picture of what life is like for children in Halton schools as:

- 12% of pupils said they had 'often' or 'very often' been bullied by fellow students in the past year
- 4% said they had 'often' or 'very often' bullied another student and 6% said they had 'sometimes' bullied another student in the past year
- Although less than the national average, there are still 50% of pupils in a class whom their fellow students recognise as being picked on
- 22% of Halton students said they had seen a student attack a teacher in the school. This figure is comparable with the national picture
- 17% did not feel safe at school
- 17% did not feel that their school had clear rules about bullying

These findings underline the need for the proactive implementation of this Anti - Bullying Strategy.

## NON STATUTORY GUIDANCE AND CASELAW EXAMPLES

The government has not been prescriptive in the guidance it has issued but has, through guidance documents, tried to influence the policies of schools and children's settings and their commitment to addressing bullying.

### **1. DFES EXCLUSIONS GUIDANCE**

"In cases where a Head-teacher has permanently excluded a pupil for...persistent and defiant misbehaviour including bullying (which could include racist or homophobic bullying) or repeated possession and/or use of an illegal drug on school premises, the Secretary of State would not normally expect the Governing Body or an Independent Appeal Panel to reinstate the pupil."

For current Exclusions Guidance see Teachernet

### **2. WORKING TOGETHER TO SAFEGUARD CHILDREN GUIDANCE 2006**

All settings in which children are provided with services or are living away from home should have in place rigorously enforced anti-bullying strategies.

Schools play an important role in making children and young people aware of behaviour toward them that is not acceptable and how they can keep themselves safe. The non-statutory framework for Personal Social and Health Education (PHSE) provides opportunities for children and young people to learn about keeping safe. For example, children should be taught to recognise and manage risks in different situations and then decide how to behave responsibly; to judge what kind of physical contact is acceptable and unacceptable; to recognise when pressure from others (including people they know) threatens their personal safety and well-being and develop effective ways of resisting pressure

Children's homes and other settings for children need to have an ethos which values and respects all people and does not tolerate bullying in any form. Negative behaviours have to be challenged and addressed, victims supported and procedures to deal with any bullying incidents made known to all and effectively implemented.

### **3. ANTI BULLYING CHARTER 2003**

A Charter for Action was issued to all schools summarising good practice in responding to incidents of bullying experienced by children and young people – A charter for Halton is proposed and included with this guidance.

### **4. DCSF 'SAFE TO LEARN – EMBEDDING ANTI-BULLYING WORK IN SCHOOLS 2007**

This document identifies anti-bullying work as a school improvement issue and recommends that anti-bullying work follows the same processes as, and is integrated into the School Improvement Plan.

- Identify how the change programme should be managed.
- Audit – 'What do we do at the moment?', 'How well do we do this?', 'How do we know?' and 'How can we improve it further?'
- Consult and plan
- Prioritise – In what order should we make changes and why?
- Plan for change – Who is going to lead the change and how?
- Implement the change and communicate the change.

- Monitor and check the change is being implemented.
- Evaluate to check if the change is having the desired effect.
- Celebrate success achieved.

## 5. COMMON LAW DUTY OF CARE

Individuals from all walks of life have a duty to take reasonable care to avoid causing foreseeable harm. A person who breaches their duty of care may have to pay damages to anyone who suffers harm as a result.

It is foreseeable that the victim of a bully is likely to suffer harm.

## 6. THE BOLAM TEST

The Bolam Test is the duty to exercise the skill and care of a reasonable teacher on the basis of what would have been acceptable to reasonable members of the teaching profession at that time.

This is a complex law used to decide negligence cases. Teachers are advised to canvass colleagues in order to help them make decisions. They do not have to reach universal agreement but have to show that their decision was reasonable to other members of the profession. The test does not require best practice as, if you are aiming for best practice, you are likely to fall within “reasonable”. The decision also has to be relevant to time e.g. it would not be proper for someone bullied in the 1990’s to refer to the latest advice re cyber-bullying as it was not available at the time.

## 7. CASE LAW

### a. Cotton v Trafford Borough (2000)

“..in a number of respects, the school fell down on its own procedures: there was, until right at the end a failure to investigate, a failure to keep colleagues informed a failure to try to collect evidence and a failure to monitor effectively the strategy which had been agreed.” **Judge Holman**

The judgement found the school liable. The case was found for the claimant and he was awarded a sum of money.

### b. Hansen v Isle of Wight Council (2001)

“The criterion of what does or does not amount to bullying in any given circumstance is not to be solely judged by the subjective perception of the victim herself... but involves an objective assessment of the observed behaviour, taken in conjunction with any apparent vulnerabilities in the target of the behaviour complained of.” **Mr Justice Wright**

### c. Bradford Smart v West Sussex County Council (2002)

“We accept that school may on occasion, be in a breach of duty for failure to take such steps as are within its power to combat harmful behaviour of one of its pupils toward another, even when they are outside school....” And “Where an incident between pupils outside school carries over into school, a reasonable head teacher should investigate if it had a deleterious effect upon the pupil” **Lord Justice Judge**

In this case a pupil was being bullied on the estate at home by the same person bullying extensively at school. The court had to decide whether school was liable and

decided that they were. This did not mean that school staff had to go out into the community but that they had to essentially educate someone and decide whether a reasonable person would do something about damaging interaction between pupils taking place outside school if they knew about it.

**d. Faulkener & Faulkener v LB Enfield and Lea Valley High School  
(2002)**

One-off incidents lack the quality of persistence which are a pre-requisite for bullying and, if an incident is not foreseeable, then there will be no finding of a breach of duty. These sisters had been bullied 6 times on each occasion by a different perpetrator and unlinked. The court accepted that they had suffered physical and verbal abuse but that these did not meet the definition of bullying and were not foreseeable.

The school had not stuck to Don't Suffer in Silence Guidance but the court decided that their own approach was acceptable "Government guidance is not a prescriptive list to be used as a stick to strike schools developing their own approach to these matters."

## DEFINING BULLYING

There are many definitions of bullying but most consider bullying to be:

**“Deliberately hurtful behaviour repeated over a period of time and in circumstances where it is difficult for those being bullied to defend themselves.”**

This definition was recognised and accepted in case law (in Hansen v. Isle of White Council)

The Government defines bullying as:

**“Behaviour by an individual or group usually repeated over time, that intentionally hurts another individual or group physically or emotionally”.**

(DCSF 2007)

Bullying is, therefore:

- **Repetitive and persistent.** Bullying is usually experienced as part of a continuous pattern and it can be extremely threatening and intimidating even when very subtle. Nevertheless, sometimes a single incident can have precisely the same impact as persistent behaviour over time.
- **Intentionally harmful.** The act of bullying intends harm to another individual although occasionally the distress it causes is not consciously intended by all of those who are present.
- **Involves an imbalance of power.** Bullying leaves someone feeling helpless to prevent it or put a stop to it. In some case an imbalance of power may mean that bullying crosses the threshold into abuse. This would require implementation of safeguarding procedures.

## METHODS OF BULLYING

Good anti-bullying policies and training for all staff should detail the different forms of bullying that children and young people may experience, as understanding the nature of bullying is the starting point for effective detection and response.

Bullying can take various forms and includes the following types of behaviour:

- **Physical bullying:**
  - pushing, kicking, hitting, punching, spitting, hair pulling or any use of physical violence
  - sexual assault
  - making people do things they don't want to do
  - stopping people doing things they want to do
  - damaging someone's belongings
  - taking someone else's belongings e.g. mobile phones or money. The threat of violence very often accompanies thefts from persons and there can be clear instances of extortion focused on weaker pupils.

Bullying is not letting people play.  
Year 4 Pupil

Bullying is when people are actually getting punched or smacked by someone who wants something like their money.  
Year 6 Pupil

Bullying is where someone is bigger, older, tougher and picking on smaller people.  
Year 10 Pupil

• **Verbal bullying:**

- name-calling, the range of possible name-calling and other unpleasant language is wide and usually focuses on someone's appearance, personal hygiene, family or ability
- sarcasm, teasing, mocking, "put-downs"
- spreading rumours
- saying or writing nasty things
- blackmail and threats
- making offensive remarks including comments about someone's gender, race, disability, religion or sexual orientation. This form of bullying is also discriminatory behaviour that may be unlawful.

Bullying is making someone feel unhappy with themselves  
Year 11 Pupil

You could be bullied if you have ginger hair or wear glasses.  
Year 5 Pupil

Bullying is repeatedly singling out a person  
Year 8 Pupil

Bullying is when someone says something hurtful and the others copy.  
Year 6 Pupil

• **Indirect bullying:**

- being unfriendly, not talking to someone
- excluding from social groups and activities,
- tormenting (e.g. hiding books), making someone feel uncomfortable or scared
- using threatening gestures, looks and signs/symbols.

Another type of bullying is when someone is spreading rumours about you that are not true and it is hurting you  
Year 6 Pupil

Bullying is when somebody scares you and you don't want to come to school.  
Year 5 Pupil

• **Cyber bullying**

- misuse of areas of the internet, such as email & internet chat room
- mobile phone threats by text messaging and calls
- misuse of technology, e.g. camera & video facilities used to record "happy slapping"
- Accessing E-mail/MSM addresses for individuals via Bluetooth and sending threats

Behaviour / Anti-bullying policies should make it clear that the use of intimidating or defamatory messages/images both inside **and outside** of the school will not be tolerated. It should be stated clearly that in order to combat cyber bullying, schools will work with both the police and mobile phone network/internet service providers.

It is important to bear in mind that some behaviours which are described as bullying may be defined in law as 'threatening behaviour', 'criminal damage', 'theft', 'robbery', 'assault', 'sexual harassment' or 'racial harassment' or 'malicious communication' **and therefore constitute offences**. It is the right of children and young people and parents / carers to report such incidents to the police.

Bullying can be viewed as a continuum of negative behaviour from teasing, put downs, and threats at the lower end, to anti-social behaviour and murder at the upper end. Bullying can result in the victim committing suicide. If bullying behaviours at the lower end of the continuum are left unchallenged, the behaviours can escalate to the point where external interventions become necessary from police, prison systems and health professionals.

The intention of all bullying is to demonstrate power and create fear. Physical bullying may be the easiest to detect because of its visibility. More difficult to define and detect are those forms of bullying that are intended to hurt by spreading rumours, making malicious accusations, manipulating social networks, and seeking to sideline or ostracise individuals.

A child or young person disclosing that they are distressed or afraid because of the behaviour of another person toward them must be taken seriously whatever the form of the behaviour and regardless of whether it is a single incident or part of a continuing pattern of behaviour.

## THE EFFECTS OF BULLYING

The most common effects of bullying are:

- Anxiety and depression that can lead to intermittent and long-term absence from school, physical illness, psychosomatic complaints or even suicide.
- Poor self-esteem, which inhibits pupils from forming positive relationships, leads to feelings of worthlessness and betrayal, and causes some to lower their expectations, standards of work and therefore their academic attainments
- Withdrawal, which may lead to low participation in school and other activities.

Possible Indicators of bullying are:

- Changes in attitude
- Unexpected illness
- Damaged/missing clothes, belongings or money
- Unexplained scratches/bruising/cuts/bite marks
- Going to school or coming home a different way
- Poorer school performance
- Truancy
- Getting easily upset or emotional
- Wanting to be escorted to places
- Absconding
- Crying at night/nightmares
- Bullying other children
- Returning home hungry (lunch/snack money stolen)
- Asking for more money than usual or stealing money
- Stopping eating
- Self harm/attempted suicide

The effects of bullying can last well into adulthood as this example demonstrates:

'I don't know why I was bullied at school. Three boys just seemed to dislike me. They always made comments, made me look stupid in front of others. The others did not join in but they didn't stop it either. The worst lesson was games. By the time I was 13 I was always sick on games day. I was made to feel as if I was nothing, people ignored me, made snide remarks, just put me down. The worst part was when teachers joined in, knowing it would get a cheap laugh and make them feel part of the group. I hardly went to school after I was in Year 10. Eventually, I went to college in another town because I couldn't face meeting people from my old school at the local college. Eventually I got A levels and a reasonable job, but even today I feel nervous about new situations and hate having to ask questions in case someone says I'm stupid.'

## STRATEGIES TO REDUCE BULLYING

The strategies that schools adopt to reduce bullying are many and varied. Overall, the strategies can be broadly defined in terms of:

<b>Preventive strategies</b>	Strategies that aim to <u>prevent and/or minimise</u> bullying within a school, setting or within the community
<b>Intervention strategies</b>	Strategies that aim to <u>minimise the effects</u> of bullying incidents, both for the victim and the bully
<b>Reactive strategies</b>	Strategies that are <u>in response to a disclosure</u> of bullying by a child or young person

In turn, preventive, intervention and reactive strategies can be seen at the level of the:

- Whole school
- Group
- Individual

The importance of a consistent whole school approach for minimising bullying behaviours cannot be emphasised too greatly. All adult members of a school should:

- recognise that bullying exists within their organisation
- accept responsibility for the reduction of bullying
- share a common language to describe bullying behaviours.

This acceptance of responsibility, in turn, implies that all adults should not only be in agreement as to what constitutes acceptable behaviour between people, but also provide positive role models for children and young people. This understanding should underpin policies and practices at all levels.

The Anti-Bullying Alliance paper 'An anti-bullying toolkit for Local Authorities' (2006) quotes the recommendations of the Children's Commissioner (originally contained within a paper published in November 2004) outlining effective anti-bullying strategies within schools and other children's settings. These effective strategies:



- Demonstrate a visible commitment to dealing with bullying and adopt a whole school approach with strong leadership and a range of preventative measures including building emotional resilience, empathy and self-esteem, as well as having clear procedures for identifying and managing bullying
- Base anti-bullying strategies on clear, current knowledge of the local issues within the school. The Anti-bullying Alliance describes the need to investigate where, when and how bullying occurs and whether any peer groups are particularly responsible. This should include an annual survey of children.
- Recognise the distinction between bullying and other types of conflict and aggressive behaviours
- Ensure the active involvement of children and young people, their families and community partners in developing and implementing strategies and in promoting a culture of respect and valuing diversity
- Identify vulnerable children and young people, and those critical moments and transitions when they may become vulnerable, and provide additional support when needed
- Support the ongoing development of empathy, emotional resilience and a sense of responsibility for behaviour from early years to adulthood and beyond
- Apply clear and consistent Rewards and Sanctions Policies that are understood by all members of the school community and are suitable for the age, maturity and understanding of the child or young person
- Ensure all members of staff are trained, supported and model positive relationships.

### **Examples of specific strategies:**

- The Curriculum. Addresses the issues of bullying through programmes of intervention within the school and at classroom level provided in:
  - Personal, Social and Health Education (PSHE),
  - SEAL
  - Behaviour and Attendance National Strategies
- Cross-curricula approaches and strands
- Counselling Services
- Peer counselling, mentoring, playground buddying and befriending schemes
- Group courses on self-esteem and anger management
- Emotional Literacy strategies, such as Circle Time and Circle of Friends
- Support in identifying and changing the behaviours for those who bully
- Drama and role play
- Mediation

- Advocacy
- Restorative Justice

The quality and effectiveness of any preventive, intervention and reactive strategy depends on:

- Good communication
- Flexibility of response, particularly timing
- The ability to meet the identified needs of the members of the school/children's setting/ community
- Responsiveness of the strategy to evaluation

Any strategies should be sensitive to the severity and persistency of the negative interactions. Bullying is part of a continuum of negative behaviours within relationships that extend from day-to-day disagreements occurring within the majority of relationships, through to extreme forms of bullying involving violence and death.

### **ADULTS WHO BULLY**

If an adult bullies a child, procedures should be in place to enable the child to complain about the bullying to a trusted adult within the school. The relevant complaints and disciplinary procedures should be implemented immediately, with support arrangements in place for the child victim whilst the complaint is being investigated.

When there is a concern that an adult employed by or accredited as a volunteer by any public, private or voluntary agency and who is entrusted with the care or control of a child or has contact with a child in the course of their work, has:

- Behaved in a way that has harmed a child, or may have harmed a child
- Possibly committed a criminal offence against or related to a child
- Behaved towards a child in a way that indicates s/he is unsuitable to work with children (which may include allegations of bullying from a child against an adult)

The incident should be reported to the Local Authority Designated Officer following the procedures for Allegations Against Adults.

### **ADULTS WHO ARE BULLIED**

Although we are considering bullying mainly in the context of children being bullied by other children or by adults, it is necessary to recognise that adults within our schools may also be subject to bullying. This bullying may be by another adult in the same way as children bully other children, but there are also situations where an adult may be bullied by a child or a group of children. Examples of this form of bullying are name-calling, using threatening gestures and signs/symbols, misuse of technology, e.g. camera & video facilities used to record "happy slapping" and assaults.

When an adult is being bullied by another adult, there are procedures within the workplace which can be used to deal with the situation. However, when the context is of an adult being bullied by a child or group of children, the response will be similar to that applying to child-to-child bullying, i.e. the safety and support of the victim will be the primary concern whilst the behaviour of the bully/bullies is challenged and addressed.

The school needs to adopt firm measures to protect staff from bullying by children and young people both on and off site. When facing bullying off site, staff need to be made aware that they have the same rights of protection from threats as any citizen in a public place and that their first concern must be for their personal safety. Staff should be advised to:

- Make it known to the child/children that they have been recognised
- Use their judgement as to how best to get away safely from the situation without escalating the confrontation

The school should then address the bullying with the child/ren when they are next present. Schools should also liaise with the police and the Youth Offending Team as to which off site bullying behaviours would result in a referral to the police. DCSF and Home Office guidance on Safer School Partnerships illustrate how this type of agreement can be developed.

### THE SOCIAL CONTEXT OF BULLYING

Pepler and Craig (1995) found that bullying is often not an isolated event, and, that “peers are present in 85% of bullying episodes”. Bullying is therefore often within a social context. The emphasis should be taken away from victim and bully and should explore the role of all parties including “followers and bystanders”.

More complex interactional contexts and dynamics, therefore, need to be considered when combating bullying, for example:

- A bully abusing a number of children
- Bystanders observing the bullying, either passively or in support
- Peer group pressure on the bully
- The involvement or influence of members of the wider community on bullying incidents in school
- Incidents of extreme power imbalance, such as an adult bullying a child or young person

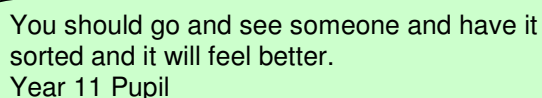
### RESPONDING TO BULLYING

Working with bullies requires time and skills. It is important to remember that:

- Bullies can be from any background or ability group.
- National surveys indicate that half the children and young people who bully had been bullied themselves
- Male bullies are twice as likely to be in trouble with the police than their peers
- Bullies can have distress in their own lives and use fighting and threatening behaviour as a way of coping
- Some are heavily influenced by sub-cultures where bullying and abuse are the norm

- Some carry family feuds into schools and parents encourage their bullying as normal behaviour

Appropriate steps need to be taken in relation to both the bully and the victim. Any reports of bullying should be taken seriously and acted upon. Whether the incident is witnessed or reported, prompt action should be taken to ensure the safety of the victim and to challenge and address the behaviour of the bully.



You should go and see someone and have it sorted and it will feel better.

Year 11 Pupil

In supporting the victim, actions may include:

- A staff member taking time to talk with the child in a safe environment in which the child feels comfortable
- Encouraging the child to discuss their preferences for how the issue is addressed
- Discussing strategies for how the child may deal with the current and any future incidents
- Gaining access to older pupils trained as a peer mentor to whom the victim may turn for help or a 'circle of friends'.
- Providing a safe play area or quiet room for younger pupils or those who feel threatened at break times
- Referring the child for support or therapeutic intervention from relevant agencies
- Actively monitoring the child to assess whether the bullying has stopped and initiating further action if required

When dealing with the bully, actions may include:

- A staff member talking to the child about their behaviour and the possible reasons for it
- Referring the child for support or therapeutic intervention from relevant agencies
- Restorative Justice where the bully will have to face up to their behaviour and consider alternative ways of behaving in the resolution of conflict
- Discussing strategies for how the child manages their feelings of anger and frustration
- Providing a safe method of releasing stress or frustration
- Actively monitoring the child to assess whether the bullying has stopped and initiating further action if required
- Serious incidents of bullying may require the removal of the bully from the class; withdrawal of privileges or participation in activities; detention; fixed period exclusion
- Involvement of the police where the bullying constitutes a crime

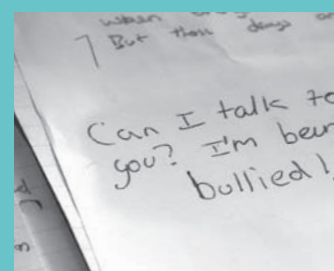
## WORKING WITH PARENTS / CARERS

Effective liaison with parents is vital to tackle bullying successfully. Schools need to involve parents/carers at an early stage in order to explain the situation fully and parents should be informed of any bullying incident within 24 hours of it being reported to the school. Parental concerns must be taken seriously. Failure to do so can result in a formal complaint to the governing body or the local authority. Parents of a victim of bullying will want action taken. They need to be fully included in the process to prevent a serious breakdown of confidence between them and the school. Support may need to be provided for the parent/carer in working with the school over bullying issues as some parents may themselves feel intimidated by attending meetings in school or may feel worried about the consequences for their child.

Parents of children that are alleged bullies often find it hard to accept the image of their child presented by the school and deny that their child is capable of such behaviour. It is therefore important that discussions are based on well-documented evidence. Schools are able to use parenting contracts as an early intervention strategy to ensure parents tackle problem behaviour before a child/young person reaches the point of being excluded from school.



# Safe to Learn



**Safe to Learn: Embedding anti-bullying work in schools**



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# ANTI-BULLYING: Guidance

# Ministerial foreword

Every child should be able to learn in a school environment free from bullying of any kind and in which they feel safe and supported. There is no place for bullying in our schools and communities and each of us involved in education has a role in creating a culture in schools where bullying is not tolerated. No child deserves to suffer the pain and indignity that bullying can cause. We recognise the negative impact it has on the educational experiences and wider development of so many of our children and young people. Bullying has no place anywhere in the school community, and this applies both to the bullying of pupils and teachers.

Providing safe and happy places to learn is essential to achieving school improvement, raising achievement and attendance, promoting equality and diversity, and ensuring the safety and well-being of all members of the school community.

Schools need to take an active approach to promoting good behaviour, respect for others and to tackling all forms of bullying – including prejudice-driven bullying and cyberbullying. Schools, with the support of parents, the wider community, the local authority and young people themselves, need to take effective action to prevent bullying happening in the first place. A preventative approach helps schools to safeguard the well-being of their pupils

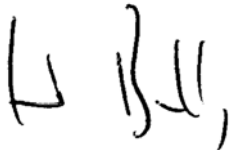
and staff as well as playing their part in creating a society in which we all treat each other with dignity and respect. When bullying does occur schools need to respond promptly and firmly. They need to apply disciplinary sanctions. They need to work with bullies so that they are held to account for their actions and accept responsibility for the harm they have caused. They need to, as well, support those being bullied.

This guidance sets out what the law says Children's Services Authorities and schools should do about bullying, in order to promote the well-being of young people and ensure they stay safe. It describes how schools should use the principles of the Anti-Bullying Charter, and the steps they need to go through to create and implement a whole-school anti-bullying policy. It flags up the importance of recording and reporting incidents of bullying. It also provides advice on how to address staff training and development needs, so that they can deal with bullying confidently and effectively.

This guidance covers both how schools should tackle bullying in general and how schools can respond to the different kinds of bullying, such as cyberbullying, homophobic bullying and racist bullying. We intend to develop further specific guidance on how to tackle the bullying of children with special educational needs and disabilities. Together they will

form a comprehensive suite of guidance on how to tackle all forms of bullying, and to promote diversity and respect for others within our schools.

With this guidance, we are sending a strong message to all that bullying is not acceptable in our schools. We have, for many years, encouraged children not to “suffer in silence”. We have had some successes but we need to build on what has gone before. I am calling now for a step change in our anti-bullying activities so that all school staff and pupils have the tools and confidence they need to prevent and tackle bullying whenever and wherever it occurs and confidence in the readiness of local authorities, the community and parents to support them in this. I call on each of you to take up this challenge and ensure that your own schools become safer places to learn.



**The Rt Hon Ed Balls MP**

*Secretary of State for Children, Schools and Families*

# Executive summary

1. Bullying is among the top concerns that parents have about their children's safety and well-being at and on the way to and from school. Bullying is also a top concern of children and young people themselves. Bullying makes the lives of its victims a misery: it undermines their confidence and self esteem; and destroys their sense of security. Bullying impacts on its victims' attendance and attainment at school, marginalises those groups who may be particular targets for bullies and can have a life-long negative impact on some young people's lives. At worst, bullying has been a factor in pupil suicide.

2. The Government has therefore made tackling bullying in schools a key priority and is clear that all forms of bullying must not be tolerated and should always incur a disciplinary sanction. No-one should suffer the pain and indignity that bullying can cause.

3. We do not have hard information about the scale of bullying in our schools and in communities. We know, however, from opinion surveys that bullying is a top concern for parents and children and young people, and that the misuse of new technology has provided new and particularly intrusive ways for bullies to reach their victims. There is also evidence that a substantial amount of bullying is fuelled by prejudice – racial, religious, homophobic – and against children with special educational needs or

disabilities or who are perceived as different in some way. We all have a shared responsibility to support schools in preventing and tackling bullying of all kinds and whatever its driver in order to protect the well-being of some of the most vulnerable young people and to promote stronger communities in which diversity is valued and the weak protected.

4. Bullying may be defined as "Behaviour by an individual or group, usually repeated over time, that intentionally hurts another individual or group either physically or emotionally". However, schools will wish to involve the whole school community in agreeing the definition of bullying that will be used in their own anti-bullying or behaviour policy. By involving pupils, parents and staff in agreeing the definition, the school will secure greater buy-in for its overall policy and its strategies to tackle bullying. It is important that in primary schools the definition is suitably child-friendly and accessible.

5. Pupils are bullied for a variety of reasons – and for no reason. Specific types of bullying include: bullying related to race, religion or culture; bullying related to special educational needs (SEN) or disabilities; bullying related to appearance or health conditions; bullying related to sexual orientation; bullying of young carers or looked-after children or otherwise related to home circumstances; sexist or

sexual bullying.

6. Bullying can take place between pupils, between pupils and staff, or between staff; by individuals or groups; face-to-face, indirectly or using a range of cyberbullying methods. This guidance provides an overall framework for schools in managing all types of bullying behaviour. It also includes advice on more specific types of bullying.

### The Law

7. There are various legal requirements on and powers for schools that relate to bullying. These are detailed in section 2 of the guidance. In particular, the Education and Inspections Act 2006 requires that head teachers **must** determine measures on behaviour and discipline that form the school's behaviour policy, acting in accordance with the governing body's statement of principles in so doing. Measures, in this context, include rules, rewards, sanctions and behaviour management strategies. The policy determined by the head teacher must include measures to be taken with a view to "encouraging good behaviour and respect for others on the part of pupils and, in particular, preventing all forms of bullying among pupils".

8. The law empowers head teachers, to such extent as is reasonable, to regulate the behaviour of pupils when they are off school site (which is particularly pertinent to regulating cyberbullying) and empowers members of school staff to impose disciplinary penalties for inappropriate behaviour.

### How to create and implement a whole school anti-bullying policy

9. The Department recommends that schools use the principles in the *Bullying – A Charter for Action* document to develop their anti-bullying policies. The Charter provides a framework for self-evaluation.

10. In considering what arrangements to establish for developing or reviewing the anti-bullying policy,

schools may find it helpful to explore what support is available for the development of anti-bullying work from their local authority, through anti-bullying teams or the Behaviour and Attendance Consultant. They may also want to review arrangements with relevant partner agencies for sharing information about bullying and thresholds and triggers for multi-agency interventions.

11. The Department recommends that specific responsibility for anti-bullying work is allocated by the head teacher to a member of staff within the school's leadership structure. This could be a specialist leadership role such as the Lead Behaviour Professional (LBP) or one combined with a range of pupil support and pupil achievement responsibilities.

12. It is advised that schools conduct an audit of the school's current practices to prevent and deal with bullying and prioritise necessary changes to their policies and anti-bullying strategies.

13. The Department recommends that anti-bullying policies are developed as part of the process of developing the school's wider behaviour policy. As part of this process, the governing body must make, and from time to time review, a written statement of general principles to guide the head teacher in determining measures to promote good behaviour. Some of these measures (for example, those to be taken with a view to encouraging good behaviour and respect for others on the part of pupils; preventing all forms of bullying among pupils; and securing that the standard of behaviour of pupils is acceptable) directly relate to combating bullying. The governing body must consult widely in drawing up its statement of principles. Schools may decide on the appropriate timescale for reviewing the principles and updating the resulting policy. Good practice suggests this should be done on average every two years. More information about consultation and on determining the school behaviour policy in general is available in the *School Discipline and Pupil Behaviour Policies* guidance.

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14. Schools may choose to consult similarly upon other aspects of their anti-bullying policy, for example multi-agency working or staff training needs as they relate to anti-bullying work. The Department recommends that wide consultation with the whole school community on all aspects of the anti-bullying policy and regular review (on average every two years) is good practice.

15. The Department strongly recommends that the school anti-bullying policy covers all the forms of bullying described in paragraph 3 above; and that it covers the bullying of school staff, whether by pupils, parents or other staff, as well as the bullying of pupils.

16. The Department recommends that summaries of school behaviour and anti-bullying policies are incorporated within the staff and governor handbooks, and included within induction programmes for staff (including temporary and supply staff). The Anti-Bullying Charter can also be used to communicate and celebrate the anti-bullying stance of the school with staff, pupils, parents and partner agencies.

17. It is helpful for schools to follow up the launch of their policy with regular reminders, using opportunities throughout the school calendar for refreshing minds. A low-profile policy can be easily forgotten.

### Anti-bullying strategies

18. The aims of school anti-bullying strategies and intervention systems are:

- To prevent, de-escalate and/or stop any continuation of harmful behaviour.
- To react to bullying incidents in a reasonable, proportionate and consistent way.
- To safeguard the pupil who has experienced bullying and to trigger sources of support for the pupil.

- To apply disciplinary sanctions to the pupil causing the bullying and ensure they learn from the experience, possibly through multi-agency support.

19. Preventative strategies include:

- Effective school leadership that promotes an open and honest anti-bullying ethos.
- Use of curriculum opportunities (in particular, PSHE and Citizenship classes can be used to discuss issues around diversity and draw out anti-bullying messages). The Social and Emotional Aspects of Learning (SEAL) programme, a whole-school and whole-curriculum approach to developing social and emotional skills in areas such as empathy and the management of feelings, is also highly relevant to reducing bullying.
- Use of opportunities throughout the school calendar and at certain times of the school day to raise awareness of the negative consequences of bullying (e.g. Anti-Bullying Week in November of each year; and whole-school assemblies).
- Engaging pupils in the process of developing the school anti-bullying policy and promoting open and honest reporting.
- Improving the school environment, looking in particular at staff supervision patterns; the physical design of the building(s); and joint work with partners such as transport service providers. The Department recommends that schools target their attention on key times and locations where bullying is more prevalent; and that they work with pupils to establish when and where those times and locations are.

20. The most obvious reactive strategy is the use of disciplinary sanctions and learning programmes to deal with those pupils who are found to be

bullying. The Department advises that sanctions be applied fairly, proportionately, consistently and reasonably, taking account of any special educational needs (SEN) or disabilities that pupils may have and taking into consideration the needs of vulnerable children.

or a child's SEN or disability. Where a pupil has retaliated after months of persistent bullying, we advise that this be considered differently from an unprovoked attack.

25. In conjunction with disciplinary sanctions, there are a range of other strategies that schools can use to combat bullying. These include:

- Engaging with parents promptly when issues of bullying come to light, whether their child is the one being bullied or the one doing the bullying. Schools are legally required to have a complaints procedure and to make parents aware of this procedure.
- Development of the roles that pupils can play (e.g. as trained peer mentors).
- Adult mediation services that may be offered by the local authority or by commercial organisations that schools can engage. Mediators work with pupils to try put an end to the bullying and mend relationships.
- Establishing Safer School Partnerships with local police.
- Restorative justice approaches which hold pupils to account for their behaviour and engage with them to agree the actions to be taken to repair the harm caused.

26. It is recommended that, as well as immediate short-term monitoring, schools review, over two or three months, whether the action has prevented recurrence of the bullying and ensured that the pupil being bullied feels safe again.

21. Disciplinary penalties have three main purposes, namely to:

- impress on the perpetrator that what he/she has done is unacceptable;
- deter him/her from repeating that behaviour; and
- signal to other pupils that the behaviour is unacceptable and deter them from doing it.

22. Sanctions for bullying are intended to hold pupils who bully to account for their behaviour and ensure that they face up to the harm they have caused and learn from it. They also provide an opportunity for the pupil to put right the harm they have caused.

23. Pupils must **not** be excluded from school for being bullied, even if the school believes they are doing so for the child's benefit. The legislation on exclusion in the Education Act 2002 makes clear that "exclude... means exclude on disciplinary grounds".

24. Some pupils who have been subjected to bullying are provoked into violent behaviour. A pupil can be excluded for violent behaviour; it is a matter for the head teacher's judgement, taking account of the evidence available, all the circumstances of the case and the need to balance the interests of the pupil concerned against those of the whole school community. However, before deciding to exclude a pupil, the Department recommends that the head teacher always allows him or her to state their case, and checks whether the incident may have been provoked by, for example, racial or sexual harassment



## Reporting and recording incidents of bullying

27. Schools are advised to encourage pupils to report bullying in confidence using a variety of methods. There should also be clear and simple reporting arrangements for parents.

28. The Department recommends that schools should record all incidents of bullying, including by type, and report the statistics to their local authority. The purpose of reporting incidents to the local authority is to enable the gathering of information on the number and nature of bullying incidents and to identify any developing trends. The local authority can analyse the information gathered from schools to identify any issues of particular concern. This will enable the authority to be better informed in the development of appropriate strategies to tackle bullying across their area. The data will also enable local authorities to support and challenge schools in their duties to promote the welfare of pupils.

8. Keeping records of bullying incidents will enable the school to:

- manage individual cases effectively;
- monitor and evaluate the effectiveness of strategies;
- celebrate the anti-bullying work of the school;
- demonstrate defensible decision making in the event of complaints being made;
- engage and inform multi-agency teams as necessary.

## Staff professional development

9. The Department recommends that schools review general and specific staff induction and continuing professional development (CPD) and identify how to ensure staff training reflects the anti-bullying policy and practice of the school. Where specific training needs have been identified for particular members of staff, the head teacher must ensure that those members of staff have access to the advice, training and development opportunities appropriate to their needs.

10. The Department is working through the National Strategies Regional Advisers to spread good practice and work with identified schools to support and challenge them in improving their anti-bullying policies and strategies. As part of this, Regional Advisers and local authority Behaviour and Attendance Consultants will help those schools to identify any specific training needs.

# 1. Introduction

1.1 The Government has made tackling bullying in schools a key priority and the Department for Children, Schools and Families (DCSF) has made clear that all forms of bullying, including those motivated by prejudice, must not be tolerated and should always incur a disciplinary sanction. No-one should suffer the pain and indignity that bullying can cause.

1.2 Providing a safe and happy learning environment is integral to achieving the wider objectives of school improvement: raising attainment, improving school attendance; promoting equality and diversity; and ensuring the well-being of all members of the school community. If a pupil feels safe at school, they are in a much better position to realise the five outcomes of Every Child Matters – they can be healthy, stay safe, enjoy and achieve, make a positive contribution, and achieve economic well-being<sup>1</sup>.

1.3 This guidance aims to help schools in understanding their responsibilities as regards bullying and offers good practice advice on developing anti-bullying policies and practices. It replaces earlier general anti-bullying guidance issued by the Department<sup>2</sup>. It draws on the experience of practitioners and specialist advice

from many organisations, including 11 Million (the Office of the Children's Commissioner), the Anti-Bullying Alliance, the National Strategies, and Ofsted.

1.4 This guidance is aimed at maintained schools (including maintained nursery schools), maintained special schools and Pupil Referral Units, though much of the good practice advice is relevant to all types of school.

1.5 Where the law is discussed, it offers the Department's view on relevant legal provisions, but it is not intended as definitive legal advice. Only a court can decide on the interpretation of the law.

## What is bullying?

1.6 The Government defines bullying as:

*Behaviour by an individual or group, usually repeated over time, that intentionally hurts another individual or group either physically or emotionally.*

1.7 Bullying includes: name-calling; taunting; mocking; making offensive comments; kicking; hitting; pushing; taking belongings; inappropriate text messaging and emailing; sending offensive or

<sup>1</sup> [www.everychildmatters.gov.uk](http://www.everychildmatters.gov.uk)

<sup>2</sup> *Bullying – Don't suffer in silence: An anti-bullying pack for schools* (DfEE 0064/2000). This was updated in September 2002.

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degrading images by phone or via the internet; producing offensive graffiti; gossiping; excluding people from groups; and spreading hurtful and untruthful rumours. Although sometimes occurring between two individuals in isolation, it quite often takes place in the presence of others.

1.8 Bullying can seriously damage a young person's confidence and sense of self-worth, and they will often feel that they are at fault in some way. It can lead to serious and prolonged emotional damage for an individual. Those who conduct the bullying or witness the bullying can also experience emotional harm, and the impact on parents and school staff can be significant.

1.9 Pupils are bullied for a variety of reasons. Specific types of bullying include:

- Bullying related to race, religion or culture<sup>3</sup>.
- Bullying related to special educational needs (SEN) or disabilities.
- Bullying related to appearance or health conditions.
- Bullying related to sexual orientation.
- Bullying of young carers or looked-after children or otherwise related to home circumstances.
- Sexist or sexual bullying.

Further information on each of these types of bullying can be found in the References and Resources section at the end of this guidance (item B).

1.10 There is no "hierarchy" of bullying – all forms of bullying should be taken equally seriously and dealt with appropriately.

1.11 Bullying can take place between pupils, between pupils and staff, or between staff; by individuals or groups; face-to-face, indirectly or using a range of cyberbullying methods. This guidance provides an overall framework for schools in managing all types of bullying behaviour. It links to separate advice on more specific types of bullying.

### What do we know about bullies and those who are bullied?

1.12 Pupils may be reluctant to report bullying for fear of repeat harm and because of a concern that "nothing can be done". It is therefore important that schools show that they can support pupils to prevent harm, that bullying is not tolerated, and that there are solutions which work.

1.13 Pupils may not report bullying because they may feel it is something within them which is at fault. Pupils therefore need to receive a clear message from schools that nobody ever deserves to be bullied.

1.14 The way that a school deals with the bullying of staff by pupils will also have an impact on the confidence of pupils to report bullying – it is important that schools demonstrate that bullying is a whole-school issue and that the bullying of any member of the school community will be taken seriously and dealt with effectively.

1.15 Pupils with learning disabilities or communication difficulties may not understand that they are being bullied or may have difficulty in explaining that they are being bullied<sup>4</sup>. School staff should look out for signs of bullying and act if they suspect a child is being bullied.

1.16 Pupils not directly involved in bullying can be unsure of what to do. Different roles within bullying have been identified:

<sup>3</sup> [www.teachernet.gov.uk/wholeschool/behaviour/tacklingbullying/racistbullying/](http://www.teachernet.gov.uk/wholeschool/behaviour/tacklingbullying/racistbullying/)

<sup>4</sup> Pupils on the autistic spectrum, for example, might have difficulty identifying and communicating bullying. See *Autistic Spectrum Disorders: Good Practice Guidance* (<http://www.teachernet.gov.uk/wholeschool/sen/asds/asdgoodpractice/>).

- The ring-leader, the person who through their social power can direct bullying activity.
- Assistants/associates, who actively join in the bullying (sometimes because they are afraid of the ring-leader).
- Reinforcers, who give positive feedback to the bully, perhaps by smiling or laughing.
- Outsiders/bystanders, who stay back or stay silent and thereby appear to condone or collude with the bullying behaviour.
- Defenders, who try and intervene to stop the bullying or comfort pupils who experience bullying.

1.17 It should be noted, however, that the same pupil can adopt different roles at different times, or indeed at the same time (a bullied pupil might be bullying another child at the same time, or a seeming “reinforcer” might become a “defender” when the ring-leader is not around).

1.18 Some pupils may be more vulnerable than others. It is important that schools are sensitive to pupils who because of their behaviours or circumstances may be vulnerable. Deteriorating attendance, poor punctuality, lack of progress and diminishing achievement can be indicators that the pupil is vulnerable in some way and susceptible to – or suffering already from – bullying.

1.19 Pupils being bullied may also demonstrate emotional and behavioural problems, physical problems such as headaches and stomach pains, or signs of depression. Bullying is a deeply damaging activity, for both the person being bullied and the person conducting the bullying, and its legacy can follow young people into adulthood.

1.20 Early identification of pupils at risk can help schools, enabling them to develop more effective strategies for responding to, and preventing, incidents. Induction meetings and other processes can be used to help identify specific needs or likely concerns so these can be taken into account when schools develop their anti-bullying strategies.

1.21 Some bullying behaviour by pupils is linked to deeper issues. As should be the case when responding to those who are bullied, understanding the emotional health and wellbeing of these pupils is key to selecting the right strategies and to engaging the right external support where this is needed (for example, in relation to issues of domestic violence or other safeguarding issues).

## 2. What does the law say schools and local authorities should and can do about bullying?

### Legal requirements

2.1 The law requires that **Children's Services Authorities** must make arrangements:

- to promote co-operation between the authority, its partners and others with a view to improving the well-being of children in their area<sup>5</sup>. This includes the children's physical and mental health and emotional well-being, protection from harm and educational and social well-being<sup>6</sup>;
- for ensuring that their functions are discharged, having regard to the need to **safeguard and promote the welfare of children**<sup>7</sup>.

2.2 The law requires that **governing bodies**<sup>8</sup> must:

- make, and from time to time review, **a written statement of general principles** to guide the head teacher in determining measures **to promote good behaviour**<sup>9</sup>;
- **consult** the head teacher, other appropriate members of staff, parents and all pupils on this statement of principles;
- **promote the well-being of pupils** in their schools<sup>10</sup>;
- exercise their functions with a view to **safeguarding and promoting the welfare of pupils**<sup>11</sup>;

<sup>5</sup> Section 10(1) and (2) Children Act 2004 (CA 2004). [For the interpretation of "Children's Services Authority" see s 65(1)].

<sup>6</sup> Section 10(2) CA 2004.

<sup>7</sup> Section 11(2)(a) CA 2004.

<sup>8</sup> "Governing body" in relation to a pupil referral unit (PRU) means the LEA.

<sup>9</sup> Section 88(2)(a) Education and Inspections Act 2006 (EIA 2006).

<sup>10</sup> Section 21(5) Education Act 2002 (EA 2002), inserted by s 38 EIA 2006.

<sup>11</sup> Section 175(2) EA 2002.

## 2. What does the law say schools and local authorities should and can do about bullying?

- **produce an Annual Profile** answering the question “How do we make sure our pupils are healthy, safe and well-supported?”<sup>12</sup>;
- have a **race equality policy**; and assess and monitor the impact of their policies (including the race equality policy) on pupils, staff and parents, with particular reference to the impact on pupils’ attainment<sup>13</sup>;
- have a **disability equality scheme**<sup>14</sup> and **make reasonable adjustments** to avoid placing disabled pupils at a substantial disadvantage in comparison with pupils who are not disabled<sup>15</sup>;
- **establish procedures for dealing with complaints** about bullying, and all matters relating to the school, and publicise these procedures<sup>16</sup>.
- **publicise the measures** in the behaviour policy and draw them to the attention of pupils, parents and staff at least once a year;
- determine and ensure the implementation of a **policy for the pastoral care of the pupils**<sup>18</sup>;
- ensure the **maintenance of good order and discipline** at all times during the school day (including the midday break) when pupils are present on the school premises and whenever the pupils are engaged in authorised school activities, whether on the school premises or elsewhere<sup>19</sup>.

2.3 The law requires that **head teachers** must:

- determine the more detailed measures (rules, rewards, sanctions and behaviour management strategies) on behaviour and discipline that form the **school’s behaviour policy**, acting in accordance with the governing body’s statement of principles in so doing<sup>17</sup>. The policy determined by the head teacher **must** include measures to be taken with a view to “encouraging good behaviour and respect for others on the part of pupils and, in particular, **preventing all forms of bullying among pupils**”;

2.4 The law requires that **teachers** must:

- promote the general progress and well-being of individual pupils and of any class or group of pupils assigned to them<sup>20</sup>, which includes ensuring as far as possible that pupils are free from bullying and harassment; and
- all staff must apply the school rewards and sanctions lawfully.

<sup>12</sup> Section 30A EA 2002, inserted by s 104 Education Act 2005. This does not apply to maintained nursery schools or PRUs.

<sup>13</sup> Section 71 Race Relations Act 1976, as amended by s 2 Race Relations (Amendment) Act 2000. See also Race Relations Act 1976 (Statutory Duties) Order 2001 (SI 2001/3458).

<sup>14</sup> Section 49D Disability Discrimination Act 1995 (DDA 1995) as inserted by s 3 Disability Discrimination Act 2005. See also the Disability Discrimination (Public Authorities) (Statutory Duties) Regulations 2005 (SI 2005/2966).

<sup>15</sup> Section 28C DDA 1995 as inserted by s 13 Special Educational Needs and Disability Act 2001.

<sup>16</sup> Section 29 EA 2002. This does not apply to PRUs.

<sup>17</sup> Section 89 EIA 2006.

<sup>18</sup> School Teachers’ Pay and Conditions Document 2006 (STPCD) ([www.teachernet.gov.uk/management/payandperformance/pay/](http://www.teachernet.gov.uk/management/payandperformance/pay/)), section 63.13.

<sup>19</sup> STPCD 63.14.2.

<sup>20</sup> STPCD 76.2.1.

## Legal powers

2.5 The law empowers:

- members of school staff to **impose disciplinary penalties** for inappropriate behaviour<sup>21</sup>;
- head teachers, to such extent as is reasonable, to **regulate the behaviour of pupils when they are off school site** (which is particularly pertinent to regulating cyberbullying)<sup>22</sup>;
- school staff to **use physical force** in certain circumstances<sup>23</sup>.

2.7 More detailed information and advice on homophobic bullying and cyberbullying sit under this guidance. There is also pre-existing material on bullying around racism, religion and culture. Further advice on bullying related to special educational needs (SEN) and disabilities will be produced and included in due course.

## Guidance to schools

2.6 This document provides guidance specifically on the anti-bullying aspects of the above legal requirements. Guidance on other aspects can be obtained as follows:

- on creating a school behaviour policy: in *School Discipline and Pupil Behaviour Policies: Guidance for Schools*<sup>24</sup>;
- on school profiles: on Teachernet<sup>25</sup>;
- for school governors: at paragraphs 24 to 30, chapter 13, of *A Guide to the Law for School Governors*<sup>26</sup>;
- on safeguarding: in *Safeguarding Children and Safer Recruitment in Education*<sup>27</sup>.

<sup>21</sup> Section 91 EIA 2006. The power may be exercised by any member of staff at a school providing education to a pupil. It does not include a power to exclude.

<sup>22</sup> Section 89(5) EIA 2006. In relation to a PRU, "head teacher" means the teacher in charge.

<sup>23</sup> Section 93 EIA 2006, see guidance ([http://www.dcsf.gov.uk/behaviourandattendance/guidance/Use\\_of\\_force/](http://www.dcsf.gov.uk/behaviourandattendance/guidance/Use_of_force/)).

<sup>24</sup> [www.teachernet.gov.uk/wholeschool/behaviour/schooldisciplinepupilbehaviourpolicies/](http://www.teachernet.gov.uk/wholeschool/behaviour/schooldisciplinepupilbehaviourpolicies/)

<sup>25</sup> [www.teachernet.gov.uk/management/newrelationship/schoolprofile/](http://www.teachernet.gov.uk/management/newrelationship/schoolprofile/)

<sup>26</sup> [www.governor.net.co.uk/linkAttachments/GttL%20Amd%201%20-%20full%20Guide%20with%20full%20links.pdf](http://www.governor.net.co.uk/linkAttachments/GttL%20Amd%201%20-%20full%20Guide%20with%20full%20links.pdf)

<sup>27</sup> <http://publications.teachernet.gov.uk/default.aspx?PageFunction=productdetails&PageMode=publications&ProductId=DFES-04217-2006>



# 3. How to create and implement a whole-school anti-bullying policy

## Bullying – A Charter for Action

3.1 The Department recommends that schools develop their anti-bullying policies in accordance with the principles set out in the *Bullying – A Charter for Action* document<sup>28</sup>.

The Anti-Bullying Charter principles mean –

### For pupils who experience bullying that:

- they are heard;
- they know how to report bullying and get help;
- they are confident in the school's ability to deal with the bullying;
- steps are taken to help them feel safe again;
- they are helped to rebuild confidence and resilience;
- they know how they can get support from others.

### For pupils who engage in bullying behaviour:

- sanctions and learning programmes hold them to account for their behaviour and help them to face up to the harm they have caused;
- they learn to behave in ways which do not cause harm in future, because they have developed their emotional skills and knowledge;
- they learn how they can take steps to repair the harm they have caused.

### For schools:

- the whole school community is clear about the anti-bullying stance the school takes;
- pupils, as well as staff and other members of the school, are fully engaged in developing and reviewing anti-bullying work in the school;
- every chance is taken to celebrate the success of anti-bullying work;
- all pupils are clear about the roles they can take in preventing bullying, including the role of bystanders.

<sup>28</sup> <http://publications.teachernet.gov.uk/default.aspx?PageFunction=productdetails&PageMode=publications&ProductId=DFES-2070-2005&>



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- they develop whole-school policies which meet the law and school inspection requirements;
- they promote a school climate where bullying and violence are not tolerated and cannot flourish;
- they continually develop best practice based on knowledge of what works;
- there is a review of the school anti-bullying policy every two years and, as a result, the policy and procedures are updated as necessary;
- curriculum opportunities are used to address bullying;
- pupil support systems are in place to prevent and respond to bullying;
- they have addressed school site issues and promote safe play areas;
- all staff take part in relevant professional development and are clear about their roles and responsibilities in preventing and responding to bullying;
- all staff are aware of the importance of modelling positive relationships;
- data systems gather useful information about the effectiveness of the anti-bullying work and this data is used for monitoring and evaluation and is shared with the school community;
- they work in partnership with parents, other schools and with Children's Services and community partners to promote safe communities.

**For parents:**

- they are clear that the school does not tolerate bullying;
- they are aware of procedures to use if they are concerned their child is being bullied or does not feel safe to learn, including the school's complaints procedure;
- they have confidence that the school will take any complaint about bullying seriously and investigate/resolve as necessary and that the school systems will deal with the bullying in a way which protects their child;
- they are clear about ways in which they can complement the school on the anti-bullying policy or procedures.

**Identify anti-bullying work as a school improvement issue**

3.2 The Department recommends that anti-bullying work follows the same process as, and is integrated into, the School Improvement Plan:

- Identify how the change programme should be managed.
- Audit – What do we do at the moment? How well do we do this? How do we know? How can we improve it further?
- Consult and plan.
- Prioritise – In what order should we make changes and why?
- Plan for change – Who is going to lead the change and how?
- Implement the change and communicate the change.

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- Monitor to check that the change is being implemented.
- Evaluate to check if the change is having the desired effect.
- Celebrate success achieved.

### Managing the change programme

3.3 In considering what management arrangements to establish for developing or reviewing its anti-bullying policy, schools may find it helpful to:

- explore what support is available for the development of anti-bullying work from their local authority, through anti-bullying teams or the Behaviour and Attendance Consultant;
- establish an anti-bullying advisory group, which includes pupils, parents and staff, to review and develop policy and practice. Ofsted advises<sup>29</sup> that successful anti-bullying policies are developed by involving representatives of the whole school community in the process;
- review with relevant partner agencies arrangements for sharing information about bullying and thresholds and triggers for multi-agency interventions;
- consider whether and how to use partnerships with other schools in order to manage relationships with local voluntary and support agencies, including for example local mediation services, parent support teams, and Neighbourhood Police Teams.

### Who should do what?

3.4 The roles and responsibilities of governing bodies and head teachers relating to bullying, as required by legislation, are set out in section 2 above.

3.5 In addition to these statutory requirements, the Department recommends:

- that **governing bodies** have an important role in monitoring and evaluating the effectiveness of the anti-bullying measures which have been set. This is a role which may be assigned to a lead governor or to a committee of the governing body; and
- that specific responsibility for anti-bullying work is allocated by the head teacher within the school's leadership structure. This could be a **specialist leadership role** such as the Lead Behaviour Professional (LBP) or one combined with a range of pupil support and pupil achievement responsibilities.

3.6 The leadership role on anti-bullying is likely to include the following core elements:

- data evaluation to inform policy development;
- co-ordination of anti-bullying curriculum opportunities;
- overview of the anti-bullying prevention and response strategies; and
- managing personnel practices to ensure alignment with the school anti-bullying policy and practice.

<sup>29</sup> *Bullying: effective action in secondary schools* ([www.ofsted.gov.uk/assets/3235.pdf](http://www.ofsted.gov.uk/assets/3235.pdf))

## Tools for auditing

3.7 A range of tools for auditing the school's current practices to prevent and deal with bullying and prioritising necessary changes are available for schools to use. We recommend schools use one of the following as a matter of good practice:

- The National Strategies Behaviour and Attendance audit tool for primary schools<sup>30</sup>.
- The National Strategies Behaviour and Attendance audit tool for secondary and middle schools<sup>31</sup>.
- The Anti-Bullying Alliance self-assessment toolkits and questionnaires for use by staff, pupils and parents<sup>32</sup>.

Auditing current practices in this way will also help inform what the school writes in its self-evaluation form.

## Consulting and planning

3.8 The Department recommends that anti-bullying policies are developed as part of the process of developing the school's wider behaviour policy. As part of this process, the governing body must make, and from time to time review, a written statement of general principles to guide the head teacher in determining measures to promote good behaviour. Some of these measures (for example, those to be taken with a view to encouraging good behaviour and respect for others on the part of pupils; preventing all forms of bullying among pupils; and securing that the standard of behaviour of pupils is acceptable) directly relate to combating bullying. The governing body must consult widely in drawing up its statement of principles. Schools may decide on the appropriate timescale for reviewing the

principles and updating the resulting policy. Good practice suggests this should be done on average every two years. More information about consultation and on determining the school behaviour policy in general is available in the *School Discipline and Pupil Behaviour Policies* guidance.

3.9 Schools may choose to consult similarly upon other aspects of their anti-bullying policy, for example multi-agency working or staff training needs as they relate to anti-bullying work. The Department recommends that wide consultation with the whole school community on all aspects of the anti-bullying policy and regular review (on average every two years) is good practice.

3.10 As part of the planning process, before establishing the measures in the anti-bullying policy, schools will wish to consider the scope of the work. Is the anti-bullying policy being produced from scratch or is it being revised due to a new focus on a specific type of bullying (for example, cyberbullying)? Next, in deciding what aspects of bullying the policy should cover, schools may wish to consider:

- Mapping the opportunities within and beyond the curriculum for anti-bullying work and the learning resources available (section 4).
- Arrangements for recording, reporting and analysing bullying (section 5).
- Pupil roles in anti-bullying work, including understanding bystander roles (section 4).
- Existing pupil support systems for those who are harmed by bullying.
- Existing sanctions and pupil support systems for those causing harm by bullying.

<sup>30</sup> [www.standards.dcsf.gov.uk/primary/publications/banda/eaudit](http://www.standards.dcsf.gov.uk/primary/publications/banda/eaudit)

<sup>31</sup> [www.standards.dcsf.gov.uk/keystage3/downloads/ba\\_indepthaudit020703bk04.pdf](http://www.standards.dcsf.gov.uk/keystage3/downloads/ba_indepthaudit020703bk04.pdf)

<sup>32</sup> [www.anti-bullyingalliance.org.uk](http://www.anti-bullyingalliance.org.uk)

## 3. How to create and implement a whole-school anti-bullying policy

- Existing rewards and methods of celebration available for anti-bullying work (section 4).
- Staff training issues (section 6).

### What should be in a school anti-bullying policy?

3.11 The Government's definition of bullying was set out in paragraph 1.6. However, it is important that schools involve the whole school community in agreeing the definition of bullying that will be used in their own policy. They can do this when consulting on the underlying principles of the school behaviour policy, if the anti-bullying policy is incorporated into it, or otherwise in a separate exercise. By involving pupils, parents and staff in agreeing the definition, the school will secure greater buy-in for its overall policy and its strategies to tackle bullying. It is important that in primary schools the definition is suitably child-friendly and accessible.

3.12 The Department strongly recommends that the school anti-bullying policy covers all the forms of bullying described in paragraph 1.9; and that it covers the bullying of school staff, whether by pupils, parents or other staff. Members of the school workforce suffering from or concerned about bullying can also contact their trade union or professional association for support and advice.

3.13 The Anti-Bullying Charter provides a framework for considering what should go into a school's anti-bullying policy<sup>33</sup>. Schools may find it helpful to use this as a basis for developing their own policies.

### Where should the anti-bullying policy sit in relation to other school policies?

3.14 Schools may find it helpful to link their anti-bullying policy with:

- school improvement policies and plans, which have been informed by the outcomes of whole-school audits;
- curriculum policies, in particular Personal Social and Health Education (PSHE), Citizenship, Creative and Expressive Arts, and the Social and Emotional Aspects of Learning (SEAL) programme which helps schools to develop social and emotional skills to underpin the PSHE framework;
- pupil support and safeguarding policies;
- the behaviour policy (if not already part of it);
- staffing policies;
- site policies, including those for before/after school clubs, breaktimes, lunchtimes and travel management supervision routines;
- equality and diversity policies (e.g. disability equality scheme and race equality policy);
- school communication policies and celebration of achievement practices; and
- the Anti-Bullying Charter (which, as previously stated, is not a substitute for a policy, but a statement of commitment to anti-bullying work and a framework for looking at what could go into the policy).

### Engaging pupils in developing the anti-bullying policy

3.15 The Secondary National Strategy has produced a number of toolkit units for local authority Behaviour and Attendance Consultants to use with schools. One of these is the anti-bullying toolkit, which has a range of resources for working with pupils, parents and staff<sup>34</sup>.

<sup>33</sup> See 3.1 (<http://publications.teachernet.gov.uk/default.aspx?PageFunction=productdetails&PageMode=publications&ProductId=DFES-2070-2005&>)

<sup>34</sup> [www.standards.dcsf.gov.uk/keystage3/respub/ba\\_toolu](http://www.standards.dcsf.gov.uk/keystage3/respub/ba_toolu)

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3.16 Advice on how to engage the pupil voice in developing policy and practice is set out in the Anti-Bullying Alliance (ABA) resource *Are you talking to me?: Young People's Participation in Anti-Bullying*<sup>35</sup>.

In summary, schools can engage pupils by:

- developing school listening strategies;
- being clear about how the pupil voice fits into the overall strategy;
- demonstrating respect for views;
- engaging in honest debate, showing where the boundaries are;
- engaging with marginalised pupils as well as those who often have a voice.

3.17 There are various ways to encourage pupil participation:

- focus groups and face-to-face discussions with small groups of children and young people, particularly through school councils;
- PSHE or Citizenship curriculum, through which the class could address bullying as a class project;
- interactive websites;
- written questionnaires and feedback forms, which provide ideal opportunities to find out about children and young people's understanding and perceptions of bullying;
- art, posters, drama and interactive exercises;
- symbol mats for disabled children and young people;

- puppets or dolls for very young children;
- DVDs and CDs;
- brainstorming sessions to explore issues of bullying;
- children and young people representation on advisory boards;
- external reference/advisory groups, which provide children and young people with opportunities to influence policy and practice at local and regional levels.

### Communicating the policy

3.18 The Anti-Bullying Charter can be used as a key vehicle for communicating and celebrating the anti-bullying stance of the school with pupils, parents and partner agencies. As well as being displayed prominently in the school reception area and teaching rooms, the Charter could appear in web form; in Home-School Agreements; and in various school publications. If the school chooses to adapt the principles of the Charter in creating its own bespoke anti-bullying policy, as many schools have chosen to do, it is similarly good practice to display and communicate this to the overall school community.

3.19 The Department recommends that summaries of school behaviour and anti-bullying policies are incorporated within the staff and governor handbooks, and included within induction programmes for staff (including temporary and supply staff).

3.20 The law requires the head teacher to publicise the school behaviour policy and make it known to staff, pupils and parents at least once a year.

<sup>35</sup> [www.anti-bullyingalliance.org.uk](http://www.anti-bullyingalliance.org.uk)

## 3. How to create and implement a whole-school anti-bullying policy

**Monitoring progress**

3.21 It is good practice to monitor the progress of anti-bullying work and establish data recording systems to help analyse the effectiveness of the policy (see section 5 for more information on recording incidents of bullying).

3.22 The Department recommends that schools follow up the launch of a policy with regular reminders, using opportunities throughout the school calendar for refreshing minds. A low-profile policy can be easily forgotten.

**Evaluating the anti-bullying policy**

3.23 The key questions to be asked in evaluating the policy are:

- Do the data and views of people gathered show that have we achieved what we set out to do?
- What have we learned about how to develop anti-bullying work in the school?
- What is our next development priority in anti-bullying work and how will we undertake that development?

3.24 Schools can incorporate the results of their evaluation of the anti-bullying policy in their Self-Evaluation Form (SEF). The most relevant parts of the Form are:

Section 4b: To what extent do learners feel safe and adopt safe practices?

- Whether learners feel safe from bullying and racist incidents.
- The extent to which learners have confidence to talk to staff and others when they feel at risk.

Section 4d: How well do learners make a positive contribution to the community?

- Learners' growing understanding of their rights and responsibilities, and of those of others.
- How well learners express their views and take part in communal activities.

3.25 In order to address these parts of the SEF, the Department recommends that schools record all incidents of bullying. See paragraph 1.9 for a list of specific types of bullying and section 5 for more information on recording incidents of bullying and data management. This information will, in turn, help schools to develop their anti-bullying policies.

**Celebrating success**

3.26 There are a variety of ways in which schools can celebrate the success of their anti-bullying work:

- some local authorities have developed accreditation schemes in partnership with schools;
- some schools use achieving National Healthy Schools Status as a means of both auditing their practice and also accrediting and celebrating the work of the school;
- use the Princess Diana Memorial Award for Anti-Bullying to celebrate success achieved by pupils who have made a particular contribution to the school's anti-bullying work<sup>36</sup>.

3.27 In addition, by including evidence relating to the development and operation of their anti-bullying policies in the Self Evaluation Form, schools can help to ensure that this is reflected in Ofsted inspection reports on the school.

<sup>36</sup> [www.diana-award.org.uk/antbullyingaward.php](http://www.diana-award.org.uk/antbullyingaward.php)



# 4. How can schools prevent and respond to bullying?

## Aims

4.1 The aims of school anti-bullying strategies and intervention systems are:

- To prevent, de-escalate and/or stop any continuation of harmful behaviour.
- To react to bullying incidents in a reasonable, proportionate and consistent way.
- To safeguard the pupil who has experienced bullying and to trigger sources of support for the pupil.
- To apply disciplinary sanctions to the pupil causing the bullying and ensure they learn from the experience, possibly through multi-agency support.

4.2 In reviewing its anti-bullying strategies, schools will wish to take account of the different triggers pupils have for bullying behaviour; the dynamics of group bullying; and the complexity of responses. It is worth bearing in mind that the social and emotional skills of the adult or pupil involved in dealing with the bullying are as important as the knowledge of which specific intervention to use.

## What do we know about effective strategies and good practice?

4.3 Schools adopt a range of strategies to reduce bullying and to tackle it effectively when it does occur. The specific mix will vary depending on local circumstances but can include the following preventative and reactive strategies.

## Prevention

### Leadership

4.4 Effective school leadership teams will promote an open and honest anti-bullying ethos, which secures whole-school community support for the anti-bullying policy. Where staff actively demonstrate positive behaviour, they set a positive context for anti-bullying work in the school.

4.5 Management of the anti-bullying policy and practice might include linking with other schools in a local school partnership (see 4.13 below) and with local authority strategies. The head and senior leadership team will want to build staff understanding and engagement with anti-bullying work.

## 4. How can schools prevent and respond to bullying?

**Use of curriculum opportunities**

4.6 School staff can use class time to raise awareness of and tackle bullying:

- PSHE and Citizenship classes can be used to discuss issues around diversity and draw out anti-bullying messages.
- The Social and Emotional Aspects of Learning (SEAL) programme is a whole-school and whole-curriculum approach to developing social and emotional skills in areas such as empathy and the management of feelings, which are highly relevant to reducing bullying. The Primary SEAL programme is currently available to all primary schools and the phased implementation of the Secondary SEAL programme will begin in September 2007. Evaluation of SEAL has shown it to be effective in reducing bullying.
- The use of creative learning through art, music, poetry, drama and dance can develop understanding of feelings and enhance pupils' social and emotional skills.

Further information on using the curriculum and other school time opportunities for developing anti-bullying work is contained in the Resources and References section at the end of this guidance (item C).

**Use of other opportunities to raise awareness**

4.7 There will be further opportunities throughout the school year and at certain times of the school day for raising awareness of the negative consequences of bullying:

- Anti-Bullying Week (ABW) events in November of each year;
- targeted small group or individual learning can be used for those who display bullying behaviour as well as those who experience bullying;

- whole-school assemblies can be used to raise awareness of the school's anti-bullying policy and develop pupils' emotional literacy; and
- using events which can prompt further understanding of bullying, such as theatre groups, exhibitions, and current news stories.

**Pupil voice**

4.8 Engaging pupils in developing anti-bullying policy and practice is an effective form of prevention. *Are you talking to me?: Young People's Participation in Anti-Bullying*, an Anti-Bullying Alliance (ABA) resource, gives guidance on strategies for promoting effective engagement of pupils (see paragraph 3.16). Programmes which encourage schools to be "listening schools" will promote open and honest reporting and dealing with issues of bullying.

**Structured data gathering**

4.9 Gathering information and data on the views and experiences of pupils, staff and parents in relation to bullying will enable the school to monitor and evaluate its anti-bullying work better (see section 5 for more information).

**Improving the school environment**

4.10 Using available data to identify how the school environment and travel to and from school can be made safer can help to reduce incidents of bullying. Schools can look at:

- staff supervision patterns, in the playground, school buildings, and on school transport;
- the physical design of the school building(s), including investigating "blind spots" where bullying could take place<sup>37</sup>;
- whether "quiet play" areas could be established in playgrounds or short-term safe rooms for use at breaktimes; and

<sup>37</sup> The Department has produced a guidance note on school design which considers how to improve areas of the school building where bullying may be a particular concern ([www.teachernet.gov.uk/management/resourcesfinanceandbuilding](http://www.teachernet.gov.uk/management/resourcesfinanceandbuilding)).



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- joint work with partners such as transport service providers.

4.11 The Department recommends that schools target their attention on key times and locations where bullying is more prevalent; and that they work with pupils to establish when and where those times and locations are.

**Professional development**

4.12 Schools will want to ensure that appropriately targeted information or professional development, including information on legal responsibilities, is available for:

- all staff – teachers, support staff, temporary staff (including student teachers) – and governors;
- staff who may have a specialist responsibility in relation to pupils; and
- representatives from partner services such as Education Welfare.

More information on training and development is contained in section 6 of this guidance.

**Working with local authorities or other schools**

4.13 Schools will want to work with their local authority to ensure that partner agencies such as the Youth Offending Team (YOT), Education Welfare Service, Child and Adolescent Mental Health Services (CAMHS) and Education Psychology Service are engaged with anti-bullying work; and pupil safeguarding has a high priority.

4.14 Schools also benefit from working in partnership with other schools. This enables them to learn from each other's policies and strategies and to develop consistent approaches to dealing with

bullying. All secondary schools are expected to be part of a partnership with a focus on improving behaviour and tackling persistent absence by September 2007<sup>38</sup>.

**Reaction****Clear and effective pupil reporting systems**

4.15 It is good practice for schools to have systems in place to enable pupils to report bullying incidents. Pupil reporting systems should include:

- confidential and varied routes to report bullying;
- effective and fair investigation;
- listening strategies;
- follow up systems to ensure that agreements are sustained.

More information on recording incidents of bullying is contained in section 5 of this guidance.

**Use of sanctions and learning programmes**

4.16 The Department advises that sanctions are applied fairly, proportionately, consistently and reasonably, taking account of any special educational needs (SEN) or disabilities that pupils may have and taking into consideration the needs of vulnerable children. Bullying by children with disabilities or SEN is no more acceptable than bullying by other children and it should be made clear that their actions are wrong and appropriate sanctions imposed. However, for a sanction to be reasonable and lawful, schools must take account of the nature of the child's disability or SEN and the extent to which the child understands and is in control of what he/she is doing.

<sup>38</sup> guidance on school partnerships can be accessed at <http://www.teachernet.gov.uk/wholeschool/behaviour/collaboration/>.

## 4. How can schools prevent and respond to bullying?

4.17 Disciplinary penalties have three main purposes, namely to:

- impress on the perpetrator that what he/she has done is unacceptable;
- deter him/her from repeating that behaviour; and
- signal to other pupils that the behaviour is unacceptable and deter them from doing it.

4.18 Sanctions for bullying are intended to hold pupils who bully to account for their behaviour and ensure that they face up to the harm they have caused and to learn from it. They also provide an opportunity for the pupil to put right the harm they have caused.

4.19 Schools will also want to ensure that the needs of the pupil who has experienced bullying are addressed. It is not advisable to force them into situations where they have to face their bullies in isolation. It is good practice to keep disruption to their learning to a minimum; allow them to retain access to their friends; and make them aware of the punishment that the pupil who bullied them will receive as well as the support they themselves are being given.

4.20 The consequences of bullying should reflect the seriousness of the incident. However, schools should not take emotional or psychological bullying less seriously than physical bullying; the unseen scars can be just as damaging. In reviewing sanctions, schools will wish to ensure that they address bullying behaviours in a way which does not lead to escalation but resolution and which gives the best chance that bullying will not be repeated.

4.21 When other strategies and sanctions do not resolve the problem, permanent exclusion may be justified in the most serious and persistent cases, particularly where violence is involved. The Department's guidance for exclusion appeal panels makes clear that pupils responsible for violence or threatened violence should not normally be re-instated<sup>39</sup>.

4.22 Pupils **must not** be excluded from school for being bullied, even if the school believes they are doing so for the child's benefit. The legislation on exclusion makes clear that "exclude... means exclude on disciplinary grounds"<sup>40</sup>. Exclusions guidance explicitly says that children should only be sent home for health and safety reasons where "because of a diagnosed illness such as a notifiable disease he or she poses an immediate and serious risk to the health and safety of other pupils and staff". Behavioural problems, even when related to a diagnosed condition such as ADHD or ASD, do not normally fall into this category.

4.23 Some pupils who have been subjected to bullying are provoked into violent behaviour. A pupil can be excluded for violent behaviour; it is a matter for the head teacher's judgement, taking account of the evidence available, all the circumstances of the case and the need to balance the interests of the pupil concerned against those of the whole school community. However, before deciding to exclude a pupil, the Department recommends that the head teacher always allows him or her to state their case, and checks whether the incident may have been provoked by, for example, racial or sexual harassment or a child's SEN or disability. Where a pupil has retaliated after months of persistent bullying, we advise that this be considered differently from an unprovoked attack.

<sup>39</sup> [www.teachernet.gov.uk/wholeschool/behaviour/exclusion/guidance/part5/](http://www.teachernet.gov.uk/wholeschool/behaviour/exclusion/guidance/part5/)

<sup>40</sup> Section 52(10) of the Education Act 2002

**Use of reward and celebration strategies**

4.24 Schools use a range of rewards and celebration strategies to encourage pupils to behave well and take care of each other, for example:

- use of the Anti-Bullying Charter to communicate and celebrate the school commitment to anti-bullying;
- rewards for individual pupils who take a specific role in anti-bullying work, e.g. as peer mentors or “listeners”;
- the National Healthy Schools Status;
- use of national awards such as the Princess Diana Memorial Award for Anti-Bullying.

**Developing the roles pupils can play**

4.25 Schools have found that an effective way of dealing with bullying is by helping pupils to help themselves and each other:

- through class, circle or tutorial time in understanding the needs of their peers. These are planned sessions in which a teacher facilitates a safe and positive environment for pupils to take turns, if they choose, to talk about an issue of concern – the whole group is encouraged to listen carefully and discuss ways to help the individual in a problem-solving way;
- as trained peer mentors or trained mediators. The key to successful implementation of mentor and mediator strategies lies in clarity about the programme, staff training, pupil training, supervision, and robust plans for sustaining initiatives through short- and long-term feedback of success;
- as “defenders” in the bystander terminology;

- as members of a group that supports pupils who have been bullied, where the ultimate responsibility lies with those involved in the bullying. The first aim is to help the bullies to develop empathy for the victims and to understand the consequences of their actions; the second is to help resolve the problem. After ensuring that the victims feel safe and in control, their feelings are communicated to the group in a way that does not threaten the victims. Suggestions on how to help are sought, but the key aim is a joint commitment to take effective action;
- through assertiveness training, which can help rebuild confidence and resilience for a child who has been bullied;
- through active teaching of social and emotional skills, promoted by the Social and Emotional Aspects of Learning (SEAL) programme used both for whole class or more intensive small group work<sup>41</sup>;
- through being encouraged to have a say about the disciplinary sanction regime of their school and suggesting suitable sanctions for bullies. This will ensure pupils view sanctions as fair and will make them feel they have an influence over tackling the issue.

4.26 A wide range of programmes offer peer-led support strategies, including the Department-funded Childline in Partnership with Schools (CHIPS) peer mentoring programmes<sup>42</sup>.

**Adult mediation**

4.27 Some schools use mediation services offered by the local authority or commercial organisations. Mediation usually focuses on pupils who have been bullying others regularly for some time, as well as

<sup>41</sup> [www.bandapilot.org.uk/pages/seal/](http://www.bandapilot.org.uk/pages/seal/)

<sup>42</sup> [www.childline.org.uk](http://www.childline.org.uk)

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those being bullied. The aim is to establish ground rules that will enable the pupils to co-exist at the school.

4.28 Mediation can be very effective, but used on its own it may not have long-term success. It should be backed up by other procedures, both disciplinary and pupil-centred.

### Engaging parents

4.29 The guidance *Involving parents, raising achievement*<sup>43</sup> contains information and ideas to help schools develop successful home-school links.

4.30 It is important for schools to work with parents to help them to understand the stance of the school as regards bullying and to engage promptly with them when an issue of bullying comes to light, whether their child is the pupil being bullied or the one doing the bullying. Parents should be made aware of how to work with the school on bullying and how they can seek help if a problem is not resolved.

4.31 Parents of pupils who experience bullying will have a range of emotional needs to be addressed, but can also play a key role in supporting their child, developing coping strategies for them and building assertiveness skills in partnership with the school. Parents of those causing bullying will also have a range of emotional needs and may need time and support in coming to a balanced view of what is happening and appreciating their role in helping their child to learn about the consequences of their actions.

4.32 The developing body of experience around parent support shows the need for a spectrum of approaches, from professionals engaging in

respectful listening, to schools challenging the attitudes of parents towards bullying issues.

4.33 Schools are legally required to have a complaints procedure and to make parents aware of this procedure<sup>44</sup>. A model letter to parents, informing them of their school's complaints procedure, can be found in the Resources and References section (item F).

### Parenting contracts and orders

4.34 Some parents may need specific support to help deal with their child's behaviour. Where schools identify that this is the case, they may either provide support themselves or signpost the parents to appropriate channels of help. This can be done by way of a voluntary parenting contract or through other, less formal, means.

4.35 When parents refuse to engage voluntarily and where their child's behaviour has led to – or has the potential to lead to – exclusion, then a court-imposed parenting order may be sought. The application can be made by the local authority or, from September 2007, the school<sup>45</sup>.

### Working with Children's Services

4.36 Schools have found great benefit in engaging with multi-agency information and casework sharing, for example with the Education Psychology Service or Child and Adolescent Mental Health Services (CAMHS). This ensures that all of the child's needs are addressed in follow-up work after bullying has been addressed. It also ensures that the school is kept fully informed as to which agencies are working with its pupils. It can be helpful too for links to be made with residential school settings and care homes, so that liaison can occur when required.

<sup>43</sup> [www.teachernet.gov.uk/wholeschool/familyandcommunity/workingwithparents/ipratoolkit/](http://www.teachernet.gov.uk/wholeschool/familyandcommunity/workingwithparents/ipratoolkit/)

<sup>44</sup> The School Complaints Procedure advice can be found at [www.governornet.co.uk/linkAttachments/School%20Complaints%20Procedure.doc](http://www.governornet.co.uk/linkAttachments/School%20Complaints%20Procedure.doc)

<sup>45</sup> Guidance on parenting contracts and parenting orders can be found at

[www.dcsf.gov.uk/behaviourandattendance/guidance/Penalty%20Notices/Guidance.cfm](http://www.dcsf.gov.uk/behaviourandattendance/guidance/Penalty%20Notices/Guidance.cfm).

Guidance on how to source parenting provision is available at [www.dcsf.gov.uk/behaviourandattendance/guidance/ParentingProvision/](http://www.dcsf.gov.uk/behaviourandattendance/guidance/ParentingProvision/).

**Alternative provision**

4.37 For a variety of reasons, some pupils are educated out of school. A significant proportion of alternative provision is currently provided in Pupil Referral Units (PRUs), but alternative provision can also include placements in FE colleges, work-based learning, and projects delivered by the voluntary and private sector.

4.38 There may be some pupils who have specifically requested alternative provision because they have been bullied and can no longer face attending a mainstream school. Where this is the case, placements should be carefully chosen to help overcome fears and re-engage them with learning, with the goal of reintegrating them back into mainstream education. Schools should not be generally applying alternative provision as a means of managing pupils who have been bullied.

4.39 Other pupils will be in alternative provision because they have bullied and have been excluded from school. Where this is the case, one of the purposes of the alternative provision should be to tackle the bullying behaviour. We would not expect pupils who have been bullies, or who may have aggressive, threatening or violent behaviour, to be placed in the same alternative provision setting as pupils who cannot attend school for fear of being bullied. Schools and local authorities will want to take care in matching pupils to the provision that will most appropriately meet their needs.

4.40 Schools and local authorities have an on-going duty of care towards pupils when they are in alternative provision. Contracts and service level agreements with external providers can cover systems in place for reporting bullying and the steps the provider will take to prevent and respond to bullying. Providers should report any allegation of bullying to the school or local authority that has commissioned them.

**Establishing Safer School Partnerships**

4.41 Establishing a Safer School Partnership (SSP) with the local police can be an effective prevention strategy and effective reaction tool<sup>46</sup>. The aims of an SSP are:

- to reduce the prevalence of crime, anti-social behaviour and victimisation amongst children and young people and to reduce the number of incidents in schools and their wider communities;
- to provide a safe and secure school community which enhances the learning environment;
- to engage children and young people, challenge unacceptable behaviour, and help them develop respect for themselves and their community; and
- to ensure that children and young people remain in education, actively learning, healthy and achieving their full potential.

4.42 In terms of dealing with incidents of bullying at the time they occur, the vast majority can be handled by the school. However, if a serious assault or injury occurs as a result of bullying, the police should be involved.

**Restorative justice**

4.43 The use of restorative approaches in schools developed from experience of restorative justice in the youth and criminal justice systems. The principle is that the pupil causing harm is held to account for their behaviour. This means:

- accepting responsibility for the harm caused to the individual being bullied;
- accepting responsibility for the harm caused to others (for example staff, friends or family);

<sup>46</sup> For more information on Safer School Partnerships, see [www.everychildmatters.gov.uk/ete/ssp](http://www.everychildmatters.gov.uk/ete/ssp).

## 4. How can schools prevent and respond to bullying?

- recognising the need to take action to begin to repair the harm caused; and
- agreeing a range of actions – in conjunction with all those involved – which will be monitored over an agreed period of time.

4.44 There are a range of restorative approaches, ranging from informal meetings with pupils, where they can talk through their issues in a structured way, to – at the most formal end – a restorative conference with an independent facilitator. Restorative approaches can be effective, when the requisite time and resources are invested, but it is important that they are used in conjunction with – not in place of – sanctions.

4.45 The most extensive evidence of the effectiveness of restorative work in schools can be found on the Youth Justice Board website<sup>47</sup>. It is clear from this and other sources that schools which successfully adopt restorative approaches do this when there is commitment throughout the school to cultural change.

### Follow up to actions

4.46 The nature of bullying means that, unless actions are monitored over time, they may only have a short-term impact. Schools may use daily or weekly reporting systems to monitor the behaviour of the pupils involved for a fixed number of days – and this is important. However, we recommend that schools review, over two or three months, whether the action has prevented recurrence of the bullying and ensured that the pupil being bullied feels safe again. This can be done through a simple interview with the pupils involved or the school could engage the parents using a standard review letter to gather judgements on their satisfaction with how the bullying was dealt with (a sample letter is included in the Resources and References section – item G).

If the response indicates the bullying has not stopped or the pupil does not feel safe, then this would lead to further discussions or actions.

4.47 The information collected through this process can then be used to inform the review of the policy and practice of the school. If the pupils know about the review process, this in itself can help to reinforce the change in behaviour.

<sup>47</sup> www.youth-justice.gov.uk



# 5. Reporting and recording incidents of bullying

## Confidential reporting systems for pupils

5.1 Schools can encourage pupils to report bullying in confidence using a variety of methods. However, if pupil safety is at risk then school staff cannot keep the information confidential. Staff will need to use their judgement as to how to speak to the pupil about this.

5.2 A range of tactics are used by schools and local authorities to encourage reporting:

- “Help Me”/Bully Boxes, which are emptied daily and acted upon;
- confidential web-based reporting systems at school and LA level;
- “befrienders” or “buddies”, who are stationed at a known location every day;
- think books;
- peer mentors;
- text or email systems;

- confidential phone numbers;
- adult counsellors or drop-in facilities to talk with home-school workers/mentors.

5.3 Such systems are of value when:

- pupils have confidence that their concerns will be treated promptly and seriously and that action will be taken which will not make their situation worse;
- pupils can access reporting routes easily;
- pupils know who will deal with their concerns and have trust both in them and the systems which the school uses; and
- pupils are aware that malicious reporting, relating to pupils or staff, will be taken seriously and could incur a disciplinary sanction.

## Reporting arrangements for parents

5.4 Parents are frequently the ones to report bullying incidents to the school. Parent reporting systems are most effective when:

- reception staff and other staff taking phone messages, notes or receiving visitors have been trained in school systems and procedures and are clear about steps to be taken;
- reception and other staff are sensitive to the emotional needs of parents making contact with a school about incidents of bullying;
- parents have confidence that staff will act promptly, take the concern seriously and not take action which makes the situation worse for their child;
- staff take actions to agreed timescales and report progress to parents; and
- parents are clear about how to take further action if they do not feel that their concern has been properly addressed. A model letter to parents informing them of the school's complaints procedure can be found in the Resources and References section (item F).

5.5 Parents can contact Parentline Plus (0808 800 2222) for further advice on helping their child to deal with bullying. Parentline Plus offers a 24-hour confidential and free line for parents, staffed by trained volunteers, as well as materials, workshops and courses that give parents tools and ideas to build closer relationships with their children and to help their children to make the most of life. There is extensive information on Parentline Plus' website<sup>48</sup>, where the leaflet on helping parents worried about bullying – Be Someone to Tell – can be downloaded.

### Data collection management

5.6 The Department recommends that **schools should record all incidents of bullying**, including by type (see para 1.9), and report the statistics to their local authority. The purpose of reporting incidents to the local authority is to enable the

gathering of information on the number and nature of bullying incidents and to identify any developing trends. The local authority can analyse the information gathered from schools to identify any issues of particular concern. This will enable the authority to be better informed in the development of appropriate strategies to tackle bullying across their area, as part of the needs assessment that underpins the Children and Young People's Plan. The data will also enable local authorities to support and challenge schools in their duties to promote the welfare of pupils.

5.7 Schools have a specific legal duty to have a race equality policy and monitor its impact on pupils, staff and parents. Schools also have a specific duty to eliminate disability related harassment under the Disability Discrimination Act 1995. To record that strategies are effective in achieving these goals, it is recommended that schools monitor and record incidents of bullying as described above.

5.8 Keeping records of bullying incidents will enable the school to:

- manage individual cases effectively;
- monitor and evaluate the effectiveness of strategies;
- celebrate the anti-bullying work of the school;
- demonstrate defensible decision making in the event of complaints being made;
- engage and inform multi-agency teams as necessary.

5.9 Bullying data can be used to:

- provide monitoring reports to pupils (through the school council, for example) and staff;

<sup>48</sup> www.parentlineplus.org.uk



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- create evaluation reports for:
  - o pupils, parents and staff in order to demonstrate openness and to celebrate progress; and
  - o governors in order for them to monitor the anti-bullying work of the school
- work towards meeting National Healthy Schools criteria and achieving National Healthy Schools Status or local authority accreditation standards; and
- inform the evidence presented in the school Self-Evaluation Form (SEF), which forms a key part of the evidence for Ofsted's inspection of schools.

**What sort of data can be collected and used?**

5.10 Detailed arrangements are for individual schools to decide. It is recommended that information be held on the date and type of incident but the following types of anti-bullying data could also be considered:

- information on what action the school took and the impact this had on the bullying;
- a range of data from pupil surveys including quantitative data and perception data;
- records of peer mentoring initiatives or projects such as playground "buddying";
- parental complaints to the school or local authority regarding bullying;
- records of the Educational Welfare Service identifying where bullying is a factor in non-attendance at school;
- exclusions data related to bullying;
- transfer and admissions data, specifically requests for transfer due to bullying or harassment;

- information and evidence collected under the National Healthy Schools theme of "emotional health and well-being" (including bullying);
- data from Ofsted reports; and
- information contained in school improvement plans.

**What sort of data system?**

5.11 Schools will need to reach judgements about how far their existing behaviour monitoring systems are already effective in gathering data about bullying, both qualitative and quantitative.

5.12 Systems to gather anti-bullying data work best if they are:

- compatible with other school data systems, both electronic and paper based;
- capable of being interrogated from various angles (e.g. to analyse the proportion of "at risk" pupils being bullied);
- proportionate in terms of management and operational demands;
- capable of handling continuous monitoring and periodic survey data;
- capable of being used to produce reports in a format that addresses the specifics of the school anti-bullying policy and which are useful for evaluations;
- capable of recording compliments as well as complaints and of recording the outcomes of individual cases; and
- aligned to national policy and local agreements on information sharing and safeguarding.

# 6. Staff professional development

6.1 The Department recommends that schools review general and specific staff induction and continuing professional development (CPD) and identify how to ensure staff training reflects the anti-bullying policy and practice of the school. Where specific training needs have been identified for particular members of staff, through school self-evaluation and individual performance management reviews<sup>49</sup>, the head teacher must ensure that those members of staff have access to the advice, training and development opportunities appropriate to their needs<sup>50</sup>.

6.2 Anti-bullying policies are most effective when the whole-school workforce:

- understand the principles and purpose of the school anti-bullying policy;
- understand their legal responsibilities regarding bullying (see section 2);
- are clear about their responsibility to resolve problems at the nearest level to the pupil;

- know what sanctions and behaviour management strategies are in place and where to seek support;
- have the requisite knowledge and skills for preventing bullying and repairing harm;
- understand the needs of vulnerable pupils, including disabled pupils, those with special educational needs (SEN) or those with caring responsibilities;
- know the procedures for referral; and
- know the procedures in relation to safeguarding and liaison with multi-agency teams.

6.3 The Department is working through the National Strategies Regional Advisers to spread good practice and work with identified schools to support and challenge them in improving their anti-bullying policies and strategies. As part of this, Regional Advisers and local authority Behaviour and Attendance Consultants will help these schools to identify any specific training needs.

<sup>49</sup> Performance management reviews must be carried out under The School Teachers' Performance Management (England) Regulations 2007 (SI 2007/2661).

<sup>50</sup> This is one of the head teacher's professional duties specified in the School Teachers' Pay and Conditions Document (Part 9).

## Student teachers

6.4 Student teachers must achieve the Qualified Teacher Status (QTS) standards<sup>51</sup>, which include:

- treating pupils consistently, with respect and consideration, and being concerned for their development as learners;
- demonstrating and promoting the positive values, attitudes and behaviour that they expect from their pupils; and
- recognising and responding effectively to equal opportunities issues as they arise in the classroom, including by challenging stereotyped views, and by challenging bullying or harassment, following relevant policies and procedures.

## Support staff training

6.5 The framework for support staff training is available from the Training and Development Agency for Schools (TDA) and identifies issues of behaviour management, including how bullying should be dealt with<sup>52</sup>.

6.6 Schools will want to ensure that, when relevant, staff undertaking such programmes consider their school's anti-bullying work as part of their studies.

## Induction

6.7 Induction standards for teachers are available from the TDA<sup>53</sup>. In planning induction programmes for teachers, schools should secure a standard of behaviour that enables pupils to learn, and act to pre-empt and deal with inappropriate behaviour in the context of the behaviour policy of the school.

6.8 Schools will want to ensure throughout the induction programme that the anti-bullying work of the school is promoted. This applies to teachers or other staff working within the mainstream school, those working as part of an extended school activity and those working outside the school to make alternative education provision.

## National Professional Qualification for Head teachers (NPQH)

6.9 The standards for head teachers, as set out for the NPQH<sup>54</sup> include the following actions for head teachers:

- create and promote positive strategies for challenging racial and other prejudice and dealing with racial harassment;
- collaborate with other agencies in providing for the academic, spiritual, moral, social, emotional and cultural well-being of pupils and their families;
- create and maintain an effective partnership with parents and carers to support and improve pupils' achievement and personal development; and
- co-operate and work with relevant agencies to protect children.

6.10 Schools with staff undertaking the NPQH could use the study process to support review of anti-bullying policy and practice.

<sup>51</sup> See [www.tda.gov.uk/partners/ittstandards/standards](http://www.tda.gov.uk/partners/ittstandards/standards) for more information.

<sup>52</sup> See [www.tda.gov.uk/support/careerdevframework/supportframework.aspx?role12=on&compare=View](http://www.tda.gov.uk/support/careerdevframework/supportframework.aspx?role12=on&compare=View) for more information.

<sup>53</sup> [www.tda.gov.uk/teachers/induction](http://www.tda.gov.uk/teachers/induction)

<sup>54</sup> See <http://publications.teachernet.gov.uk/eOrderingDownload/NS4HFfinalpdf.pdf>

## Specialist training for behaviour and attendance leaders

6.11 The National Programme for Specialist Leaders in Behaviour and Attendance (NPSL-BA) is available to provide a professional course and qualification in promoting positive behaviour and attendance in schools<sup>55</sup>. It also includes a specific component for specialist leaders who work with pupils with BESD.

## Temporary staff and volunteers

6.12 Schools will want to ensure that supply teachers, temporary support staff and volunteers are clear about their responsibilities in relation to anti-bullying work in the school. This could be covered in the temporary staff briefing and before any school trips or other occasions where parent volunteers or others are engaged. It could cover:

- a clear, workable definition of bullying;
- expectations that bullying will not be tolerated;
- statements about actions to be taken;
- clear instructions about escalating and de-escalating issues; and
- clear instructions about information sharing and safeguarding.

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<sup>55</sup> See [www.teachernet.gov.uk/wholeschool/behaviour/npsl\\_ba/](http://www.teachernet.gov.uk/wholeschool/behaviour/npsl_ba/) for more information.



# ANTI-BULLYING: Resources and references

## A. Information about the prevalence of bullying

Evidence from school inspections, pupil surveys, independent research, and parent and child helplines suggests that bullying is a significant and serious problem. And bullying often seems to be under-reported. This is at least in part because bullying is a phenomenon which is changing continually and sometimes incidents that should be recorded as bullying are not recognised as such. Authoritative reports from, among others, the Anti-Bullying Alliance (ABA) and 11 Million (the Office of the Children's Commissioner) give useful overviews and analysis of the extent and impact of bullying.

The Children's Commissioner's report *Bullying Today* (November 2006) gives an overview of research and evidence related to bullying<sup>56</sup>. The Children's Commissioner's *Journeys* reports (one for primary schools and one for secondary schools) include pupils' views on bullying<sup>57</sup>.

A selection of research and evaluation reports, as well as other anti-bullying resources, can be found on the ABA website<sup>58</sup>.

The Ofsted 2003 report, *Bullying: effective action in secondary schools*, also gives a good overview of the situation<sup>59</sup>.

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<sup>56</sup> See [www.childrenscommissioner.org/documents/Bullying%20Today%20\(November%202006\).pdf](http://www.childrenscommissioner.org/documents/Bullying%20Today%20(November%202006).pdf)

<sup>57</sup> See [www.childrenscommissioner.org/documents/journeys%202.pdf](http://www.childrenscommissioner.org/documents/journeys%202.pdf) and [www.childrenscommissioner.org/documents/journey%201.pdf](http://www.childrenscommissioner.org/documents/journey%201.pdf)

<sup>58</sup> [www.anti-bullyingalliance.org.uk](http://www.anti-bullyingalliance.org.uk)

<sup>59</sup> [www.ofsted.gov.uk/assets/3235.pdf](http://www.ofsted.gov.uk/assets/3235.pdf)

## B. Further information about specific types of bullying

### Bullying related to race, religion or culture<sup>60</sup>

Some surveys and focus groups have found that a high proportion of bullied pupils have experienced racist or faith-based bullying. Recent political and social issues also appear to have been a factor in bullying and harassment. There is research to support the suggestion that where black and minority ethnic (BME) children experience bullying, it is more likely to be severe bullying<sup>61</sup>. Moreover, bullying incidents can be a subset of the indirect and direct racist hostility which BME children, children of different faiths and traveller children can experience in a number of situations.

### Bullying related to special educational needs (SEN) and disabilities

Research shows that children and young people with SEN and disabilities are more at risk of bullying than their peers<sup>62</sup>. Public bodies have new responsibilities to actively promote equality of opportunity for all disabled people and eliminate disability-related harassment.

Children and young people with special educational needs and disabilities, whether in mainstream or special schools, do not always have the levels of social confidence and competence and the robust friendship bonds that can protect against bullying. All schools should ensure that a whole-school approach is taken to deal with bullying related to SEN and disability and that it is specifically covered in anti-bullying policies.

Where children with SEN and disabilities are themselves found to be bullying, in most cases (except those related to specific conditions) schools should expect the same standards of behaviour as apply to the rest of the school community, having made the reasonable adjustments necessary. See chapter 9 of the *School Discipline and Pupil Behaviour Policies* guidance<sup>63</sup>.

### Bullying related to appearance or health conditions

Those with health or visible medical conditions, such as eczema, may be more likely than their peers to become targets for bullying behaviour. Perceived

<sup>60</sup> [www.teachernet.gov.uk/wholeschool/behaviour/tacklingbullying/racistbullying/](http://www.teachernet.gov.uk/wholeschool/behaviour/tacklingbullying/racistbullying/)

<sup>61</sup> Katz et al (2001), *Bullying in Britain: testimonies from teenagers*

<sup>62</sup> National Autistic Society 2006; Mencap 2007.

<sup>63</sup> [www.teachernet.gov.uk/wholeschool/behaviour/schooldisciplinepupilbehaviourpolicies/](http://www.teachernet.gov.uk/wholeschool/behaviour/schooldisciplinepupilbehaviourpolicies/)



physical limitations, such as size and weight, and other body image issues can result in bullying, and obvious signs of affluence (or lack of it), can also be exploited ruthlessly, with severe consequences.

### Bullying related to sexual orientation

Evidence of homophobic bullying suggests that children and young people who are gay or lesbian (or perceived to be) face a higher risk of victimisation than their peers. Homophobic bullying is perhaps the form of bullying least likely to be self-reported, since disclosure carries risks not associated with other forms of bullying. The pupil may not want to report bullying if it means “coming out” to teachers and parents before they are ready to. Please refer to the related materials on homophobic bullying for more information.

### Bullying of young carers or looked-after children, or otherwise linked to home circumstances

Children may be made vulnerable to bullying by the fact that they provide care to someone in their family with an illness, disability, mental health or substance misuse problem. Young carers may be taking on practical and emotional caring responsibilities that would normally be expected of an adult. Research has highlighted the difficulties young carers face, including risks of ill-health, stress and tiredness, especially when they care through the night. Many feel bullied or isolated. Children in care may also be vulnerable to bullying for a variety of reasons, such as their not living with their birth parents or because they have fallen behind in their studies. Further information about how schools can ensure that they address issues of bullying in relation to looked-after

children is included in *Looked After Learners: A Practical Guide for School Governors*<sup>64</sup>. On young carers, further information is provided via the TeacherNet pages on “Young Carers”<sup>65</sup> and “Helping schools to be in tune with young carers”<sup>66</sup>; schools are also encouraged to access advice made available by key voluntary organisations. The Princess Royal Trust for Carers and the Children’s Society have both published information to help school and other staff identify and support young carers. This can be accessed via their websites<sup>67</sup>.

Some pupils are heavily influenced by their communities or homes where bullying and abuse may be common. Some bullying at school may arise from trauma or instability at home related to issues of domestic violence or bereavement or from the experience of being part of a refugee family. Siblings of vulnerable children may themselves be the subject of bullying by association.

### Sexist or sexual bullying

Sexist and sexual bullying affects both genders. Boys may be victims as well as girls, and both sexes may be victims of their own sex. Sexual bullying may be characterised by name calling, comments and overt “looks” about appearance, attractiveness and emerging puberty. In addition, uninvited touching, innuendos and propositions, pornographic imagery or graffiti may be used.

Pupils identifying as transgender or experiencing gender dysphoria (feeling that they belong to another gender or do not conform with the gender role prescribed to them) can also be targeted by bullies.

<sup>64</sup> [www.teachernet.gov.uk/publications](http://www.teachernet.gov.uk/publications)

<sup>65</sup> [www.teachernet.gov.uk/teachingandlearning/library/youngcarersandschools/youngcarers/](http://www.teachernet.gov.uk/teachingandlearning/library/youngcarersandschools/youngcarers/)

<sup>66</sup> [www.teachernet.gov.uk/teachingandlearning/library/youngcarersandschools/](http://www.teachernet.gov.uk/teachingandlearning/library/youngcarersandschools/)

<sup>67</sup> [www.youngcarers.net/professionals/119](http://www.youngcarers.net/professionals/119); and [www.youngcarer.com/](http://www.youngcarer.com/)

## Cyberbullying

Cyberbullying is a “method” of bullying, rather than a “type” of bullying. It includes bullying via text message; via instant messenger services and social network sites; via email; and via images or videos posted on the internet or spread via mobile phone. It can take the form of any of the previously discussed types of bullying – i.e. technology can be used to bully for reasons of race, religion, sexuality, disability, etc.

Though the evidence base is narrow, UK studies indicate that around 20% of children and young people have suffered cyberbullying. Prolonged campaigns of harassment can occur, aimed at both pupils and staff. There is some evidence of a strong transition in cyberbullying; those who have been bullied can go on to do the bullying themselves<sup>68</sup>. Please refer to the related materials on cyberbullying for more information.

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<sup>68</sup> Vandebosch, H (2006), *Cyberbullying among youngsters in Flanders*, International Network on School Bullying and Violence, OECD

# C. Opportunities to promote anti-bullying messages through the curriculum

## What can schools teach to prevent bullying?

The most effective way of preventing bullying through the curriculum is to create effective learning environments in which:

- the contribution of all pupils is valued;
- all pupils can feel secure and are able to contribute appropriately;
- stereotypical views are challenged and pupils learn to appreciate and view positively differences in others whether arising from race, culture, gender, sexuality, ability or disability;
- pupils learn to take responsibility for their actions and behaviours both in school and in the wider community;
- all forms of bullying and harassment are challenged;
- pupils are supported to develop their social and emotional skills.

The curriculum includes all the planned learning activities, explicit and implicit, which a school promotes. So, when reviewing the curriculum for anti-bullying work, schools will find it useful to review:

- the school curriculum policy and the responsibilities of all curriculum team leaders in taking account of anti-bullying work and tackling prejudice that may give rise to bullying in their curriculum area;
- the contribution to anti-bullying work in specific curriculum areas such as PSHE, Citizenship and in the Social and Emotional Aspects of Learning (SEAL) programme;
- how assemblies, class time, and tutorial time are, and can be, used as teaching opportunities for anti-bullying principles and practice<sup>69</sup>;
- how transition is planned and delivered:
  - at planned times (e.g. for year 6 and 7 pupils)
  - for individuals arriving at other times in the school year
  - for individuals needing specific support.

<sup>69</sup> An example primary school assembly can be found at: [www.bandapilot.org.uk/pages/seal/downloads/assemblies/pns\\_seal176306\\_bullying\\_assem.pdf](http://www.bandapilot.org.uk/pages/seal/downloads/assemblies/pns_seal176306_bullying_assem.pdf)

## C. Opportunities to promote anti-bullying messages through the curriculum

**Personal, Social and Health Education (PSHE)**

PSHE provides school staff with a clear opportunity to work on bullying. Within the National Curriculum for PSHE<sup>70</sup> pupils should be taught:

- Key Stage 1: that there are different types of teasing and bullying; that bullying is wrong; how to help to deal with bullying.
- Key Stage 2: the consequences of anti-social and aggressive behaviours, such as bullying and racism, on individuals and communities; the nature and consequences of racism, teasing and bullying and aggressive behaviours; how to respond to bullying and ask for help.
- Key Stage 3: the effects of all types of stereotyping, prejudice, bullying, racism and discrimination and how to challenge them assertively.
- Key Stage 4: to challenge offending behaviour, bullying, racism and discrimination assertively; to take the initiative in giving and receiving support.

**Citizenship**

There are topics within the Citizenship curriculum which are useful vehicles for teaching about issues related to the anti-bullying work of the school. The QCA has developed relevant schemes of work for Citizenship which teachers can use to explore issues relating to bullying<sup>71</sup>. For example:

- Key Stages 1 and 2:
  - Unit 05: Living in a diverse world
  - Unit 06: Developing our school grounds
  - Unit 07: Children's rights – human rights
  - Unit 08: How do rules and laws affect me?

- Key Stage 3:
  - Unit 03: Human rights
  - Unit 07: Local democracy
  - Unit 13: How do we deal with conflict?
  - Unit 14: Developing skills of democratic participation
  - Unit 15: Crime and safety awareness – a whole-school multi-agency approach
  - Unit 16: Celebrating human rights – citizenship activities for the whole school
- Key Stage 4:
  - o Unit 01: Human rights
  - o Unit 03: Challenging racism and discrimination

**Social and Emotional Aspects of Learning (SEAL)**

The SEAL materials help schools to develop social and emotional skills, which underpin the PSHE framework, and to meet the criteria for emotional health and well-being in the National Healthy Schools Programme. SEAL was initially developed for primary schools and a programme for secondary schools has been piloted and will be rolled out nationally starting in September 2007. It provides a framework and resources to help schools to systematically and progressively develop pupils' social and emotional skills.

The Primary SEAL resource provides a whole-school and whole-curriculum framework and is organised into seven themes:

- New Beginnings
- Getting On and Falling Out
- Going for Goals

<sup>70</sup> www.teachernet.gov.uk/pshe

<sup>71</sup> www.standards.dcsf.gov.uk/schemes3

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- Good to Be Me
- Relationships
- Changes
- Say No to Bullying

6.1 Each theme is relevant to reducing bullying. The theme “Say No to Bullying” provides an explicit focus on bullying and is a useful resource for Anti-Bullying Week. The SEAL learning objectives related to anti-bullying are:

**Foundation stage**

- I know I belong in my classroom.
- I like the ways we are all different and can tell you something special about me.
- I can tell you some ways in which children can be unkind and bully others.
- I can tell you how it feels when someone bullies you.
- I can be kind to children who have been bullied.
- I know who I could talk to in school if I was feeling unhappy or being bullied.
- I know what to do if I am bullied.

**Years 1 and 2**

- I can tell you what bullying is.
- I can tell you some ways in which I am the same and different from my friends.
- I am proud of the ways in which I am different.
- I can tell you how someone who is bullied feels.

- I can be kind to children who are bullied.
- I know that when you feel sad, it affects the way you behave and how you think.
- I know some people in and out of school who I could talk to if I was feeling unhappy or being bullied.
- I know what to do if I am bullied.

**Years 3 and 4**

- I know what it means to be a witness to bullying.
- I know that witnesses can make the situation better or worse by what they do.
- I know how it might feel to be a witness to and a target of bullying.
- I can tell you why witnesses sometimes join in with bullying or don't tell.
- I can tell you some ways of helping to make someone who is being bullied feel better.
- I know that sometimes bullying is hard to spot, and I know what to do if I think it is going on but I am not sure.
- I can problem solve a bullying situation with others.

**Years 5 and 6**

- I understand how rumour spreading and name calling can be bullying behaviours.
- I can explain the difference between direct and indirect types of bullying.
- I can explain some of the ways in which one person (or group of people) can have power over another.

## C. Opportunities to promote anti-bullying messages through the curriculum

- I know some of the reasons why people use bullying behaviours.
- I know some ways to encourage children who use bullying behaviours to make other choices.
- I can tell you a range of strategies which I have for managing my feelings in bullying situations, and for problem solving when I am part of one.

# D. Sample anti-bullying information sheet for pupils: Anyplace school

## Is it bullying?

**It is if you feel hurt because individuals or groups are:**

- calling you names;
- threatening you;
- pressuring you to give someone money or possessions;
- hitting you;
- damaging your possessions;
- spreading rumours about you or your family; or
- using text, email or web space to write or say hurtful things (cyberbullying).

It is bullying if you feel hurt because of things said about your ethnic background, religious faith, gender, sexuality, disability, special educational need, appearance or issues in your family.

**Anyplace school does not tolerate bullying. This is what we do about bullying:**

- make sure that the person being bullied is safe;
- work to stop the bullying happening again; and
- provide support to the person being bullied.

## What should you do?

Talk to someone you trust and get them to help you take the right steps to stop the bullying.

**If you feel you are being bullied:**

- try to stay calm and look as confident as you can;
- be firm and clear – look them in the eye and tell them to stop;
- get away from the situation as quickly as possible; and
- tell an adult what has happened straight away or, if you do not feel comfortable telling an adult, tell another pupil.

**If you have been bullied:**

- tell a teacher or another adult in your school (your head of year, form tutor or learning mentor will all be able to help);
- tell your family;
- if you are scared to tell a teacher or an adult on your own, ask a friend to go with you;
- keep on speaking until someone listens and does something to stop the bullying; and
- don't blame yourself for what has happened.

**When you are talking to an adult about bullying be clear about:**

- what has happened to you;
- how often it has happened;
- who was involved;
- who saw what was happening;
- where it happened; and
- what you have done about it already.

If you find it difficult to talk to anyone at school or at home, ring ChildLine on freephone **0800 1111**. This is a confidential helpline. If you are hard of hearing you can use the textphone 0800 400 222. You can also write to Freepost 1111, London N1 0BR. The phone call or letter is free.



# E. Sample anti-bullying information sheet for parents: Anyplace school

## Is it bullying?

It is if individuals or groups are:

- calling your child names;
- threatening him/her;
- pressuring your child to give someone money or possessions;
- hitting your child;
- damaging your child's possessions;
- spreading rumours about your child or your family;
- using text, email or web space to write or say hurtful things about your child (cyberbullying)

It is also bullying if your child feels hurt because of things said about their ethnic background, religious faith, gender, sexuality, disability, special educational need, appearance or specific issues in your family.

## What should you do if your child is being bullied?

Talk to school staff about the bullying. At Anyplace school your first contact point to report concerns about bullying is [class teacher/form teacher]. They are best contacted on 07123456789, by email at [Parentteam@anyplaceschool.sch.uk](mailto:Parentteam@anyplaceschool.sch.uk), by text on 12345, or messages can be left with the school reception on 0112 3456789.

- It will help to sort out what action to take if you can bear in mind that the teacher may have no idea that your child is being bullied or may have heard conflicting accounts of an incident.
- Be as specific as possible about what your child says has happened; give dates, places and names of other pupils involved.
- Make a note of what action the school intends to take.
- Ask if there is anything you can do to help your child.
- Stay in touch with the school; let them know if things improve as well as if problems continue.

### What will Anyplace school do?

Anyplace school does not tolerate bullying. This is what we do about bullying:

- work to make sure that the person being bullied is safe;
- work to stop the bullying happening again;
- provide support to the person being bullied; and
- take actions to ensure that the person doing the bullying learns not to harm others.

Families who feel that their concerns are not being addressed appropriately by the school might like to consider the following steps:

- check with the school anti-bullying policy to see if agreed procedures are being followed;
- discuss your concerns with other parents;
- make an appointment to discuss the matter with the head teacher and keep a record of the meeting; and
- if this does not help, write to the chair of governors explaining your concerns and what you would like to see happening.

In some local authorities there may be help to resolve the problems via Children's Services.

If you need further support and information at any stage or the problem remains unresolved, ring the helpline at Parentline Plus (0808 800 2222) or contact other local and national support groups.

# F. Model letter to parents informing them of their school's complaints procedure

## Compliments and Complaints

### Dear Parents

We strive to be a school where you are more than satisfied with what we do to support your child, especially in difficult situations. When you think we do this particularly well, please let us know. Staff work hard for the pupils and we all want to recognise that.

But sometimes things may not go well. For example, you may feel that your child is being bullied and are not happy that the right things have been done to address this. We hope that good communication would solve such a problem. Our aim is that by careful listening, constructive discussion and sensible actions we can work together to solve problems, and so improve our school systems further. But if the problem persists, you may wish to make a complaint.

### When should I complain?

If you believe that something is seriously wrong, then make a complaint. We will investigate it and base what we do on the governing body's agreed policy.

### Whom do I contact?

That depends on the particular situation. Often your child's class teacher or form tutor will be able to deal with the matter. More serious problems might require the intervention of a senior

member of staff or the head teacher. Most problems can be solved in this way. A complaint about the conduct of the head teacher should go to the chair of governors, addressed to the clerk to the governors at the school address.

Certain specific complaints (e.g. about school admissions) are dealt with separately. Staff at the school or the local authority can advise you about where to direct your complaint or you can contact [www.XLocalAuthority.gov.uk/complaints](http://www.XLocalAuthority.gov.uk/complaints).

### What if the matter is still unresolved?

You should write to the head teacher, in the first instance, if you are dissatisfied with the handling of a complaint. The head teacher will investigate the matter and may invite you to a meeting to talk about it. The school may arrange for a suitable mediator to be present.

After trying all other avenues, you may decide to make a formal complaint to the governing body by sending a letter to the clerk to the governors at the school address. The governors will investigate and may invite you to meet them to discuss your concerns.

If you are still dissatisfied, after an investigation by the governing body, you may appeal to the local authority. In cases where you believe that the school has acted unlawfully or unreasonably or failed to fulfil a statutory duty, you can take your complaint to the Secretary of State for Education and Skills.

If you want further information or support I commend Parentline Plus to you as a source of information and advice (0808 800 2222).

All this looks very formal, but very few problems have to go through such steps because we work hard to understand and resolve problems as quickly as possible. In this way pupils of the school get the best possible chance to succeed in their learning.

Yours sincerely

Chair of Governors

## G. Satisfaction survey for parents

This could be sent to parents two months after a bullying enquiry has taken place at the school to test out satisfaction with school systems. It should not be used if there is an on-going complaints procedure.

Anyplace school

Dear Parent/Carer

Two months ago your child was the subject of bullying behaviour. I am writing to seek your views on how well the school dealt with the problem. We will use this information confidentially within the school to inform our review of policy and practice. The individual details will not have any wider use unless we ask, and you give, your specific permission.

How easy was it for your child/you to report the bullying? (circle one)

1  
(Not easy)

2

3

4

5  
(Very easy)

Comment if we could improve:

How satisfied are you with what we did to make your child feel safe? (circle one)

1  
(Not satisfied)

2

3

4

5  
(Very satisfied)

Comment if we could improve:

How satisfied are you with the support your child has had from the school since the bullying incident? (circle one)

1  
(Not satisfied)

2

3

4

5  
(Very satisfied)

Comment if we could improve:

Overall how satisfied are you with the way in which Anyplace school deals with bullying incidents? (circle one)

1  
(Not satisfied)

2

3

4

5  
(Very satisfied)

Comment if we could improve:

Thank you for your help in completing this. We will use this information to think about what we do to tackle bullying and make Anyplace school one where pupils and parents are confident that we are honest about problems which happen, confident that we do not tolerate bullying behaviour and confident that our systems support children.

Yours sincerely

Head teacher

# H. Sample anti-bullying information sheet for staff (including temporary staff and contracted staff) working on the school site: Anyplace school

## Is it bullying?

It is if individuals or groups are:

- calling them names;
- threatening them;
- pressuring them to give someone money or possessions;
- hitting them;
- damaging their possessions;
- spreading rumours about an individual or their family; or
- using text, email or web space to write or say hurtful things (cyberbullying).

It is also bullying if someone feels hurt because of things said about ethnic background, religious faith, gender, sexuality, disability, special educational need, appearance or issues in their family.

Anyplace school will not tolerate bullying. This is what we do about bullying:

- make sure that the person being bullied is safe;
- work to stop the bullying happening again; and
- provide support to the person being bullied.

## What should I do if I see bullying taking place?

Your role: \_\_\_\_\_

Interventions which the school uses:

- To make sure the child being bullied feels safe:  
\_\_\_\_\_
- To challenge the bullying behaviour:  
\_\_\_\_\_
- To provide support including contacting parents and other agencies: \_\_\_\_\_

# I. Organisations that can offer support

*The DCSF does not necessarily endorse all the views expressed by these organisations.*

## **Anti-Bullying Alliance (ABA)**

Brings together over 60 organisations into one network with the aim of reducing bullying and creating safer environments in which children and young people can live, grow, play and learn.

Tel 020 7843 1901

[www.anti-bullyingalliance.org.uk](http://www.anti-bullyingalliance.org.uk)

## **National Healthy Schools Programme**

A joint Department of Health (DH) and Department for Children, Schools and Families (DCSF) initiative. Part of the government's drive to reduce health inequalities, promote social inclusion and raise educational standards. Schools can access support from a local programme co-ordinator – their contact details are on the website.

[www.healthyschools.gov.uk](http://www.healthyschools.gov.uk)

## **11 Million (the Office of the Children's Commissioner)**

Looks after the interests and acts as the voice of children and young people by exposing issues affecting young people, facilitating and provoking debate, influencing policy, and holding organisations to account.

Tel 0844 8009113

[www.11million.org.uk](http://www.11million.org.uk)

## **Ofsted**

Inspects and regulates to achieve excellence in the care of children and young people, and in education and skills for learners of all ages.

[www.ofsted.gov.uk/](http://www.ofsted.gov.uk/)

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## **Act Against Bullying**

A national charity which highlights new forms of bullying, particularly bullying through social exclusion.

Tel 0845 230 2560

[www.actagainstbullying.com/](http://www.actagainstbullying.com/)

## **Actionwork**

A multi-media organisation that uses film, theatre and other creative arts to explore and tackle issues that affect young people, in particular bullying.

Tel 01934 815163

[www.actionwork.com/](http://www.actionwork.com/)

## **Advisory Centre for Education**

Advice line for parents on all procedural matters concerning schools.

Tel 0808 800 5793

[www.ace-ed.org.uk](http://www.ace-ed.org.uk)



**Beatbullying**

Aims to reduce and prevent the incidence and impact of bullying by devising anti-bullying strategies for young people by young people.

Tel 0845 338 5060

[www.beatbullying.org](http://www.beatbullying.org)

**Bully Free Zone**

Provides a peer mediation service, written and telephone advice, and provides training for children and young people, parents, teachers, youth workers and other professionals.

Tel 01204 454958

[www.bullyfreezone.co.uk](http://www.bullyfreezone.co.uk)

**Bullying Online**

Provides an email advice service for children and young people as well as online help and information, for schools as well as pupils.

[www.bullying.co.uk](http://www.bullying.co.uk)

**ChildLine**

Offers a free, 24-hour helpline and counselling service for children in distress or danger.

Tel 0800 1111

[www.childline.org.uk](http://www.childline.org.uk)

**Children: Homes, Advice and Teaching Ltd (C:HAT)**

C:HAT seeks to provide a complete support package for young people and the significant adults who are involved in their lives; through consultancy, behaviour management and children's homes.

Tel 0116 259 3008

[www.chatltd.com](http://www.chatltd.com)

**Children's Legal Centre**

Provides legal advice, information, assistance and representation to children, parents/carers and professionals working with children.

Tel 0800 7832187

[www.childrenslegalcentre.com](http://www.childrenslegalcentre.com)

**Commission for Racial Equality**

A publicly funded, non-governmental body set up under the Race Relations Act 1976 to tackle racial discrimination and promote racial equality.

Tel 020 7939 0000

[www.cre.gov.uk](http://www.cre.gov.uk)

**Diana Princess of Wales Memorial Award for Young People**

The Diana Anti-bullying Award is open to primary schools, secondary schools and youth organisations.

Tel 0845 3372987

[www.diana-award.org.uk](http://www.diana-award.org.uk)

**Educational Action Challenging Homophobia (EACH)**

Established to challenge homophobia in education.

Tel 0808 1000143

[www.eachaction.org.uk](http://www.eachaction.org.uk)

**Education for All**

Joint campaign by Stonewall, Fflag and LGBT Youth Scotland to combat homophobic bullying. Website includes resources, research and case studies.

Tel 020 7593 1851

[www.stonewall.org.uk/education\\_for\\_all](http://www.stonewall.org.uk/education_for_all)

**Goldsmiths College**

The Psychology Department at Goldsmiths has a research programme which covers a wide range of specialisms in experimental, theoretical and applied psychology. This includes research into bullying.

[www.goldsmiths.ac.uk/departments/psychology/research](http://www.goldsmiths.ac.uk/departments/psychology/research)

**Kidscape**

Provides training for professionals; courses for bullied children; a helpline for parents of bullied children; and books, videos, free booklets and leaflets about the prevention of bullying, many in several languages.

Tel 020 7730 3300

[www.kidscape.org.uk](http://www.kidscape.org.uk)

**Leap Confronting Conflict**

Provides opportunities, regionally and nationally, for young people and adults to explore creative approaches to conflict in their lives.

Tel 0207 272 5630.

[www.leaplinx.com](http://www.leaplinx.com)

**Mencap**

Mencap fights for equal rights for people with learning disabilities and their families and carers, and provides housing and employment support.

Tel 020 7454 0454

[www.mencap.org.uk](http://www.mencap.org.uk)

**Miss Dorothy.com**

Provides a programme which offers an approach to learning about personal behaviour and safety for 4-11 year olds.

Tel 0870 759 3388

[www.missdorothy.com](http://www.missdorothy.com)

**National Autistic Society**

Champions the rights and interests of all people with autism and seeks to ensure that they and their families receive quality services appropriate to their needs.

Tel 0845 0704004

[www.autism.org.uk](http://www.autism.org.uk)

**National Children's Bureau**

Promotes the voices, interests and well-being of all children and young people across every aspect of their lives. As an umbrella body for the children's sector in England and Northern Ireland, provides information on policy, research and best practice.

Tel 020 7843 6000

[www.ncb.org.uk](http://www.ncb.org.uk)

**National Society of Prevention of Cruelty to Children (NSPCC)**

NSPCC aims to end cruelty to children. Works with children and families, as well as influencing public policy and attitudes.

Tel 0207 825 2500

[www.nspcc.org.uk](http://www.nspcc.org.uk)

**Parentline Plus**

Offers help and support through a range of free, flexible and responsive services by working for and with anyone who is parenting a child.

Tel 0808 800 2222

[www.parentlineplus.org.uk](http://www.parentlineplus.org.uk)

**School's Out!**

Aims to support lesbian, gay, bisexual and transsexual (LGBT) staff in education and to raise the profile of LGBT people and issues.

Tel 01273 298299

[www.schools-out.org.uk](http://www.schools-out.org.uk)

**Stonewall**

A campaign and lobby group working to achieve legal equality and social justice for lesbians, gay men and bisexuals.

Tel 020 7593 1850

[www.stonewall.org.uk](http://www.stonewall.org.uk)

**Teachers TV**

Section of the Teachers TV website devoted to anti-bullying, featuring programmes which can be watched online, downloadable resources, links, and interviews with experts on bullying.

[www.teachers.tv/bullying](http://www.teachers.tv/bullying)

**UK Observatory for the Promotion of Non-Violence**

A national initiative committed to addressing the key issues of aggression, bullying, anti-social behaviour and violence amongst children and young people.

Tel 01483 684552

[www.ukobservatory.com](http://www.ukobservatory.com)

### **Victim Support**

Staff and volunteers offer free and confidential information and support for victims of crime. Operates via a network of affiliated local charities, the Witness Service and the Victim Supportline. Currently developing specialist and outreach services for children and young people affected by crime and bullying.  
Tel 0845 3030900  
[www.victimsupport.org.uk](http://www.victimsupport.org.uk)

### **Young Voice**

Undertakes research with children and young people. Works in partnership with them on a wide range of issues including bullying. Offers research, evaluations, training and consultancy.  
[www.young-voice.org](http://www.young-voice.org)

### **Youth Justice Board for England and Wales**

Executive, non-departmental public body working to develop and improve the youth justice system and to prevent offending by children and young people up to the age of 17.  
Tel 020 7271 3031  
[www.youth-justice-board.gov.uk](http://www.youth-justice-board.gov.uk)



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**REPORT TO:** Executive Board

**DATE:** 21<sup>st</sup> February 2008

**REPORTING OFFICER:** Strategic Director Health and Community.

**SUBJECT:** Housing Adaptations – Joint Working With Registered Social Landlords.

**WARDS:** Borough wide

**1.0 PURPOSE OF REPORT**

1.1 To seek approval to develop a joint funding agreement with Registered Social Landlords (RSLs) to fund future housing adaptation works in their property utilising Disabled Facility Grant (DFG) resources, and to provide financial assistance to RSLs to deal with their existing backlogs.

**2.0 RECOMMENDATION - That**

- 1) the Board agree in principle to the development of a joint funding agreement as described in the report;**
- 2) a further report be brought to Board to agree the final joint funding agreement, and;**
- 3) up to £295,000 unspent DFG resources in 2007/08 be used to support RSLs to deal with their housing adaptations backlogs.**

**3.0 SUPPORTING INFORMATION**

3.1 Subject to statutory eligibility and means testing criteria, DFGs are a mandatory grant available to both owner-occupiers and private and public sector tenants. Whilst RSL tenants have always had the legal right to apply for Disabled Facilities Grants, the inadequate level of funding from Government for this area of work has meant that the Council has for many years had to focus its resources on private sector applicants, with RSLs endeavouring to fund housing adaptation works for their tenants. This position, whilst not replicated in all authorities, is not uncommon.

3.2 Whilst a small adaptations fund was historically available to RSLs from the Housing Corporation, it was never adequate to meet demand, and with other competing priorities such as investment needed to reach the decent homes standard, RSLs have struggled to provide necessary funding to match demand. Backlogs have arisen and it is currently estimated that there is a backlog of over £1

million adaptation works in the RSL stock in Halton.

- 3.3 A recent Government review of the DFG framework acknowledged the inconsistent approach amongst local authorities and RSLs to funding this type of work, and as a consequence this small Housing Corporation fund has now been rolled into the national DFG budget which is distributed annually to local authorities.
- 3.4 Although Government funding of DFGs has doubled over the last 10 years, research recently undertaken on behalf of the NW Regional Assembly highlights that there is sufficient demand within the North West alone in financial terms to spend nearly the entire national DFG budget, and that demand is likely to increase due to demographic trends.
- 3.5 The Governments review document fails to address the funding shortfall, but does advocate the development of joint funding agreements between Councils and RSLs at the local level, to share the burden, provide clarity about who funds what, and to provide a fairer service to clients.
- 3.6 Against this background work has been ongoing for the past year to improve the effectiveness of Haltons adaptation service, by streamlining processes, identifying and eliminating duplication and system blockages, and by amalgamating the three teams of staff involved in the process.
- 3.7 One early outcome of this is that waiting times, both for initial assessment by the Independent Living Team (ILT) and then for construction works to start, have both significantly reduced for private sector clients. The waiting list for ILT assessments has reduced from 407 to 36. The Home Improvement Agency waiting list has reduced from 50 to 17, and waiting times for cases to be actioned following receipt of an ILT referral has reduced from 10 months to 2. These achievements will improve capacity to fully spend the Disabled Facilities Grant budget in future years but came too late to have this impact in the current year.
- 3.8 Whilst the service for private sector clients has clearly improved, some RSL tenants are experiencing long waits for service. Council officers have therefore been exploring with RSLs what can be done to improve the situation. Essentially there are two issues – how to tackle their significant existing backlog, and how to address future applications so that backlogs do not increase.
- 3.9 There are three options –
  - 1) No change – this would not address the issue of the large backlog of adaptation works in the RSL sector, and could result in increasing numbers deciding to submit formal DFG

applications, which the Council would have to fund in full.

- 2) Offer DFGs to all irrespective of tenure – this could be a very expensive option, and would be foregoing potential financial contributions that RSLs would be willing to make.
- 3) Develop a joint funding agreement with RSLs – the intention would be that future RSL adaptations be processed through the formal DFG route, but that RSLs make an agreed contribution to the costs, perhaps varying according to the value or type of work.

3.10 The recommended approach is to pursue option 3, as the most cost effective way to deal with the problem, and one that sits well with developing Government guidance. Interestingly both Liverpool and Wigan Councils, who previously took a similar approach to Halton, are developing similar joint funding arrangements, and St Helens has for the last few years had cost sharing arrangements with some RSLs. A number of other authorities, particularly those with a small RSL stock, have always fully funded DFGs for RSL tenants.

3.11 An additional measure is proposed to start to reduce the backlog. The DFG budget is forecast to under spend by £295,000 this year. Despite approving about 25% more schemes than previous years, the average cost per scheme has significantly reduced due to far fewer large, high cost schemes being required. Additionally spend has been constrained by the shortage of suitable experienced contractors to undertake works. There is therefore the opportunity, as a one off initiative, to provide funding to the RSLs to deal with some of the oldest outstanding cases. There will not be sufficient time left this financial year to achieve 100% spend, so agreement would be needed to carry the resource forward to 2008/09.

3.12 An initiative of this type would, as well as securing adaptations for vulnerable people who have endured long waits, also act as a strong incentive for RSLs to co-operate in developing a joint funding agreement, and other aspects of joint working such as joint procurement of equipment, and the development of an adapted housing register.

#### 4.0 **POLICY IMPLICATIONS**

4.1 Providing disabled facilities for RSL tenants through a joint funding agreement will be a new policy approach.

#### 5.0 **OTHER IMPLICATIONS**

5.1 The allocation of capital resources from the Regional Housing Pot continues to reduce year on year, and providing additional resources for RSL adaptations will reduce the level of funding available for



other housing purposes.

- 5.2 Should housing resources continue to diminish at the same rate as recent years, and demand for DFGs grow due to the demographics, then within a few years support may be required from the Council's general capital resources to maintain this approach without significant waiting lists.

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

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

Disabled children in RSL properties are amongst those who would potentially benefit from the recommended approach, through quicker delivery of housing adaptations.

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

None.

### 6.3 **A Healthy Halton**

More timely provision of housing adaptations will help to maintain the chronically sick and disabled in their own home, and minimise the risk of unnecessary admission to hospital or residential care.

### 6.4 **A Safer Halton**

None.

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

None.

## 7.0 **RISK ANALYSIS**

- 7.1 The most likely outcome of failing to address the issue of the large backlog of RSL adaptations is increasing numbers of RSL tenants applying to the Council for a DFG, and in the absence of any cost sharing agreement, the Council would bear the full cost.

- 7.2 The potential financial demands of developing a joint funding approach could be greater than available resources. However, the service will have to be managed within the usual budgetary constraints. This may lead to waiting lists but at least this would be fairer since all clients would be affected equally, irrespective of tenure.

8.0 **EQUALITY AND DIVERSITY ISSUES**

8.1 The recommended approach will be more equitable for disabled RSL tenants who have been disadvantaged by lack of resources in the past.

**REPORT TO:** Executive Board

**DATE:** 21st February 2008

**REPORTING OFFICER:** Operational Director – Financial Services

**SUBJECT:** Draft Budget 2008/09

**WARD(S):** Borough-wide

## **1.0 PURPOSE OF REPORT**

- 1.1 To recommend to Council the budget, capital programme and council tax for 2008/09.
- 1.2 At the time of writing the report, the Cheshire Police and Fire Authorities had not set their budgets and council tax precepts. The Fire Authority precept will be reported verbally to the Executive Board and will be incorporated in the recommendation and also shown on the Council summons. However, the Police Authority are not expected to set their precept until after the meeting of the Executive Board. In that case, a further report will be made to Council showing the Total Council Tax.

**2.0 RECOMMENDATION TO COUNCIL:** That the Council adopt the resolution set out in Appendix A, which includes setting the budget at £101.895m and the Band D Council Tax for Halton (before Parish , Police and Fire precepts) of £1,079.97.

## **3.0 SUPPORTING INFORMATION**

### **Local Government Finance Settlement**

- 3.1 The Government has recently announced the Final Local Government Finance Settlement for 2008/09, 2009/10 and 2010/11 – the first three year settlement, in alignment with the Comprehensive Spending Review 2007. For 2008/09 it includes Formula Grant totalling £60.763m made up of £7.425m revenue support grant and £53.338m as the Council's share of national non domestic rates. Formula grant totals £62.459m for 2009/10 and £63.969m for 2010/11.
- 3.2 As far as the non domestic premises are concerned, the rate is fixed centrally by the Government, and for 2008/09 has been set at 46.2p in the £, and 45.8p for small businesses. The Council merely acts as tax collector, paying over the full proceeds of the business rate to the Government, which is paid back to authorities as part of the Formula Grant.

### **Budget 2008/09**

- 3.3 The Executive Board Sub-Committee receives regular reports summarising spending in the current year against the budget. The latest report indicates that spending is expected to be below the overall budget, due to the reduction in the minimum revenue provision costs and increased investment income. The Sub-Committee has agreed to establish reserves to fund time limited expenditure in the budget proposals. It is anticipated that balances at 31st March 2008 will be broadly as planned when the budget was set last year.
- 3.4 The Executive Board considered the level of growth and savings at its Away Day meeting on 10th January 2008 and agreed to consult the Policy and Performance Boards and Area Forums. Any comments will be reported to and considered by the Executive Board at the meeting. One Area Forum will not have met before the meeting of the Executive Board and any further comments will be reported to the Council.
- 3.5 In considering potential growth and savings, the Executive Board took into account the priorities contained within the Community Strategy and the Council's Corporate Plan. Those are:
- A Healthy Halton
  - Halton's Urban Renewal
  - Halton's Children and Young People
  - Employment, Learning and Skills in Halton
  - A Safer Halton
  - Corporate Effectiveness and Business Efficiency

In addition, in November 2007 a survey was undertaken on the Council's budget using the Halton 2000 citizens panel. The results of the survey were reported to the Executive Board on 7th February 2008 and it was agreed that the results would be taken into account when considering the 2008/09 budget.

- 3.6 The proposed growth and savings are shown in Appendices B and C and after taking account of these and the use of reserves set out in paragraph 3.3, the budget totals £101.895m. The budget continues the policy of utilising £350,000 from the windfall gain arising from the commutation adjustment in 2004/05. In addition, it provides a further £500,000 for the Revenue Priorities Fund and assumes this money will be used to offset part of the cost of the agreed growth.
- 3.7 The Local Government Act 2003 places a requirement on the Chief Financial Officer to report on the robustness of the estimates included in the budget and the adequacy of the reserves for which the budget provides. In my view the budget setting process and the information provided should be sufficient to allow the Council to come to an informed view regarding the 2008/09 budget, capital programme and council tax and balances and reserves should provide sufficient

resilience to meet the financial consequences of any unforeseen events.

### **Budget Outlook**

- 3.8 The Finance Settlement showed the provisional grant rising by 2.9% for 2009/10 and 2.4% for 2010/11. However, it is expected that spending to maintain current services will increase at a greater rate requiring savings to balance the budget.
- 3.9 The Government's Comprehensive Spending Review (CSR07) set more challenging targets for efficiency gains, with cashable savings of 3% for each year. The Council's efficiency partners, KPMG, will be reporting its findings following completion of the first stage of the efficiency programme.

### **Capital Programme**

- 3.10 The Government has issued the single capital pot spending guidelines. These total £11.792m and are supported either through the Formula Grant system or by capital grant. Relevant Directorates will report detail spending proposals to the Executive Board separately.
- 3.11 The proposed new starts programme is shown in Appendix D. In addition, the Priorities Fund of £750,000 has again been set aside for new starts, to be spent on the five priorities set out in the Community Plan. All of this expenditure will be funded by grants and contributions or internal resources through the Capital Reserve, which is expected to remain above the minimum target level.

### **Halton's Council Tax**

- 3.12 The tax base (Band D equivalent) has been set at 37,762 and the combined effect of the budget, government support and council tax base gives a Band D Council Tax for Halton of £1,079.97, an increase of £36.52, or 3.5%.
- 3.13 The Government still retains reserve capping powers, and it has made it clear that they expect Local Authorities to limit council tax rises to an increase of substantially less than 5%. It is expected that the recommended increase in council tax would avoid the prospect of capping.

### **Parish Precepts**

- 3.14 The Parish Councils have set their precepts for the year as shown below, and together with the precepts for the two new parishes the resultant additional Council Tax for a Band D property being as follows:

	Precept	Additional Council Tax	Basic Council Tax
	£	£	£
Hale	15,412	21.29	1,101.26
Daresbury	3,000	21.43	1,101.40
Moore	4,000	11.46	1,091.43
Preston Brook	3,605	10.63	1,090.60
Halebank	5,000	9.80	1,089.77
Sandymoor	5,000	6.13	1,086.10

### Average Council Tax

- 3.15 In addition, it is also necessary to calculate the average Council Tax for the area as a whole. This is the figure required by Government and used for comparative purposes and for a Band D property is £1,080.92.

### Police Precept

- 3.16 The Police Authority have set their precept on the Council at £?????m which is £????? for a Band D property, an increase of £????? or ?????%.

### Fire Precept

- 3.17 The Fire Authority set their precept on the Council at £?????m which is £????? for a Band D property, an increase of £????? or ?????%. The figures for each Band are shown in Recommendation 5 in Appendix A.

### Total Council Tax

- 3.18 Combining all these figures will give the total Council Tax for 2008/09, and these are shown in Recommendation 6 in Appendix A. The total Band D Council Tax (before Parish precepts) is £?????.
- 3.19 It is expected that Halton's Total Council Tax will continue to be amongst the lowest in the north west. Given that nearly half of all properties in the Borough are in Band A, and also 85% of properties are in Bands A-C, most households will pay less than the "headline" figure. In addition, many households will receive reduced Council Tax bills through Benefits or Personal Discounts, and these adjustments will be shown on their bills.
- 3.20 A complex set of resolutions, shown in Appendix A, needs to be agreed to ensure that the Budget and Council Tax level are set in a way which fully complies with legislation.

### **Prudential Code**

3.21 The Local Government Act 2003 has introduced the Prudential Code which provides a framework for the self-regulation of capital expenditure. The key objectives of the Code are to ensure that the Council's:

- capital expenditure plans are affordable;
- external borrowing is within prudent and sustainable levels; and
- treasury management decisions are taken in accordance with good professional practice.

3.22 To demonstrate that Authorities have fulfilled these objectives, the Prudential Code sets out a number of indicators which must be used. These are in the course of preparation and will be set out in Appendix E and monitored throughout the year and reported as part of the Treasury Management quarterly monitoring reports to the Executive Board Sub-Committee.

### **Capital Financing**

3.23 The Government are considering changes to the Capital Financing system. It is intended that the minimum revenue provision liability will be governed by statutory guidance rather than through regulation. A further report will be made in due course.

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

The budget will support the Council in achieving the aims and objectives set out in the Community Plan for Halton and the Council's Corporate Plan and has been prepared in consideration of the priorities listed below.

4.1 **Children and Young People in Halton**

4.2 **Employment, Learning and Skills in Halton**

4.3 **A Healthy Halton**

4.4 **A Safer Halton**

4.5 **Halton's Urban Renewal**

## **5.0 RISK ANALYSIS**

5.1 The budget is prepared in accordance with detailed guidance and timetable to ensure the statutory requirements are met and a balanced budget is prepared that aligns resources with corporate objectives.

**6.0 EQUALITY AND DIVERSITY ISSUES**

6.1 There are no Equality and Diversity implications arising directly from this report.

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

<b>Document</b>	<b>Place of Inspection</b>	<b>Contact Officer</b>
Local Government Finance Report (England) 2008/09	Municipal Building	Nick Finnan

D  
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## APPENDIX A

**DRAFT RESOLUTION FOR SUBMISSION TO THE COUNCIL  
AT ITS MEETING ON 5th MARCH 2008**

**RECOMMENDATION:** that the Council adopt the following resolution:

1. The policies outlined in this paper be adopted, including the Budget for 2008/09, the growth and savings set out in Appendix B, the Capital Programme set out in Appendix C, and Prudential Indicators set out in Appendix D.
2. That it be noted that at the meeting on 12th December 2007 the Council agreed the following:
  - (a) For 2008/09, in accordance with the Local Government Act 2003 and with regulations made under Section 33(5) of the Local Government Finance Act 1992, a Council Tax Base of 37,762 being the amount calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992, as its Council Tax Base for the year, and
  - (b) For the Parishes, the Council Tax base for each Parish for the year 2008/09 be set as follows:

Parish	Tax Base
Hale	724
Daresbury	140
Moore	349
Preston Brook	339
Halebank	510
Sandymoor	816

being the amounts calculated by the Council, in accordance with Regulation 6 of the Regulations, as the amounts of its Council Tax Base for the year for dwellings in those parts of its area to which special items relate.

3. In accordance with the relevant provisions of the Local Government Finance Act 1992 (Sections 32 to 36), the following amounts be now calculated by the Council for the year 2008/09 and agreed as follows:
  - (a) £????? – being the aggregate of the amounts which the Council estimates for the items set out in Section 32(2)(a) to (e) of the said Act.

- (b) £????? – being the aggregate of the amounts which the Council estimates for the items set out in Section 32(3)(a) to (c) of the said Act.
- (c) £101,580,717 – being the amount calculated by the Council for the year 2008/09 in accordance with Section 32(4) of the Local Government Finance Act 1992 as its budget requirement for the year.
- (d) £60,762,844 – being the aggregate of the sums which the Council estimates will be payable for the year into its General Fund in respect of redistributed Non-Domestic Rates (£53,337,790) and Revenue Support Grant (£7,425,054).
- (e) £1,080.92 – being the amount at 3(c) above less the amount at 3(d) above all divided by the amount at 2(a) above, calculated by the Council, in accordance with Section 33(1) of the Local Government Finance Act 1992, as the basic amount of its Council Tax for the year.
- (f) £36,017 – being the aggregate amount of all special items referred to in Section 34(1) of the Local Government Finance Act 1992, each individual Parish precept being:

	£
Hale	15,412
Daresbury	3,000
Moore	4,000
Preston Brook	3,605
Halebank	5,000
Sandymoor	5,000

- (g) £1,079.97 Local Government Finance Act 1992, as the basic amount of Council Tax for the year for dwellings in those parts of its area to which no special item relates.
- (h) Part of the Council's Area

	£
Hale	1,101.26
Daresbury	1,101.40
Moore	1,091.43
Preston Brook	1,090.60
Halebank	1,089.77
Sandymoor	1,086.10

being the amounts given by adding to the amounts at 3(g) above the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned above divided in each case by the amount at 2(b) above, calculated by the Council, in accordance with Section 34(3) of the Local Government Finance Act 1992, as the basic amounts of its Council Tax for the year for dwellings of its area to which one or more special items relate.

(i) Part of the Council's Area

Band	Hale	Daresbury	Moore	Preston Brook	Halebank	Sandymoor	All other Parts of the Council's Area
	£	£	£	£	£	£	£
A	734.17	734.27	727.62	727.07	726.51	724.07	719.98
B	856.54	856.65	848.89	848.25	847.60	844.75	839.98
C	978.89	979.02	970.16	969.42	968.68	965.42	959.97
<b>D</b>	<b>1,101.26</b>	<b>1,101.40</b>	<b>1,091.43</b>	<b>1,090.60</b>	<b>1,089.77</b>	<b>1,086.10</b>	<b>1,079.97</b>
E	1,345.98	1,346.15	1,333.97	1,332.95	1,331.94	1,327.45	1,319.96
F	1,590.71	1,590.91	1,576.51	1,575.31	1,574.12	1,568.81	1,559.96
G	1,835.43	1,835.67	1,819.05	1,817.67	1,816.28	1,810.17	1,799.95
H	2,202.52	2,202.80	2,182.86	2,181.20	2,179.54	2,172.20	2,159.94

being the amounts given by multiplying the amounts at 3(g) and 3(h) above by the number which, in the proportion set out in Section 5(1) of the Local Government Finance Act 1992, is applicable to dwellings listed in a particular band divided by the number which in that proportion is applicable to dwellings listed in Valuation Band D, calculated by the Council, in accordance with Section 36(1) of the Local Government Finance Act 1992, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

4. It is further noted that for the year 2008/09 the Police Authority have stated the following amounts in precepts issued to the Authority, in accordance with Section 40 of the Local Government Finance Act 1992 for each of the categories of dwellings shown below:

A B C	£
<b>D</b>	
E F G H	

5. It is further noted that for the year 2008/09 the Fire Authority have stated the following amounts in precepts issued to the Authority, in accordance with the Local Government Act 2003 for each of the categories of dwellings shown below:

A B C	£
<b>D</b>	
E F G H	

6. That, having calculated the aggregate in each case of the amounts at 3(i), 4 and 5 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of Council Tax for the year 2008/09 for each of the categories of dwellings shown below:

Band	Hale	Daresbury	Moore	Preston Brook	Halebank	Sandymoor	All other Parts of the Council's Area
A B C	£	£	£	£	£	£	£
<b>D</b>							
E F G H							

being satisfied that:

- (a) The total amount yielded by its Council Taxes for the said financial year will be sufficient, so far as is practicable, to provide for items mentioned at 3(a) to (d) above; and, to the extent that they are not, to be provided for by any other means.
  - (b) Those amounts which relate to a part only of its area will secure, so far as is practicable, that the precept or portion of a precept relating to such part will be provided for only by the amount yielded by such of its Council Taxes as relate to that part.
7. The Operational Director – Financial Services be authorised at any time during the financial year 2008/09 to borrow on behalf of the Council by way of gross bank overdraft such sums as he shall deem necessary for the purposes of this paragraph, but not such that in any event the said overdraft at any time exceeds £10m (£1.5m net) as the Council may temporarily require.

**APPENDIX B****SAVINGS OPTIONS**

Service Area	Financial Consequences		
	2008/09	2009/10	2010/11
<b>Corporate and Policy Directorate</b>			
Reduction in Minimum Revenue Provision	1,000,000	1,000,000	1,000,000
Reduction in Caretaking Provision	20,000	20,000	20,000
Reduction in frequency of window cleaning	15,000	15,000	15,000
Review of Building Cleaning Contract (provisional estimated saving)	20,000	20,000	20,000
Savings in advertising costs	25,000	25,000	25,000
Cease provision of meals at training courses	40,000	40,000	40,000
Departmental restructuring	235,000	235,000	235,000
Changes to IT Network with Schools	70,000	70,000	70,000
Reduction in opening hours of HDL	25,000	25,000	25,000
Implementation of Accommodation Strategy	260,000	350,000	400,000
Reduction in Agency Staff	100,000	100,000	100,000
Energy Efficiency Measures (funded by Invest to Save Fund)	50,000	100,000	150,000
<b>TOTAL</b>	<b>1,860,000</b>	<b>2,000,000</b>	<b>2,100,000</b>
<b>Children and Young People</b>			
Lease car allowance to provide foster carers	65,660	65,660	65,660
Transport Services for Children's Services	20,000	20,000	20,000
Transport Services for Schools	50,000	50,000	50,000
Agency and Boarded Out	100,000	100,000	100,000
Play Service	128,000	128,000	128,000
Carry forward	350,000	-	-
Reduction in Core Staffing Budgets	149,000	149,000	149,000
Increase income	86,500	86,500	86,500
Reduction of Training Budget	20,000	20,000	20,000
<b>TOTAL</b>	<b>969,160</b>	<b>619,160</b>	<b>619,160</b>
<b>Environment</b>			
Cease grants in Tourism and Promotions Management	3,500	3,500	3,500
Reduce Halton Today publication	3,450	3,450	3,450
Business Services Brochure	2,595	2,595	2,595
Increase charges for Adult Floristry	1,700	1,700	1,700
Reduce frequency of Economic Forum	1,000	1,000	1,000
Alternative arrangements for transporting display unit etc.	2,110	2,110	2,110

Service Area	Financial Consequences		
	2008/09	2009/10	2010/11
Alternative funding for E-Halton	19,500	19,500	19,500
Freeze Vacant Senior Engineers Post (Bridges & Highways Maintenance)	37,000	37,000	37,000
Achieve insurance claim payout savings of 10% and increase S38 supervision fee to 8%. Introduce new charge for street naming & numbering. Increase 3 <sup>rd</sup> party recharge fees to 10% (from 5%)	115,500	115,500	115,500
Amending funding for gritting fleet to 4 vehicles through purchase of standby vehicle	20,000	20,000	20,000
Car Leasing – introduce admin charge and other costs	15,000	30,000	45,000
Fee for accommodation to be paid by the 3MG, Castlefields and EDZ teams	11,000	11,000	11,000
Vacant senior post to be frozen in Major Projects Department	41,000	41,000	41,000
Restructure of Landscape Services Division	100,000	100,000	100,000
Waste Management Division Restructure	25,000	25,000	25,000
Waste Disposal Costs reduced by 5%	50,000	50,000	50,000
Planning fee income	50,000	50,000	50,000
Hired and Contracted Services (Planning)	2,800	2,800	2,800
General Computer Expenditure	14,708	14,708	14,708
Hired and Contracted Services (Brownfield Sites)	1,260	1,260	1,260
Miscellaneous Expenditure (UDP Consultancy)	11,760	11,760	11,760
Miscellaneous Expenditure (Forward Planning Surveys)	6,300	6,300	6,300
Miscellaneous Expenditure (UDP Statutory Procedures)	10,500	10,500	10,500
Grants for Listed Buildings and Conservation Area Works	2,650	2,650	2,650
Freeze the currently vacant environmental protection post	33,000	33,000	33,000
Contaminated land strategy	12,000	12,000	12,000
The food safety budget	2,000	2,000	2,000
Deletion of post in Civic Catering	20,000	20,000	20,000
Increased income from other catering	10,000	10,000	10,000
<b>TOTAL</b>	<b>625,333</b>	<b>640,333</b>	<b>655,333</b>

Service Area	Financial Consequences		
	2008/09	2009/10	2010/11
<b>Health and Community</b>			
In-house Home Care re-design.	40,000	40,000	40,000
Increase the income target for transport	40,000	40,000	40,000
Increase Community Centre income.	15,000	15,000	15,000
Care Services Efficiency Drive (CSED) Project.	20,000	70,000	70,000
Reduce number of leaflets in line with CSED initiative.	5,000	5,000	5,000
Reduce grants to the voluntary sector.	72,000	72,000	72,000
Reduce coaching and marketing budgets within Sports Development.	5,000	5,000	5,000
Re-design of Sports Development and Parks & Countryside service.	20,000	20,000	20,000
Reduce grant to Groundwork.	10,000	10,000	10,000
Meals on Wheels re-design.	20,000	20,000	20,000
Bridgewater.	10,000	10,000	10,000
Non-filling of vacancies and reduction of agency staff.	175,000	175,000	175,000
Cease provision of meals at training courses.	20,000	20,000	20,000
Conference attendance.	10,000	10,000	10,000
Community Care Savings	200,000	200,000	200,000
<b>TOTAL</b>	<b>662,000</b>	<b>712,000</b>	<b>712,000</b>
<b>GRAND TOTAL</b>	<b>4,116,493</b>	<b>3,971,493</b>	<b>4,086,493</b>



## APPENDIX C

## GROWTH

Service Area	Financial Consequences		
	2008/09	2009/10	2010/11
<b>Children and Young People</b>			
Building Schools for the Future	500,000	500,000	500,000
Care Leavers Accommodation	50,000	50,000	50,000
Hear By Rights	30,000	30,000	30,000
<b>TOTAL</b>	<b>580,000</b>	<b>580,000</b>	<b>580,000</b>
<b>Corporate and Policy</b>			
ICT – Infrastructure Maintenance and Disaster Recovery	200,000	300,000	400,000
Home Information Packs – Legal Searches	50,000	50,000	50,000
<b>TOTAL</b>	<b>250,000</b>	<b>350,000</b>	<b>450,000</b>
<b>Environment</b>			
Firework display	20,000	20,000	20,000
The Mersey Partnership	75,000	75,000	75,000
Implementing Waste Management Strategy for Kerbside Recycling	262,000	490,000	770,000
Additional statutory duty to receive and kennel dogs found by the	20,000	20,000	20,000
Improved education in recycling	150,000	150,000	Nil
Additional staff resource to process planning application for Mersey Gateway Bridge	100,000	100,000	Nil
Transport impact assessment for Mersey Gateway Bridge	50,000	Nil	Nil
<b>TOTAL</b>	<b>677,000</b>	<b>855,000</b>	<b>885,000</b>

Service Area	Financial Consequences		
	2008/09	2009/10	2010/11
<b>Health and Community</b>			
ALD Transition Growth.	260,000	520,000	780,000
Continued growth in Older People's service	340,000	420,000	500,000
Adult Protection Co-ordinator.	25,000	25,000	25,000
Homelessness	87,000	87,000	87,000
Halton Adult Placement Service	40,000	78,000	78,000
<b>TOTAL</b>	<b>752,000</b>	<b>1,130,000</b>	<b>1,470,000</b>
<b>GRAND TOTAL</b>	<b>2,259,000</b>	<b>2,915,000</b>	<b>3,385,000</b>

## APPENDIX D

## NEW CAPITAL STARTS

Service Area	Financial Consequences		
	2008/09	2009/10	2010/11
<b>Corporate and Policy</b>			
ICT	500,000	-	-
<i>Revenue Consequences</i>	<i>150,000</i>	<i>150,000</i>	<i>150,000</i>
<b>TOTAL</b>	<b>500,000</b>	<b>-</b>	<b>-</b>
<b>Capital Revenue</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>
<b>Environment</b>			
Information Touch Screen display kiosks at Runcorn Station	50,000	-	-
<i>Revenue Consequences</i>	<i>4,500</i>	<i>4,500</i>	<i>4,500</i>
Lewis Carroll match for Heritage Lottery Bid (provisional sum)	50,000	-	-
<i>Revenue Consequences</i>	<i>4,500</i>	<i>4,500</i>	<i>4,500</i>
Widnes Industrial Area preliminary work on business estate management and improvement scheme	50,000	-	-
<i>Revenue Consequences</i>	<i>4,500</i>	<i>4,500</i>	<i>4,500</i>
3 year programme of additional recycling bins (funded by grant)	100,000	80,000	70,000
<i>Revenue Consequences</i>	<i>-</i>	<i>-</i>	<i>-</i>
Contingency for Early land acquisition in respect of Mersey Gateway	6,000,000	-	-
<i>Revenue Consequences</i>	<i>500,000</i>	<i>500,000</i>	<i>500,000</i>
Increased budget for capital investment in flood/drainage mitigation and improvement	50,000	50,000	50,000
<i>Revenue Consequences</i>	<i>4,500</i>	<i>9,000</i>	<i>13,500</i>
Bringing roads to adopted standard	100,000	100,000	100,000
<i>Revenue Consequences</i>	<i>9,000</i>	<i>18,000</i>	<i>27,000</i>
<b>TOTAL</b>	<b>6,400,000</b>	<b>230,000</b>	<b>220,000</b>
<b>Capital Revenue</b>	<b>527,000</b>	<b>540,500</b>	<b>554,000</b>

Service Area	Financial Consequences		
	2008/09	2009/10	2010/11
<b>Health and Community</b>			
Additional funding for Disabled Facilities Grants and Work with RSLs.	500,000		
<i>Revenue Consequences</i>	45,000	45,000	45,000
Development of facilities at Runcorn Town Hall Park. Total cost of scheme is £495K. £185k has already been identified from other funders	310,000		
<i>Revenue Consequences</i>	42,900	58,900	58,900
Upgrade of Halton Lea Library. The library has attracted £1.3million Big Lottery Funding (maximum available). Additional funding would fund new lighting and heating to fully complete the upgrade.	200,000	50,000	-
<i>Revenue Consequences</i>	18,000	22,500	22,500
Installation of 5 Multi use games areas. Identified in Sports Facilities Strategy.	100,000	100,000	100,000
<i>Revenue Consequences</i>	9,500	18,000	39,500
Installation of electronic access bollards to 6 parks.	72,000	-	-
<i>Revenue Consequences</i>	6,480	6,480	6,480
Improvement to allotments (for example, roadways and pathways, fencing, security).	65,000	65,000	65,000
<i>Revenue Consequences</i>	5,850	11,700	17,550
Headstone Safety Project	50,000	0	0
<i>Revenue Consequences</i>	4,500	4,500	4,500
Major adaptations equity release/loans scheme.	100,000		
<i>Revenue Consequences</i>	9,000	9,000	9,000
Re-design of communal spaces and furnishings at Oakmeadow.	72,000		
<i>Revenue Consequences</i>	6,480	6,480	6,480
<b>TOTAL</b>	<b>1,469,000</b>	<b>215,000</b>	<b>165,000</b>
<b>Capital Revenue</b>	<b>147,710</b>	<b>182,560</b>	<b>209,910</b>
<b>GRAND TOTAL</b>	<b>8,369,000</b>	<b>445,000</b>	<b>385,000</b>
<b>CAPITAL REVENUE</b>	<b>824,710</b>	<b>873,060</b>	<b>913,910</b>

## PRUDENTIAL INDICATORS

	2006/07	2007/08	2008/09	2009/10	2010/11
<b>Affordability</b>					
1. Ratio of financing costs to net revenue stream (estimate) – General Fund		-0.4	0.6	2.1	2.8
		%			
2. Ratio of financing costs to net revenue stream (actual) – General Fund	-0.2				
		%			
3. Incremental impact of capital investment decisions on the Council Tax					
		£			
<b>Capital Expenditure</b>					
5. Total capital expenditure (estimate) (see Note) – General Fund		33.0	39.8	25.0	17.3
		£m			
Note: These figures will be amended as further allocations and grant approvals are received.					
6. Total capital expenditure (actual) – Actual	29.3				
		£m			
<b>Capital Financing Requirement</b>					
7. Capital Financing Requirement (estimate) – General Fund		57.0	70.3	75.0	82.4
		£m			
8. Capital Financing Requirement (actual) – General Fund	46.4				
		£m			

	2006/07	2007/08	2008/09	2009/10	2010/11
<b>Treasury Management</b>					
9. Adopted CIPFA Code of Practice for Treasury Management			Note: to be considered by Executive Board Sub-Committee on 20th March 2008		
10. Authorised limit for external debt £m			58.1	68.0	75.5
11. Operational boundary for external debt £m			53.1	63.0	70.5
12. External debt (actual) £m	22.0				
13. Upper limit on interest rate exposure on fixed rate debt %			75	75	75
14. Upper limit on interest rate exposure on variable rate debt %			75	75	75
15. Maturity structure of borrowing as a percentage of fixed rate borrowing %					
Under 12 months			0	50	
12 months - 2 years			0	75	
2 years - 5 years			0	50	
5 years - 10 years			0	50	
10 years and above			0	75	
16. Total principal sums invested for periods longer than 364 days					
1-2 years %			60	60	60
2-3 years %			30	30	30

**REPORT TO:** Executive Board

**DATE:** 21<sup>st</sup> February 2008

**REPORTING OFFICER:** Strategic Director – Corporate and Policy

**SUBJECT:** New Parishes of Halebank and Sandymoor

**WARDS:** Ditton and Daresbury

## **1.0 PURPOSE OF THE REPORT**

1.1 The Report is to draw the Board's attention to the Halton (Parishes) Order 2007 and the Halton (Parish Electoral Arrangements) Order 2008 and it asks the Board to recommend that the Council make the Halebank Parish Council Order 2008 and the Sandymoor Parish Council Order 2008.

## **2.0 RECOMMENDATION**

2.1 That the Board notes the making by the Secretary of State for Communities and Local Government of the Halton (Parishes) Order 2007 and by the Electoral Commission of the Halton (Parish Electoral Arrangements) Order 2008.

2.2 That the Council be recommended to make the Halebank Parish Council Order 2008 and the Sandymoor Parish Council Order 2008.

## **3.0 SUPPORTING INFORMATION**

3.1 Following receipt of petitions under section 11 of the Local Government and Rating Act 1997, the Secretary of State for Communities and Local Government has made an Order under Sections 14 and 23 of the Act that the Council establish Parish Councils for the new Parishes of Halebank and Sandymoor.

3.2 Following that Order, the Electoral Commission has now made an Order under the same sections setting out the electoral arrangements. That Order provides that elections shall be held on the ordinary day of election for Councillors in 2008, i.e. 1<sup>st</sup> May.

3.3 The next Election for Halebank would take place in 2010, to bring it into line with the neighbouring Parish of Hale. Thereafter, Elections would take place every four years.

3.4 In the case of Sandymoor, the Election would take place in 2008 and every fourth year thereafter.

- 3.5 There will be five Councillors elected for each Parish.
- 3.6 The Council must now give effect to the Orders by making its own Order under Section 16 of the Act establishing the new Parishes. Drafts of the Section 16 Orders are annexed to this report.
- 3.7 It is for the Council to calculate the precept and include the amount in the Section 16 Order. The Council then precepts that amount in the normal way during the Council Tax fixing process. The precept falls only on the new Parish areas, which bear the cost rather than it being spread throughout the Borough.
- 3.8 The new Parish Council issues its official precept at any time from the May 2008 elections up to October 2008, but they cannot exceed the precept anticipated by the authority. The Operational Director – Financial Services recommends that the specified amount be £5,000.00 in the case of each Parish.

#### **4.0 POLICY IMPLICATIONS**

- 4.1 There are no specific policy implications arising from this report, which gives effect to Orders made by the Secretary of State and the Electoral Commission. Members will be familiar with the process which has been undertaken to get to this point.

#### **5.0 FINANCIAL IMPLICATIONS**

- 5.1 These are as set out in paragraphs 3.7 and 3.8 above.

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

- 6.1 **Children and Young People in Halton** – no specific implications
- 6.2 **Employment Learning and Skills in Halton** – no implications arising from the Report



6.3 **A Healthy Halton** – no implications arising from the Report

6.4 **A Safer Halton** – no implications arising from the Report

6.5 **Halton's Urban Renewal** – no implications arising from the Report

## 7.0 RISK ANALYSIS

7.1 There are no risk assessment implications.

## 8.0 EQUALITY AND DIVERSITY ISSUES

8.1 There are no specific issues arising from the Report

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

Document	Place of Inspection	Contact Officer
None		

**CREATION OF COUNCIL**

**HALTON BOROUGH CUNCIL**

**HALEBANK PARISH COUNCIL ORDER 2008**

Made the                    day of February 2008

The Halton Borough Council (“the Council”) having been directed by the Secretary of State in articles 2 and 4 of the Halton (Parishes) Order 2007, and in exercise of powers conferred on it by section 16 of Local Government and Rating Act 1997, and of all other powers enabling in that behalf, hereby makes the following Order:

1. This order shall be referred to as the Halebank Parish Council Order 2008.
2. It shall come into force the day after the day on which it was made.
3. The Council hereby establishes a parish council (“the Parish Council”) for the Parish of Halebank.
4. The Parish Council shall be constituted with five parish councillors (“the Parish Councillors”).
5. The Parish Councillors for the Parish of Halebank shall be elected on the First day of May 2008, or the first date thereafter on which parish election may lawfully be held.
6. Subsequent elections to the Parish Council shall coincide with the date for the ordinary election of Parish Councillors to the parish council within the neighbouring Parish of Hale, namely May 2010 and every fourth year thereafter.
7. The term of office of any Parish Councillor so elected shall be two years from May 2008 and then four years from May 2010 and thereafter.
8. The first annual meeting of the Parish Council for the Parish of Halebank shall be held on or within fourteen days after the day upon which the first newly elected Parish Councillors take office and shall be convened by the solicitor to the Council.
9. For the purposes of article 3 of the Local Government Finance (Miscellaneous Provisions) (England) Order 1995 (SI 1995/161) and the Regulation 3 of the Local Government Finance (New Parishes) Regulations 1998 (SI 1998/119) as amended, there is specified in relation to the Parish of Halebank the sum of £5,000.00.

Given under the Common Seal of Halton Borough Council on the day above mentioned.

THE COMMON SEAL of THE  
HALTON BOROUGH COUNCIL  
Was hereunto affixed in the  
presence of:-

**CREATION OF COUNCIL**  
**HALTON BOROUGH COUNCIL**  
**SANDYMOOR PARISH COUNCIL ORDER 2008**

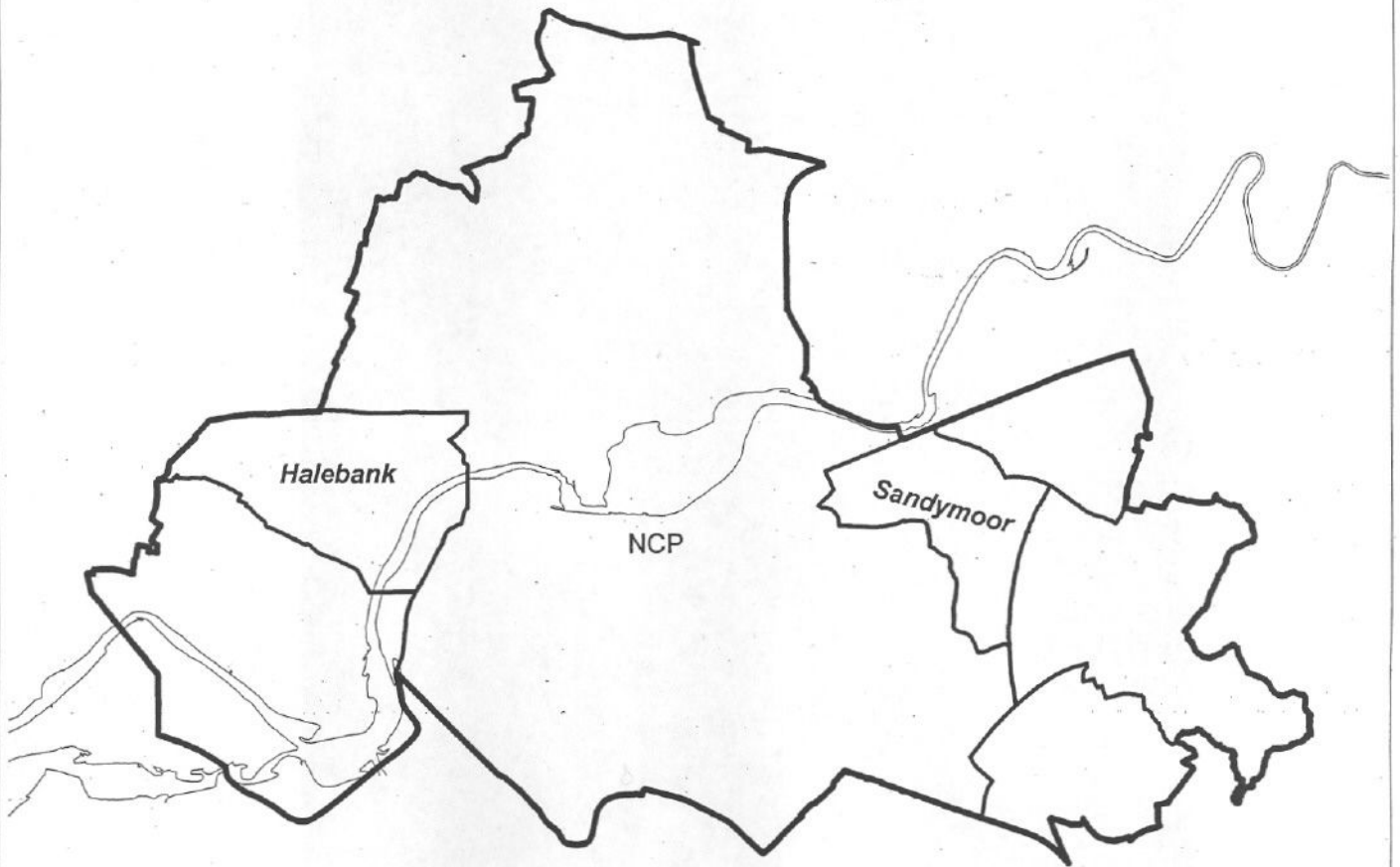
Made the                    day of February 2008

The Halton Borough Council (“the Council”) having been directed by the Secretary of State in articles 3 and 4 of the Halton (Parishes) Order 2007, and in exercise of powers conferred on it by section 16 of Local Government and Rating Act 1997, and of all other powers enabling that behalf, hereby makes the following Order:

1. This order shall be referred to as the Sandymoor Parish Council Order 2008.
2. It shall come into force the day after the day on which it was made.
3. The Council hereby establishes a parish council (“the Parish Council”) for the Parish of Sandymoor.
4. The Parish Council shall be constituted with five parish councillors (“the Parish Councillors”).
5. The Parish Councillors for the Parish of Sandymoor shall be elected on the First day of May 2008, or the first date thereafter on which parish election may lawfully be held.
6. Subsequent elections to the Parish Council shall take place in May 2012 and every fourth year thereafter.
7. The term of office of any Parish Councillor so elected shall be four years.
8. The first annual meeting of the Parish Council for the Parish of Sandymoor shall be held on or within fourteen days after the day upon which the first newly elected Parish Councillors take office and shall be convened by the solicitor to the Council.
9. For the purposes of article 3 of the Local Government Finance (Miscellaneous Provisions) (England) Order 1995 (SI 1995/161) and the Regulation 3 of the Local Government Finance (New Parishes) Regulations 1998 (SI 1998/119) as amended, there is specified in relation to the Parish of Sandymoor the sum of £5,000.00.

Given under the Common Seal of Halton Borough Council on the day above mentioned.

THE COMMON SEAL of THE  
HALTON BOROUGH COUNCIL  
Was hereunto affixed in the  
presence of:-



Key

~ Mean Low Water

Only parishes affected  
by change are named

New Parish named in bold italics

**REPORT TO:** Executive Board

**DATE:** 21 February 2008

**REPORTING OFFICER:** Strategic Director – Health & Community

**SUBJECT:** Carers Services within Halton

**WARD(S)** Borough-wide

**1.0 PURPOSE OF THE REPORT**

1.1 To seek approval to transfer the Carers Centre to the Voluntary Sector and outline the future of Carers Services within Halton.

**2.0 RECOMMENDATION: That the Executive Board:**

- i) **Approve the Council's 3 year financial commitment to the running of the Carers Centre in the sum of £160k in year 1, £164 in year 2 and £168 in year 3. The additional funding will be met from the Carers Grant and the Primary Care Trust.**
- ii) **Approve the closure of the Widnes Carers Centre Outlet, co-located in the Age Concern building.**
- iii) **Authorise the Strategic Director, Health & Community in conjunction with the Portfolio Holder for Health to award the contract for the provision of Carer Services to Halton Carers Centre, in the sum of approximately £160k per annum over the period April 2008 – March 2011 and that in light of the exceptional circumstances, namely that the Centre is the only available provider of the range of Carers services required to the people of Halton and in accordance with Procurement SO 1.6, Standing Orders 3.1- 3.7 and 3.10 be waived on this occasion. (See paragraph 5.6).**
- iv) **Authorise the Strategic Director, Health & Community in conjunction with the Portfolio Holder for Health to take such action as may be necessary to give effect to the Carers Centre to provide Carer Services to the people of Halton.**

**3.0 SUPPORTING INFORMATION**

3.1 Since the opening of the Carers Centres in 2004, it has been the

intention that the management of the Centres by the Local Authority would only be a temporary arrangement, until a voluntary sector organisation could be identified to undertake it. The reason for this was to ensure that Carers would be able to maximise their access to funding streams e.g. Lottery funding, that otherwise would not have been able to be accessed by the Centres under Local Authority control. As such within Halton Borough Council's current Carers Strategy (2006-2008), the intention to transfer the management of the Centres to the voluntary sector is stated as an objective, and in particular with acceptance into the Princess Royal Trust for Carers (PRTC) network. Acceptance of Halton Carers Centre into the PRTC would mean being part of a long established and respected network offering expertise in responding to Carers needs.

- 3.2 During the last 12 months a number of activities, including meetings and consultation events, have taken place to identify the options and their associated advantages and disadvantages, for the future provision of Carers Services within Halton. During this time it has been highlighted that whichever approach was adopted it would need to safeguard the financial future of Halton Carers Centre, improve and expand the services provided, and be acceptable to Halton and St Helens Primary Care Trust, to Halton Borough Council, and to local carers.
- 3.3 Due to the priority given to this area of work and to help minimise the potential for conflict due to the differing views of the stakeholders involved, it was decided that the future provision of Carers Services would be independently assessed. In addition to comprehensive research, consultations with key stakeholders have also taken place to maximise input into the planning and decision making process. Initial discussions have been held with a number of stakeholders to explore issues relating to the future provision of services. These included key staff in the existing Carers Centres, the Health & Community Directorate and the Children & Young People Directorate as well as stakeholders.
- 3.4 Three options have been examined regarding future provision, as outlined below: -
  - 1) no change;
  - 2) establish a Princess Royal Trust for Carers Centre in Halton;
  - 3) merge with Princess Royal Trust for Carers Centre in St Helens.
- 3.5 Discussions with stakeholders has indicated that the decision to transfer Carers Centres to the voluntary sector is generally welcomed so long as the service has adequate resources and high levels of commitment from all partners.
- 3.6 Following wide spread consultation including presenting a report to Healthy Halton Policy and Performance Board on 15<sup>th</sup> January



2008, it was agreed that the most favourable option would be Option 2: Establish a Princess Royal Trust for Carers Centre in Halton. The main reasons for this being :-

- As a charitable organisation the Centre would be able to access different funding streams, which the Local Authority is currently unable to.
- An independent Carers Centre would not just be a provider of services but would be an important means of ensuring the voice of carers is heard. Carers within Halton would have a direct input in to how the Centres were managed and the services provided there.

### **Location of the Centre**

- 3.7 Through the development of the options, it has become apparent that within current resources provision over two sites is costly and would represent a significant burden to a small charity as well as splitting a small staff team across two locations.
- 3.8 Statistics from the Census 2001 demonstrate there are wards on both sides of the river which have very high numbers of carers and where targeted outreach exists from one resource base, this may prove equally or more beneficial than having services split across two sites.
- 3.9 A small outreach "centre" is currently co-located in an Age Concern outlet in Widnes and very limited in the amount of space available and current usage levels appear to be far lower than Runcorn Centre, which has more space and would be more suitable to development as a PRTC Centre, in the immediate future. There is an existing proposal to develop a voluntary sector resource centre in Widnes, which may prove a suitable base for the Centre in the long term. However, this is dependent upon additional funding being made available from the lottery. A proposal has already been submitted.
- 3.10 The Princess Royal Trust therefore agree to the closure of the Carers Centre located in the Age Concern building, explore alternative sites in Widnes and await the outcome of the lottery proposal.
- 3.11 The proposal to deliver services from one site is generally supported by the Carers Strategy Group, which consists of carer representatives, including the Chair of the Halton Carer's Forum. It is recognised that Carers would prefer to see two centres within Halton, one in Runcorn and one in Widnes and this aspiration will be incorporated into the Carer Centre 3 year business plan to be prepared in conjunction with the Princess Royal Trust operating

from the Runcorn site will continue in the medium term.

#### 4.0 **POLICY IMPLICATIONS**

- 4.1 The profile of the provision of services for carers continues to rise in significance. A Centre within the voluntary sector will have access to new funding streams and most importantly will be able to offer an independent service to carers, which may enable the Centre to be more effective in reaching carers who are at present 'hidden'. The voluntary sector may also provide the Carers Centre with the opportunity to develop more innovative and tailored provision allowing them to reach out to a wider range of carers. In selecting this option for the future of Carers Services, the Council is recognising the importance of Carers issues and ensuring that the services provided to them are maximised.

#### 5.0 **FINANCIAL IMPLICATIONS**

- 5.1 The PRTC network have stated that they would require a three-year funding commitment by Halton Borough Council, to initially support the Carers Centre. This three-year commitment is a normal requirement of acceptance into the PRTC network and would, in the main, be funded using the Carers Grant.
- 5.2 The option of transferring the Centre and associated services over to the voluntary sector will require an increase in current levels of funding, which at present is approximately £104k for 2007/8.
- 5.3 Establishing a PRTC centre would mean an increase of funding to approximately £160k per annum (if the service was delivered over one site rather than two). The increase of funding for the Carers Centre would ensure that there was an improved range of services delivered to the Carers of Halton and that the Centre would be able to effectively respond to the increased national agenda around Carers culminating in the publication of the new National Carers Strategy during 2008.
- 5.4 Consideration has already been given to how to fund the additional costs. The Carers Grant would continue to be the main source for funding, with additional contributions from the Children & Young People Directorate and Halton and St Helens Primary Care Trust. Any additional funding required to support the transfer would be sourced initially from the increase in the Carers Grant 2008/9.
- 5.5 Halton & St. Helens Primary Care Trust currently funds St Helens Carers Centre and they have confirmed that they will contribute £20k towards the funding of the Centres per year for a 3-year period.

## **Business Case for Waiver of Procurement Sols**

5.6 As part of the 3 year financial commitment, it is proposed that the Committee grant a waiver of the relevant standing orders to enable the Authority to enter into a 3 year Service Level Agreement to continue to provide Carers Services from the point of transfer for a 3 year period. Below are details of the business case for waiving standing orders: -

- **Value for Money and Competition** - There is no other known provider offering the same range of services as the Halton Carers Centre. The Carers Centre will produce an annual report of its activities in Halton, in order that the Council can judge that the Service Level Agreement (along with performance targets) has secured value for money. The Council will continue to assess the market to ensure continued value for money.
- **Transparency** – Representatives from the Carers Centre and it's Board of Trustees will become members of the Council's Carers Strategy Group and regular reports on activities/progress against targets will be presented to the Group. The Council will work with the Centre to ensure that the needs of carers in Halton are addressed. Other levels of transparency can be achieved, if necessary, via the Freedom of Information Act.
- **Propriety and Security** – The usual integrity clauses will be built into the Service Level Agreement and only staff with a need to know will have information about the agreement.
- **Accountability** - The Operational Director (Adults of Working Age) would remain accountable for the awarding and monitoring of the Service Level Agreement.
- **Public Contracts Regulations 2006** – This Service Level Agreement would be exempt from the Public Contract Regulations, due to it being deemed as a Social Care Service.

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

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

The proposal in relation to the future provision of Carers Services would benefit children and young people under 18 who have caring responsibilities, whose lives are often restricted in some way because they are supporting or taking responsibility for the care of a person who is ill or who has a disability etc.

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

The proposal would ensure opportunities for work, education and

learning for Carers are maximised to their full potential.

**6.3 A Healthy Halton**

The proposal clearly demonstrates the Council's commitment, as a major stakeholder, in recognising the needs of Carers and in promoting their health and wellbeing within the Community.

**6.4 A Safer Halton**

None.

**6.5 Halton's Urban Renewal**

None.

**7.0 RISK ANALYSIS**

7.1 The Local Authority would need to ensure continued funding of the Centres until such time as the Centres are sufficiently established to ensure that it can access appropriate funds itself. This would form part of a 3-year financial commitment by the Authority.

7.2 The Legal Services and Human Resources (HR) departments have advised that TUPE is likely to apply to the existing Carer Information Officer posts. All current terms and conditions would apply along with a broadly equivalent pension scheme.

**8.0 EQUALITY AND DIVERSITY ISSUES**

8.1 It is a requirement of the PRTC that each Carers Centre has an equal opportunities policy. Carers Centres are required to be accessible to people of all types and from all communities.

**9.0 REASON (S) FOR DECISION**

9.1 The proposed changes in the provision of Carer Services within Halton demonstrates that the Council recognises the importance of Carers issues and ensures that the services provided to them will be maximised.

An independent Princess Royal Trust for Carers Centre in Halton will be able to access new funding streams and most importantly will be able to offer an independent service to carers and provide an opportunity to develop more innovative and tailored provision allowing them to reach out to a wider range of carers.

The Centre will also be in a strong position to effectively respond to the increased national agenda around Carers culminating in the publication of the new National Carers Strategy during 2008.

10.0 **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

10.1 Alternative options considered regarding the future provision of Carers Services included: -

- No change; i.e. the management of the Centres would continue to be provided by the Local Authority.

The main reasons for this option being rejected included that if the Centres remained in Local Authority control it would prove difficult to access sources of funding that could be accessed by voluntary organisations or registered charities e.g. Lottery funding. Also, with not being managed by the Local Authority, the Centre would be able to offer a more independent service to carers, which may enable the Centre to be more effective in reaching carers who are at present 'hidden'

- Merge with Princess Royal Trust for Carers Centre in St Helens

The main reasons for this option being rejected was that in the view of carers and groups consulted if a merger took place there was then the potential for services to carers in Halton to become diluted in favour of St Helens.

11.0 **IMPLEMENTATION DATE**

11.1 The aim would be to establish the independent Princess Royal Trust for Carers Centre in Halton by 1<sup>st</sup> July 2008. This date would coincide with the planned closure of the Widnes site.

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

None.

<b>REPORT TO:</b>	Executive Board
<b>DATE:</b>	21 February 2008
<b>REPORTING OFFICER:</b>	Strategic Director Corporate and Policy
<b>SUBJECT:</b>	Local Area Agreement Delivery Plan
<b>WARDS:</b>	Borough-Wide

## **1.0 PURPOSE OF THE REPORT**

- 1.1 This report proposes the updating of the Action Plans for each of the five strategic priorities in order to deliver Halton's Local Area Agreement and the approval of the funding allocations contained within them.

## **2.0 RECOMMENDED: That**

- i). the five Action Plans accompanying the report be approved;
- ii). the allocation of the Working Neighbourhood Fund and Safer and Stronger Communities Fund referred to in this report and contained in the Action Plans endorsed by the Halton Strategic Partnership Board, be approved;
- iii). the continued allocation of the remaining elements of the Area Based Grant to fund individual services be approved as set out in Appendix 2;
- iv). the allocation of the Council's Priority Funds referred to in this report including that contained in the Action Plans be approved; and
- v). delegated authority is given to the Chief Executive in consultation with the Leader and Deputy Leader of the Council to approve amendments to the Actions Plans as necessary.

## **3.0 SUPPORTING INFORMATION**

Halton has in place an established mechanism for managing its neighbourhood renewal programme. Since 2002, the Halton Strategic Partnership Board has ensured that there is a Specialist Strategic Partnership (SSP) for each of the five priorities. These partnerships were commissioned to produce the original Strategies and Action Plans and have produced updated Action Plans setting out their activities and investment proposals for 2008/09. They set out a programme of activity to deliver the thematic elements of the Community Strategy, and in particular to address the key measurable outcomes set out within it. Proposals within the Action Plans are expected to:

- address the priorities;

- be based on evidence of need and best practice;
- focus on prevention;
- have an exit strategy;
- help the most disadvantaged;
- be cost-effective and good quality; and
- bring an appropriate level of match funding.

The Action Plans utilise Working Neighbourhoods Fund (WNF), and in the case of the Safer Halton Partnership Safer and Stronger Communities Fund (SSCF) as well. In addition the Council has committed a substantial amount of resources through the Priorities Fund (PF). The Council monies are aimed at supporting neighbourhood renewal activity by match funding initiatives within the Action Plans. The Action Plans are appended to this report and have been considered and endorsed by the Halton Strategic Partnership Board.

The Local Area Agreement is now in force, as the operational plan for the Community Strategy. A number of existing funding streams have been pooled by Government in the form of Area Based Grant to help fund this. Area Based Grant is largely made up of a number of existing specialist and dedicated grants for a range of Council services. Although the new grant rules allow us to spend this grant on any activity, it is suggested that for 2008/09 that they be passported through to services as before, and accounted for under current procedures. This is necessary because allocations were only announced by Government in December. There is too little time to undertake a systematic review of activity without damaging its momentum. A full review will be undertaken over the next six months to inform decisions for 2009/10 onwards. Appendix 2 details the full make up of Area Based Grant. The two general funding pots – WNF and SSCF – are still the subject of an allocations process through the LSP's SSP Action Plans. The Council is the accountable body for the Local Area Agreement and it is necessary for Executive Board to formally approve any allocations.

#### **4.0 FUNDING**

- 4.1 The proposals within the Action Plans will be funded from a number of sources, both public and private. For the purposes of this report the Working Neighbourhoods Fund (WNF), Safer and Stronger Communities Fund (SSCF) and Halton Borough Council's Priorities Fund (PF) contributions have been highlighted separately.

For 2008/09 a new LAA will be in force, as the operational plan for the Community Strategy. It should be noted that we are currently in a process of transition. The shape of the new LAA is just emerging. It will be June before it is finalised. This impacts upon the SSP Action Plans because they are the vehicles for the delivery of the LAA. Hence, it is perhaps appropriate to view the plans now submitted as being interim.

Each SSP will be given the opportunity to revisit their plan when the new LAA has been agreed. They may also need to be reworked to take into account the developing performance management framework of the LAA.

As members are aware, the Council has set aside £750,000 capital funding each year along with revenue funding, which increases year on year. This funding, the Priorities Fund, is intended to divert or bend mainstream spending towards the five priorities. The proposed Action Plans allocate £1,620,512 of the Revenue Priorities Fund available. The balance has been committed to support spending priorities behind the Community Strategy and Corporate Plan through the mainstream budget.

Appended to this report are details of the proposals within the five Action Plans. In summary, the funding implications are as follows:

	Revenue Priorities Fund	Capital Priorities Fund	Working Neighbourhoods Fund	SSCF
A Healthy Halton	305,000	0	710,313	
Halton's Urban Renewal	25,000	750,000	629,000	
Children & Young People in Halton	412,000	0	754,900	
Employment, Learning & Skills	283,512	0	1,054,641	
A Safer Halton	235,000	0	945,919	594,764
Area Forums	360,000	0	240,000	
Partnership support, development and promotion	0	0	256,000	
Commissioning Pot			432,171	
<b>Total</b>	<b>1,620,512</b>	<b>750,000</b>	<b>5,022,944</b>	<b>594,764</b>

- 4.2 By reducing allocations by 20% for 2008/09 for each SSP, a new central commissioning pot amounting to £432K has been created. Draft criteria and a management process for this strategic commissioning are being developed. The intention is that the commissioning pot will have a focus on the priorities of the new LAA, and in particular narrowing the gap on these and other measures of deprivation in our neighborhood management areas.



4.3 The Specialist Strategic Partnerships will be responsible for regular and careful monitoring of expenditure and progress will be reported to the Halton Strategic Partnership Board. The position will be reviewed in October 2008 and any necessary adjustments made then.

4.4 Before individual projects contained within the Action Plans can proceed, a service agreement must be entered into with the relevant Specialist Strategic Partnership and the Halton Strategic Partnership Board. These service agreements set out the expected outcomes and outputs together with quarterly expenditure forecasts. The Specialist Strategic Partnerships are responsible for monitoring progress on a quarterly basis, and progress is reported to the Halton Strategic Partnership Board.

## **5.0 POLICY IMPLICATIONS**

5.1 The proposals in the Action Plans have important direct implications for the Council's key strategic objectives. There are financial implications associated with the allocation of the Priorities Fund.

## **6.0 IMPLICATIONS FOR COUNCIL PRIORITIES**

6.1 There are significant implications for all Council priorities. The decision of Executive Board will award significant funding to all five priorities and fund a range of initiatives which impact on the quality of life of Halton residents. The listing of schemes, by priority is set out in Appendix 1.

## **7.0 RISK ANALYSIS**

7.1 The costs identified in the plans are indicative only at this stage and there is a risk that allocated monies could remain unspent at years end. However, there is now five years experience of managing this process and a combination of over programming and robust programme management is used to mitigate this risk. The LAA and Action plans are subject to a strategic risk management process. It is not considered that they form a significant risk necessitating a separate major risk appraisal.

## **8.0 EQUALITY AND DIVERSITY ISSUES**

7.1 The Action Plans operationalise the Community Strategy and Local Area Agreement. A key component of that strategy is a commitment to equality and diversity in all the policies, programmes and processes that are undertaken. This commitment will be embedded in all of the actions in the plans.

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

DOCUMENT	PLACE OF INSPECTION	CONTACT OFFICER
Local Area Agreement	Municipal Building Widnes	Rob Mackenzie
Community Strategy	Municipal Building Widnes	Rob Mackenzie
Priorities Baseline reports	Municipal Building Widnes	Rob Mackenzie
Priority Strategies and Action Plans	Municipal Building Widnes	Rob Mackenzie

# **APPENDIX 1**

**Proposed Working Neighbourhoods Fund, Safer  
& Stronger Communities Fund & Priorities Fund  
Allocations**

**A HEALTHY HALTON**

	<b>WNF</b>	<b>PF</b>
New Commissioning	86,013	
Dietic & Exercise Programme	22,000	
Vulnerable Adults Task Force (Older People)	275,000	200,000
Voluntary Sector Counselling Support Project	40,000	
Sports Partnership	30,000	30,000
Health & Physical Activity Development	39,000	
Information Outreach Services	34,300	
Reach For The Stars	35,000	
ILC Accessible Transport	25,000	
Carer Support Development/H&C Care Forum	40,000	
Healthy Living Programme	20,000	
Enhanced Sports Grants		75,000
Advocacy	64,000	
<b>Total</b>	<b>710,313</b>	<b>305,000</b>

**HALTON'S URBAN RENEWAL**

	<b>WNF</b>	<b>PF</b>
Landlord Accreditation Programme	30,000	
Partnership Co-ordinator		20,000
Sites Purchase	230,000	75,000
Town Centres Renewal	100,000	250,000
Victoria Road Study	25,000	
Enterprise Centres	100,000	
EDZ - Widnes Waterfront	25,000	190,000
Business Parks Improvement	25,000	120,000
Contaminated Land Reclamation	150,000	120,000
Castlefields Employment Initiative	44,000	
<b>Total</b>	<b>629,000</b>	<b>775,000</b>

**EMPLOYMENT, LEARNING & SKILLS**

	<b>WNF</b>	<b>2008/09 PF</b>
Halton People Into Jobs	80,000	
Halton ILM/Rail Maintenance	99,000	43,512
Enterprise Development	71,975	80,000
YMCA IAG	62,000	
Supported Employment	35,000	
Skills For Life	25,500	
Employment Outreach	54,779	
Links 2 Work Project		10,000
Inspiring Women	10,000	
YMCA	20,250	
Benefits Bus	81,000	69,000
Adult Learning & Skills	2,000	80,000
CES Contribution	14,000	
Halton Family Groups	30,600	
Pre Level 2 provision	35,000	
Voluntary Sector Sustainability	7,000	
Childcare	32,000	
Citizens Advice Bureau	68,400	
Castlefields Employability	94,000	
<b>Total</b>	<b>1,054,641</b>	<b>283,512</b>

**CHILDREN & YOUNG PEOPLE IN HALTON**

	<b>WNF</b>	<b>2008/09 PF</b>
Neglect (ISCYP)	125,000	
Teenage Pregnancy Health	45,000	
Portage	47,500	
Missing from Home	70,000	
Attendance	66,000	
PEP Dowries	10,000	
Young Carers	50,000	
Access To Learning Opportunities		10,000
Care Leavers	65,000	
Care Leavers WTA	24,500	
Vocational Options	30,000	
NEET	20,000	
Civic Pride	0	
Transport Barriers/ Neighbourhood Travel Team	30,000	30,000
Improving Education for Vulnerable Youngsters	40,000	17,000
Kingsway literacy Development		355,000
Youth Activity	82,400	
Halton YMCA	0	
Canal Boat Project	49,500	
<b>Total</b>	<b>754,900</b>	<b>412,000</b>

**A SAFER HALTON**

	2008/09		
	WNF	PF	SSCF
Good Neighbour Pilot	9,919		
Grassroots Development	9,000		
Youth Splash	70,500	100,000	
Blue Line/Blue Border	485,000		
Business Watch			
Pride Of Place		33,000	
Multi Skilled Maintenance Team	16,000		
Neighbourhood Pride	30,000		
Alcohol Harm Reduction	42,000		20,005
Area Forum Co-ordinator		30,000	
Domestic Violence	100,000		37,492
Increased Drug Treatments	26,100		
YISP	15,000		
Partnership Development			16,369
Anti Social Behaviour	80,000		37,080
Community Safety Team			70,818
Prolific and Persistent Offenders	37,500		
Positive Futures	25,000		
Neighbourhood Management Initiative			413,000
Graffiti Team		72,000	
<b>Total</b>	<b>945,919</b>	<b>235,000</b>	<b>594,764</b>



## Appendix 2

### Area Based Grant

	<u>Govt Dept</u>	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>
14 - 19 Flexible Funding Pot	DCSF	219,000	38,149	37,348	36,976
Choice Advisers	DCSF	26,000	26,334	26,334	26,334
Education Health Partnerships	DCSF	60,000	60,000	60,000	60,000
Extended Rights to Free Transport	DCSF	5,000	22,256	47,281	72,306
Extended Schools Startup Costs	DCSF	254,000	304,709	567,338	233,313
Secondary National Strategy - Behaviour & Attendance	DCSF	68,300	68,300	68,300	68,300
Secondary National Strategy - Central Co-ordination	DCSF	127,664	132,036	132,276	132,382
Primary National Strategy - Central Co-ordination	DCSF	140,000	116,620	94,380	94,389
School Development Grant (Local Authority Element)	DCSF	1,156,000	1,131,667	1,131,667	1,131,667
School Improvement Partners	DCSF	62,000	71,340	71,340	71,340
School Intervention Grant	DCSF	44,000	44,000	44,000	44,000
<b>Total Standards Fund</b>		<b>2,161,964</b>	<b>2,015,411</b>	<b>2,280,264</b>	<b>1,971,007</b>
Cohesion	CLG	0	26,000	49,000	75,000
Child & Adolescent Mental Health Services	DH	275,000	289,000	302,000	315,000
Children's Social Care Workforce (Formerly HRDS & NTS)	DCSF	ASCW below	57,000	56,000	56,000
Children's Fund	DCSF	483,000	483,454	483,454	483,454
Connexions (New for 08/09)	DCSF	0	1,603,374	1,682,281	1,718,540
Teenage Pregnancy	DCSF	106,000	106,000	106,000	106,000
Positive Activities for Young People	DCSF	113,601	113,601	195,601	253,601
Child Death Review Processes (New for 08/09)	DCSF	0	22,000	23,000	24,000
Care Matters White Paper	DCSF	9,000	101,000	141,000	164,000
<b>Total C&amp;YP (including Standards Fund)</b>		<b>3,148,565</b>	<b>4,816,840</b>	<b>5,318,600</b>	<b>5,166,602</b>

Adult Social Care Workforce (Formerly HRDS & NTS)	DH	415,000	354,000	364,000	374,000
Carers	DH	570,000	605,000	647,000	687,000
Crime Reduction Drug Strategy & Anti Social Behaviour	HO	SSCF below	0	0	0
Local Involvement Networks	DH	0	111,000	110,000	110,000
Learning Disability Development Fund	DH	0	150,000	149,000	148,000
Mental Capacity Act & Independent mental Advocacy Service	DH	42,000	67,000	85,000	81,000
Mental Health	DH	369,000	477,000	500,000	523,000
Preserved Rights	DH	615,000	583,000	557,000	534,000
Supporting People Administration	CLG	129,000	122,223	112,574	96,492
<b>Total Health &amp; Community</b>		<b>2,140,000</b>	<b>2,469,223</b>	<b>2,524,574</b>	<b>2,553,492</b>
Aggregates Levy Sustainability Fund	Defra	0	0	0	0
Detrunking	DfT	204,000	208,614	213,830	219,175
Road Safety Grant - Excludes Safety Cameras Cheshire Partnership	DfT	97,500	122,500	122,500	122,500
Rural Bus Subsidy	DfT	38,000	38,567	39,582	40,597
School Travel Advisers	DCSF	17,000	17,000	17,000	17,000
Sea Fisheries Committee	Defra	0	0	0	0
Sustainable Travel General Duty	DCSF	0	10,249	10,249	10,249
Local Enterprise Growth Initiative	CLG	0	0	0	0
<b>Total Environment</b>		<b>356,500</b>	<b>396,930</b>	<b>403,161</b>	<b>409,521</b>
Safer & Stronger Communities Fund (SSCF)	HO	250,000	172,000	172,000	172,000
Safer & Stronger Communities Fund (SSCF)	CLG	516,000	413,000	258,000	0
Working Neighbourhoods Fund (replaces NRF)	CLG	5,376,608	5,022,944	5,861,734	6,063,519
Disadvantaged Areas Fund ( <i>Included in Working Neighbourhoods Fund as of April 08 onwards</i> )	DWP	360,000	0	0	0
<b>Total LSP</b>		<b>6,252,608</b>	<b>5,435,944</b>	<b>6,119,734</b>	<b>6,063,519</b>

Preventing Extremism	CLG	0	TBC	TBC	TBC
<b>Total Other</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total ABG</b>		<b>11,897,673</b>	<b>13,118,937</b>	<b>14,366,069</b>	<b>14,193,134</b>

**REPORT TO:** Executive Board

**DATE:** 21<sup>st</sup> February 2008

**REPORTING OFFICER:** Strategic Director - Environment

**SUBJECT:** Fireworks Festival 2008

**WARDS:** Borough wide

## **1.0 PURPOSE OF THE REPORT**

1.1 This report sets out the views of the Safer Halton Policy and Performance Board (PPB) and Urban renewal PPB regarding proposals to relocate Halton's Fireworks Festival. The report and minutes from each Policy and Performance Board are attached as appendices to this report.

## **2.0 RECOMMENDED: That**

- (i) **Further to the considerations of the Safer Halton and Urban Renewal PPBs that the Fireworks Festival remain in the current location.**

## **3.0 BACKGROUND**

3.1 The report in appendix 1, which was considered by the Safer Halton and Urban Renewal PPB's in November 2007, sets out the history of the Fireworks Festival in Halton. It also outlines issues relating to safety and welfare of the public attending the event and considers a number of operational and site options, to address concerns about crowd safety and to deliver the Festival within budget.

3.2 The report generated considerable debate at both PPBs. Key issues included the importance of maintaining a large public display for safety reasons, that the display is a major event with people travelling into the borough and that the present location enables people to see the display from numerous locations on both sides of the river.

3.3 Both PPB's resolved that:

*"...the comments made by the Board that the Fireworks Festival remain at its current location and that work be undertaken to find alternatives to resolve the crowd control, health and safety and car parking issues, along with trying to attract sponsors to offset the additional costs, be referred to the Executive Board."*

3.4 The implications of the Festival continuing to be staged at its present location are that additional resources will be needed to address concerns about the safety and welfare of visitors, comprising more police, security staff, car park attendants and stewards. A request for £20,000 is to be

considered as part of the budget process for 2008/09 to cover these costs.

3.5 Alleviating traffic congestion will continue to be a challenge due to the constraints of the road layouts and lack of adequate car parks in the viewing areas.

3.6 Continued efforts will be made to attract sponsorship. There is, however, increasing competition for business sponsorship from a range of organisations and it is by no means certain that sponsorship can be relied upon as a means of providing any significant levels of funding as a means of offsetting the additional costs of retaining the Fireworks at there present location.

#### **4.0 POLICY IMPLICATIONS**

4.1 The Halton Economic Development and Tourism Strategy has specific policies on tourism which states that Halton will develop the tourism offer of the Borough to support the Liverpool City Region, and other brands as advised by the North West Development Agency, and in so doing ...  
“will place the emphasis on investment in quality attractions which make a positive contribution to the overall quality of life and opportunities for employment for residents, potential new residents, and visitors ...”

#### **5.0 FINANCIAL IMPLICATIONS**

5.1 The safe staging of the Fireworks Festival, on a scale that visitors have become accustomed to, is dependent on additional financial resources being made available. In the event that they are not, then the contents of the event will have to be scaled down accordingly to ensure that adequate resources are directed at addressing crowd control and health and safety concerns.

#### **6.0 OTHER IMPLICATIONS**

6.1 There are no other implications arising from this report.

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

7.1 Children and Young People in Halton

The fireworks display is a key part of the local partnership working at that time of year. It seeks to encourage young people to attend a well-organised display and is complemented by the bonfire removal project that operates within the area forums.

7.2 Employment, Learning and Skills in Halton

There are no implications arising from this report.

7.3 A Healthy Halton

There are no implications arising from this report.

7.4 A Safer Halton

Staging a major public display is viewed as a key part of the strategy to address anti-social behaviour on that night and to make the night as safe as possible.

7.5 Halton's Urban Renewal

Attracting people from both inside and outside the borough is a key part of the tourism strategy for the borough that is part of the overall strategy to diversify the local economy. Retaining the fireworks at the existing location will continue to support the promotion of Runcorn town centre and compliment future investment at that location through the Urban Splash proposals.

**8.0 RISK ANALYSIS**

8.1 The concerns about health and safety are set out in the PPB report. See appendix 1. The risks can be reduced to some extent by increasing the resources for the event to cover the additional costs of stewards, first aid provision, policing etc. An increase in resources will not, however, alleviate the problems associated with traffic congestion caused by inadequate parking provision.

**9.0 EQUALITY AND DIVERSITY ISSUES**

9.1 There are no equality or diversity issues arising from this report.

**Appendix 1**

**REPORT TO:** Safer Halton & Urban Renewal PPB

**DATE:** November, 2007

**REPORTING OFFICER:** Strategic Director Environment

**SUBJECT:** Fireworks Festival 2008

**WARDS:** Borough wide

**5 PURPOSE OF THE REPORT**

4 This report sets out proposals to relocate Halton's Fireworks Festival from its current site, adjacent to the Silver Jubilee Bridge, to the Heath Park football fields in Runcorn, commencing in November 2008. The report is also being presented to the Safer Halton Policy and Performance Board on 20 November, 2007, at the request of the Executive Board Member for Planning Transportation, Regeneration and Renewal.

**2.0 RECOMMENDED: That**

- (1) The Policy and Performance Board comments on the conclusions in the report**
- (2) The report and the comments of the Policy and Performance Board be forwarded for consideration and decision by the Executive Board at the next available meeting**

**3.0 BACKGROUND**

3.1 A number of years ago, the two firework displays in Halton were merged on efficiency grounds. They were originally held in the Runcorn Town Hall grounds and at Spike Island, Widnes. A new venue was chosen on the River Mersey gantry wall, which enabled viewing from both sides of the river.

3.2 Over the past five years there has been a steady increase in the popularity of the event, and it now attracts some 45,000 people who take up vantage points on either side of the river and from various other points, including Weston Road, Pickerings Pasture and Wigg Island. The Catalyst Science Discovery centre also host a hot pot supper for paying guests from the vantage point at the top of the building.

3.3 The increase in numbers attending have given rise to concerns about traffic congestion, crowd control and health and safety and it is now considered appropriate to review the current arrangements,

## 4.0 THE ISSUES

### Car Parking

- 4.1 The **West Bank** area is not designed to accommodate large volumes of traffic. Visiting cars are accommodated in the side streets around the industrial estates and on Spike Island (weather permitting). However, the mass exodus of traffic and pedestrians after the event has been an increasing cause for concern, despite the traffic management arrangements, with resulting traffic congestion taking more than hour to dissipate.
- 4.2 In **Runcorn**, whilst the old town car parks can accommodate a reasonable number of vehicles, the demand for parking is so great that roads soon become congested. The problem is compounded when people are leaving the event, due to the flow of two-way traffic being impeded, on some roads, due to parked vehicles.
- 4.3 Given the increasing numbers of people attending the event, the problems are likely to get worse when work starts on the Canal Quarter in Runcorn and the Mersey Gateway in Widnes, both of which are likely to result in a decrease in parking provision.
- 4.4 A park and ride scheme has been looked into, but due to the large number of people leaving the event at same time, it was considered unworkable.

### Crowd Safety

- 4.5 Large crowds of people congregating in confined spaces generate potential hazards and risks - both for spectators and staff employed at the event. Because of the limited space available, spectators try to secure positions where they will have the best vantage point. This leads to overcrowding in certain areas and results in stewards occasionally coming into conflict with people when they try to limit numbers in certain areas or request that people move away from areas that are becoming too congested.
- 4.6 There is only one route into West Bank from the areas used for car parking. This results in pedestrians having to negotiate their way around moving vehicles, as they exit.
- 4.7 A one-way system is operated from King Street into Mersey Road, Runcorn via a ramp. Prior to the event, the ramp is down only, after the event, it is up only. Despite efforts by stewards, the congestion caused by people trying to get up the ramp is a major concern. The ramp has been closed in the past to alleviate the problem, however, some people will still try use the ramp regardless. This has led to further conflict between stewards and police with spectators, which only serves to undermine the enjoyment of the event for the majority.



- 4.8 The emergency services and first aid staff have indicated that they find it extremely difficult to respond to incidents effectively, due to the numbers of people attending the event. Fortunately, no serious injuries have occurred to date. Injuries people have sustained have generally been as a result of tripping over kerbs or falling down steps that are not always visible when there are large crowds of people.

## 5.0 THE OPTIONS

### Keep it as it is:

- 5.1 The event could continue at its present site, however, this would require additional investment by the Council. It is estimated that a further £15,000 would be required to cover the costs of additional stewards to supervise areas not currently covered and also to expand the first aid provision, so that they can react more effectively to incidents, if and when they occur. It would also cover the extra costs of policing and additional barrier systems to control crowds.
- 5.2 This option would not, however, resolve the car parking and traffic congestion issues, or aid egress from the event by pedestrians.

### Spilt the event over 2 sites:

- 5.3 Return to having two events in the borough. This would add costs amounting to some £30,000 if the displays were to stay the same as at present.
- 5.4 The choice of venue would also need to be considered. In Widnes the only viable option is Victoria Park, using the surrounding roads and schools for parking. In Runcorn, either a return to the Town Hall or The Heath Park are the only venues that could accommodate parking on the scale required.

### Move the event to an alternative single site:

- 5.5 **Spike Island:** Traditionally the home of major outdoor events in Halton, however, the impending work on Widnes Waterfront which will effectively remove the event car parking from Spike Island and the congestion already in the West Bank area during the fireworks make a move to Spike Island an unsuitable alternative.
- 5.6 **Victoria Park:** The venue for the Vintage Rally, it can host the crowd within the park boundary, however, the on-street parking arrangements would prove unworkable. The schools and surrounding streets would be seriously congested and the impact on local residents would be unacceptable.
- 5.7 **The Town Park:** As a venue the Town Park could accommodate an event of this type, however, there is no parking on hard standing available. Parking on grass would be the only alternative. In bad weather,

this would prove unsatisfactory and would require remedial action to reinstate the area, adding to the overall cost of the event.

5.8 **Wilmere Lane/ Prescott Road Playing Fields:** Both these sites lack adequate parking provision. They are also on the periphery of Widnes, making public transport to the venue difficult.

5.9 **The Heath Park Football Fields:** This site could accommodate the event and accommodate parking at the adjacent Heath Business and Technical Park.

5.10 The use of the football pitches for viewing could have an impact on the football pitches that would require some remedial work to reinstate them. Traffic would not be allowed onto the pitches, only spectators.

5.11 The use of the area would also allow the installation of improved facilities such as toilets and possibly a stage for entertainment purposes, that would add value to the existing offer.

## 6.0 CONCLUSIONS

6.1 The growth in the Fireworks Festival popularity has led to a significant increase in spectator attendances in recent years. This has resulted in serious traffic congestion and concerns about crowd safety, which cannot now be managed safely and effectively within the current budget for the event.

6.2 Having considered the alternatives, it is proposed that the Fireworks Festival be transferred to The Heath Park Football Fields site from November 2008. This option would be both cost effective and solve most, if not all, of the concerns about crowd safety and traffic congestion at the event.

## 7.0 POLICY IMPLICATIONS

7.1 The Halton Economic Development and Tourism Strategy has specific policies on tourism which states that Halton will develop the tourism offer of the Borough to support the Liverpool City Region, and other brands as advised by the North West Development Agency, and in so doing ...

*“will place the emphasis on investment in quality attractions which make a positive contribution to the overall quality of life and opportunities for employment for residents, potential new residents, and visitors ...”*

## 8.0 OTHER IMPLICATIONS

8.1 There are no other implications arising from this report.

## 9.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

9.1 **Children and Young People in Halton**

There are no implications arising from this report.

**9.2 Employment, Learning and Skills in Halton**

There are no implications arising from this report.

**9.3 A Healthy Halton**

There are no implications arising from this report.

**9.4 A Safer Halton**

Relocating the Fireworks Festival to Heath Park will assist in reducing the risks arising from overcrowding and traffic congestion for those attending the event.

**9.5 Halton's Urban Renewal**

The promotion of tourism activity will contribute to the continued diversification of the local economy.

**10.0 RISK ANALYSIS**

10.1 The concerns about health and safety issues have been set out in the report. The risks can be mitigated by either increasing the budget for the event to cover the additional costs of stewards, first aid provision, policing etc, or by re-locating the event to a single site.

**11.0 EQUALITY AND DIVERSITY ISSUES**

11.0 There are no equality or diversity issues arising from this report.

**Appendix 2**

**MINUTE SAFER HALTON PPB 20<sup>TH</sup> NOVEMBER 2007  
SAF34 FIREWORKS FESTIVAL**

The Board received a report of the Strategic Director - Environment which set out proposals to relocate Halton's Fireworks Festival from its current site, adjacent to the Silver Jubilee Bridge, to Heath Park football fields in Runcorn, commencing in November 2008.

It was noted that a number of years ago, the two fireworks displays in Halton were merged on efficiency grounds. They were originally held in the Runcorn Town Hall grounds and at Spike Island, Widnes. A new venue was chosen on the River Mersey gantry wall, which enabled viewing from both sides of the river.

Over the past five years there had been a steady increase in the popularity of the event, and it now attracted some 45,000 people who took up vantage points on either side of the river and from various other points, including Weston Road, Pickerings Pasture, Wigg Island and the Catalyst Science Discovery centre.

The increase in numbers attending had given rise to concerns about traffic congestion, crowd control and health and safety and it was now considered appropriate to review the current arrangements.

The Board was updated on the main issues, in particular focusing on car parking and crowd safety and on the options available, namely to keep the event as it was, to split the event over two sites or to move the event to an alternative single site. It was further noted that having considered the alternatives it was proposed that the Fireworks Festival be transferred to The Heath Park Football Fields site from November 2008, as it was felt that this option was cost effective and would solve most, if not all, of the concerns regarding crowd safety and traffic congestion at the event.

Members held a wide ranging discussion. It was noted that the event was extremely successful and should remain at its current location and that work be undertaken to find alternatives to resolve the issues raised in the report, along with trying to attract sponsors to offset the additional costs.

Furthermore Members discussed likely issues that would arise from having a different site for the festival, such as the impact of the additional traffic crossing the Bridge, remedial works after the event at the football fields and the fact that moving to the Heath Park Football Fields site may only offer a temporary solution, due to the expansion of the Heath Business Park which would mean the loss of car parking spaces. It was also noted that the appeal of the site was significant for the Borough in terms of joining Runcorn and Widnes residents to one event. Members also discussed other options such as limiting the publicity of the event and looking at other forms of funding from investors such as Widnes Waterfront and 3MG.

The Board agreed that the event should remain on the present site.

RESOLVED: That

- (1) the report be received; and
- (2) the comments made by the Board that the Fireworks Festival remain at its current location and that work be undertaken to find alternatives to resolve the crowd control, health and safety and car parking issues, along with trying to attract sponsors to offset the additional costs, be referred to the Executive Board.

**Appendix 3**

**MINUTE URBAN RENEWAL REPORT 21<sup>ST</sup> NOVEMBER 2007  
URB23 FIREWORKS FESTIVAL 2008**

The Board received a report of the Strategic Director, Environment which set out proposals to relocate Halton's Fireworks Festival from its current site, adjacent to the Silver Jubilee Bridge, to Heath Park football fields in Runcorn, commencing in November 2008.

It was noted that a number of years ago, the two fireworks displays in Halton were merged on efficiency grounds. They were originally held in the Runcorn Town Hall grounds and at Spike Island, Widnes. A new venue was chosen on the River Mersey gantry wall, which enabled viewing from both sides of the river. Over the past five years there had been a steady increase in the popularity of the event, and it now attracted some 45,000 people who took up vantage points on either side of the river and from various other points, including Weston Road, Pickerings Pasture, Wigg Island and the Catalyst Science Discovery centre.

The increase in numbers attending had given rise to concerns about traffic congestion, crowd control and health and safety and it was now considered appropriate to review the current arrangements.

The Board was updated on the main issues, in particular focusing on car parking and crowd safety and on the options available, namely to keep the event as it was, to split the event over two sites or move the event to an alternative single site. It was further noted that having considered the alternatives it was proposed that the Fireworks Festival be transferred to The Heath Park Football Fields site from November 2008, as it was felt that this option was cost effective and would solve most, if not all, of the concerns regarding crowd safety and traffic congestion at the event.

Arising from the discussion reference was made to the comments made the previous evening at the Safer Halton Policy and Performance Board (PPB), in particular that the event was extremely successful and should remain at its current location and that work be undertaken to find alternatives to resolve the issues raised in the report, along with trying to attract sponsors to offset the additional costs.

Furthermore Members discussed likely issues that would arise from having a single site for the festival, such as the impact of the additional traffic crossing the Bridge, remedial works after the event at the football fields and that moving to the Heath Park Football Fields site may only offer a temporary solution, due to the expansion of the Heath Business Park which would mean the loss of car parking spaces.

The Board agreed with and endorsed the comments of the Safer Halton PPB, as detailed above.

RESOLVED: That

(1) the report be received; and

(2) the comments made by the Board that the Fireworks Festival remain at its current location and that work be undertaken to find alternatives to resolve the crowd control, health and safety and car parking issues, along with trying to attract sponsors to offset the additional costs be referred to the Executive Board.

**REPORT TO:** Executive Board

**DATE:** 21<sup>st</sup> February 2008

**REPORTING OFFICER:** Strategic Directors, Corporate & Policy and Environment

**SUBJECT:** Castlefields Village Square

**WARDS:** Castlefields, Windmill Hill

## **1.0 PURPOSE OF THE REPORT**

- 1.1 The purpose of this report is to advise Executive Board of a change in English Partnerships funding position and to seek approval for the Council to utilise part of the capital receipts from the disposal of Council owned land at Castlefields to support the development of the proposed Castlefields Village Square.

## **2.0 RECOMMENDATIONS**

**It is recommended that:-**

- 2.1 **The Strategic Director, Corporate & Policy be authorised to commence marketing and sale of the housing sites in the Council's ownership as shown in Appendix 1 of this report.**
- 2.2 **The Council is recommended to include up to a maximum of £3.9m within the Council's capital programme to be invested in the delivery of the Castlefields Programme, including the Village Square project, funded from future land receipts.**
- 2.3 **Authority be given to the Strategic Director, Environment in consultation with the Strategic Director, Corporate & Policy and the Operational Director and Monitoring Officer (Legal, Organisational Development and Human Resources), to enter into a development agreement and ancillary agreements with CDS Housing and English Partnerships in relation to the development of the Castlefields Village Square.**
- 2.4 **Authority be given to the Strategic Director, Environment in conjunction with the portfolio holder for Planning, Transportation, Regeneration and Renewal, to take such other actions as may be necessary to implement the development of the Castlefields Village Square and the Castlefields Masterplan.**



### **3.0 SUPPORTING INFORMATION**

#### **Background**

- 3.1 Following the adoption of the Castlefields Masterplan by the Castlefields Partnership in 2003 the area has been transformed by a range of projects, including the demolition of 700 deck access flats, the construction of over 400 new homes, the creation of Halton's new Phoenix Park, the removal of a section of busway and the construction of a new link road, providing direct access to the new local centre.
- 3.2 This work has been complemented by several public realm projects and infrastructure improvements to address local residents' concerns including: the closure of a number of problematic subways, extensions to the cycle/pedestrian network and new public realm lighting.

#### **The Village Square**

- 3.3 Castlefields local centre is located approximately 1 km North of Halton Lea Shopping Centre. It can be accessed by car from Richard Close, Kingshead Close, Chester Close and a busway which has a stop underneath the shopping centre in both directions. The centre is poorly signposted and it can be assumed that most, if not all, of the trade is from the surrounding residential estate. The building is a large concrete structure, which is dated in appearance and suffers from a high level of vacancies and poor maintenance. The centre in its present form is very unwelcoming with dated concrete construction and enclosed spaces, creating a dark and threatening environment.
- 3.4 In order to address these problems the Castlefields Masterplan, which was approved by Executive Board on the 25<sup>th</sup> September 2003, sets out the proposals for the establishment of a new Village Square. The Masterplan envisaged the provision of a public space at the very heart of the Castlefields estate, bringing together community services and an intersection of roads, paths and transport modes.
- 3.5 The Village Square is located within a priority Action Area in Policy RG7, 'Castlefields', of the Halton UDP and is identified within the Castlefields and Norton Priory, Supplementary Planning Document (SPD) for retail and community uses. The initial concept for the Village Square, as identified within the Masterplan did not include any retail provision; the existing retail centre was to be relocated to a new site adjacent to the Bridgewater Canal. Following extensive consultation on the SPD, it was agreed at Executive Board on the 9<sup>th</sup> June 2005 to relocate the retail allocation within the Castlefields estate from the proposed Masterplan site to the Village Square.

### **Voluntary Memorandum Of Understanding (MoU)**

- 3.6 English Partnerships (EP), who have been leading on the delivery of the Village Square, selected CDS Housing (CDS) to act as development partner for the project. CDS already have a major commitment to the area with extensive property holdings on Castlefields and have a track record of delivering high quality developments as part of the Castlefields Regeneration Programme.
- 3.7 At its meeting on the 20<sup>th</sup> April 2006 Executive Board approved entry into a Voluntary Memorandum of Understanding with EP and CDS as a mechanism to allow the Village Square scheme design to be progressed until a formal legally binding development agreement was entered into.

### **The Village Square Project**

- 3.8 On 22<sup>nd</sup> October 2007 Development Control Committee, following public consultation, granted detailed planning approval for plans to redevelop the local centre. These allow for the demolition of the existing local centre and the provision of new retail units, residential dwellings, a new community centre and the creation of a Village Square. Design work is now nearing completion and CDS is preparing to seek competitive tenders for phase two of the project.
- 3.9 Over a period of two years, it is intended that the existing buildings will be cleared in phases and re-built around a Village Square. This will coincide with further improvements to the busway, which will allow direct access for buses, cars, pedestrians and cyclists to the new centre once the development has been completed.
- 3.10 The new Village Square will provide a mix of community facilities, retail outlets and residential accommodation. The Square will form the main focal point for the area, providing both public amenity space and access to new services. A new Community Centre will also be provided improving the range of services available to local residents.
- 3.11 The Village Square development will be delivered in two phases. Phase One, the provision of 24 residential units for rent, commenced in October 2007 and it is anticipated that Phase Two will commence in early Summer 2008 with an anticipated completion in 2010.
- 3.12 The Primary Care Trust (PCT) is also bringing forward proposals to construct a new health facility adjacent to the Village Square in conjunction with Partners For Life (P4L). This will allow the range of health services available to local residents to be increased and improved.
- 3.13 The Village Square proposals directly contribute to the overall strategic priorities of the Borough's 'Corporate Strategy', which focus on the

need to improve health, urban renewal, life chances, employment, prosperity and equality, and safe and attractive neighbourhoods.

### **The Compulsory Purchase Process (CPO)**

- 3.14 The development of the new Village Square is dependent on the acquisition and demolition of the existing local centre, which is in private ownership. Following EP's unsuccessful attempts to acquire the centre through negotiation, the Executive Board, at its meeting on the 20<sup>th</sup> July 2006, resolved to use the Council's CPO powers to acquire the local centre, supported by a funding agreement with EP to meet the cost of compulsory purchase proceedings and acquisition.
- 3.15 A public CPO inquiry was held on 2<sup>nd</sup> and 3<sup>rd</sup> October 2007. Although the Inspector's decision is expected in the next two months, at the time of writing the decision is still awaited.

### **Village Square Project Funding**

- 3.16 EP, who are leading on the project, have been working with CDS and their agents to develop scheme proposals for the Village Square. EP was to provide funding to CDS for the demolition of the existing centre, enabling works, public realm works and abnormal costs to ensure the scheme is deliverable. The estimated total scheme cost is currently £11.8m.
- 3.17 The original scheme funding profile consisted of the Council funding the new Castlefields Community Centre with CDS and EP meeting the costs of delivering the Village Square project. The Phase One residential element of the scheme has also attracted Housing Corporation grant funding.
- 3.18 The cost of funding the demolition, enabling works, abnormal costs and public realm works associated with the new development is £3.9m. EP have an overall allocation for the Castlefields regeneration programme of £6.868m, approximately £1m of which is available to support the Village Square. EP have already committed circa £360k of this to support Phase One of the Village Square, which has already commenced.
- 3.19 The cost of funding the demolition, enabling works, abnormal costs and public realm works has been known for some time and EP stated their intention to bid for additional internal resources to support this scheme. However, their position has now changed and EP are no longer in a position to bid for additional funding. Consequently EP have now proposed that they would provide gap funding for the Canal Quarter project, if Halton agreed to recycle part of its future land receipts from Castlefields to support the Village Square.

- 3.20 This EP decision has left a funding gap which it is proposed is filled by utilising a proportion of the receipts secured from the sale of Lakeside and Canalside as explained further below.

### **Castlefields Housing Development Sites**

- 3.21 A key element of the Castlefields Masterplan is the ambition to diversify tenure in the area and provide a greater housing choice for local residents and those who wish to move into Castlefields. To assist in achieving this the Council identified within the Castlefields Masterplan and Castlefields & Norton Priory Action Area SDP a number of Council owned sites for future private sector housing development.
- 3.22 At its meeting on 28<sup>th</sup> August 2008, the Development Control Committee gave outline planning approval for the construction of 355 homes at Canalside and Lakeside, Castlefields. Officers are currently producing a development brief to enable the first of the sites, Lakeside, to be marketed in Spring/Summer 2008. The Council has already received several enquires from developers interested in bidding for the sites.
- 3.23 An initial valuation of both the Lakeside and Canalside residential development sites has been undertaken by Property Services. These assessments of value have been based on comparable evidence of open market sales of residential sites over the last twelve months in similar localities within the Borough.
- 3.24 From the capital receipts, it will be necessary to recover the Council's commitment to the Castlefields Regeneration Programme, which has been running since 2003. It is recognised that without this investment these two residential development sites would not be marketable. The committed expenditure through the Castlefields Programme in respect of demolition, remediation, infrastructure and public realm enhancement works is circa £6m.
- 3.25 It is estimated that the net receipts will exceed the public realm and enhancement works. The Lakeside and the Canalside sites are subject to clawback by EP, which is subject to negotiation but will not exceed the balance of any receipts.

## **4 POLICY IMPLICATIONS**

- 4.1 The Castlefields Masterplan, 'An Ambition for Regeneration and a Plan for Action' was formally adopted by the Council on the 25th September 2003. The Masterplan was subsequently translated into a SPD for Castlefields and Norton Priory, which was adopted by the Council on the 9th June 2005.
- 4.2 The Castlefields SPD is linked to the saved policy RG7, 'Castlefields', within the Halton Unitary Development Plan, which identifies

Castlefields as a priority Action Area. The Halton Unitary Development Plan was formally adopted on 7th April 2005 as the new statutory development plan, replacing the Halton Local Plan.

4.3 All of the aforementioned policy documents align with the guiding principles of Halton's Corporate Plan 2006-11, Halton's Community Strategy 2006/11 and meet the following Urban Renewal Key Objectives:

- **Key Objective C:** To support and sustain thriving neighbourhoods and open spaces that meet peoples expectations and add to their enjoyment of life.
- **Key Objective 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.

## 5 OTHER IMPLICATIONS

5.1 The delivery of the new Village Square is a key priority within the Castlefields Masterplan. The removal of the existing centre and the creation of a new vibrant local centre, which will provide community focus, bring service providers together and act as a community hub, is an essential ingredient in ensuring the sustainable future of the Castlefields area. Its delivery is also seen as key to ensure private sector interest in the area is maximised. Failure to deliver the new centre at this stage in the process will also have implications for the CPO of the existing centre.

## 6 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

### 6.1 Children and Young People

The new Community Centre will incorporate a youth wing.

### 6.2 Employment, Learning and Skills in Halton

The new Community Centre will include a new neighbourhood library and IT suite.

### 6.3 A Healthy Halton

The PCT is bringing forward proposals to construct a new health facility in conjunction with P4L. This will complement the Castlefields regeneration programme and allow the range of health services available to local residents to be increased and improved.

### 6.4 A Safer Halton

The redevelopment of the local centre aligns with the aims of the safer Halton priority.

**6.5 Halton’s Urban Renewal Strategy**

The Castlefields regeneration programme is a key regeneration priority for Halton and a priority in Halton’s Housing Strategy.

**7 RISK ANALYSIS**

7.1 EP have given a verbal indication of their intention to gap fund the Canal Quarter project in return for Halton recycling land receipts into the Village Square. Officers will pursue an exchange of correspondence confirming EP’s intention to provide funding for the Canal Quarter. Failure to deliver the new Castlefields Village Square at this stage in the process would have implications for the CPO of the existing centre. There is a risk that any up front expenditure may not be met by the later sale of the Lakeside and Canalside sites.

7.2 A risk analysis has been completed and will be included on the Council’s Risk Register.

**8 EQUALITY AND DIVERSITY ISSUES**

8.1 The recommendations within this report will not have any identifiable equality and diversity implications.

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

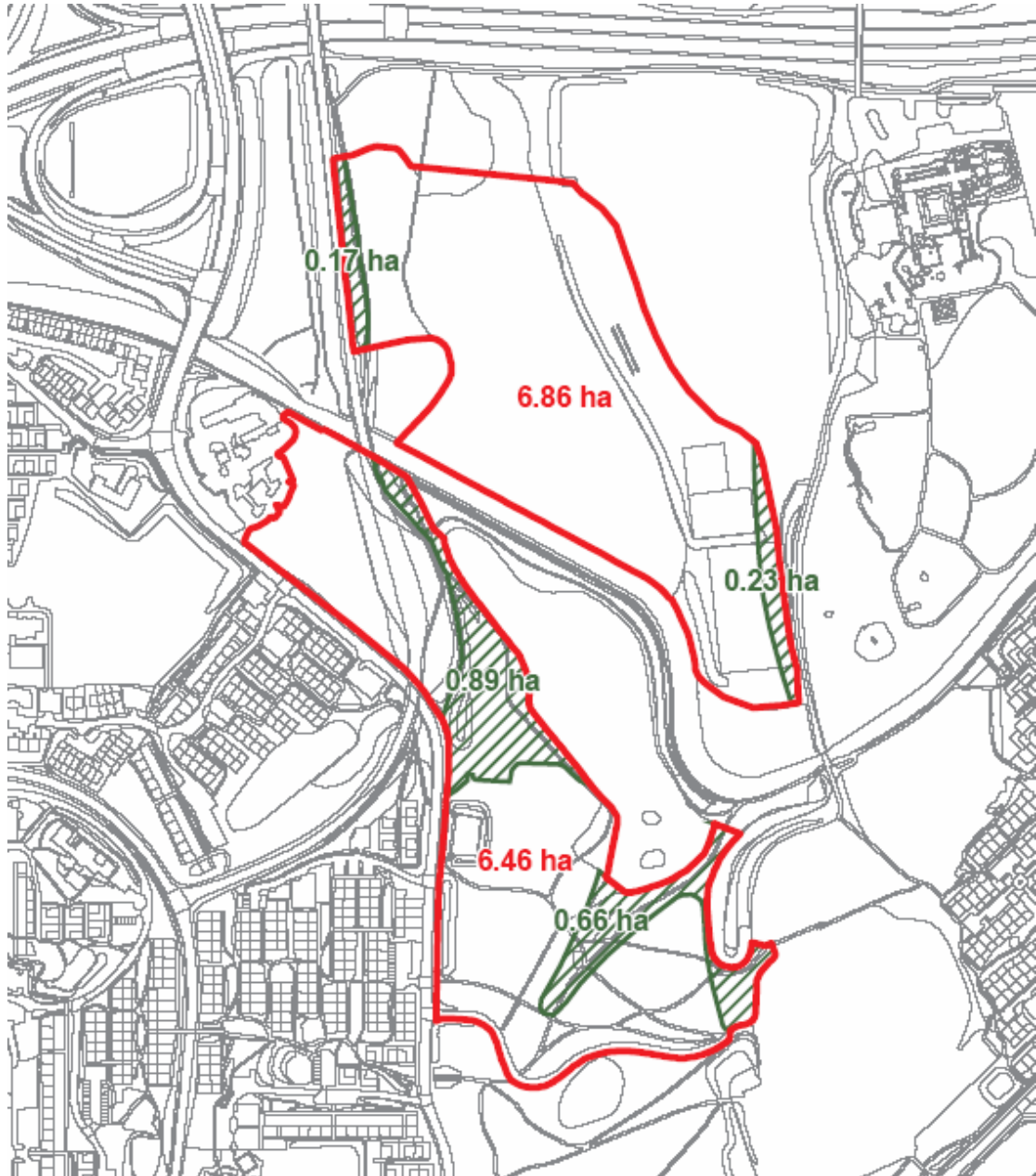
<b>Document</b>	<b>Place of Inspection</b>	<b>Contact Officer</b>
Castlefields & Norton Priory Action Area, Supplementary Planning Document, Consultation Draft;	Planning Department, Rutland House Runcorn	Andrew Pannell
Castlefields & Norton Priory Action Area, Supplementary Planning Document, Second Consultation;	Planning Department, Rutland House Runcorn	Andrew Pannell
Review Of Retail Provision On Castlefields	Major Projects Department, Municipal Building, Widnes	Castlefields Project Team, 0151 907 8381

Castlefields Masterplan

Major  
Projects  
Department,  
Municipal  
Building,  
Widnes

Castlefields Project  
Team, 0151 907  
8381

## APPENDIX 1: Castlefields Housing Sites





**REPORT TO:** Executive Board

**DATE:** 21<sup>st</sup> February 2008

**REPORTING OFFICER:** Strategic Director (Corporate and Policy)

**SUBJECT:** Departmental Service Plans 2008 - 2011

**WARDS:** Boroughwide

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

1.1 The purpose of this report is to progress the adoption of the Council's Departmental Service Plans for 2008 – 2011 as a basis for action and performance monitoring.

### **2.0 RECOMMENDATION: That**

- (1) Executive Board receive this set of advanced draft Service Plans and highlight any amendments that may be considered necessary;**
- (2) That authority is delegated to the Chief Executive, in consultation with the Leader, to make any final amendments and adjustments that may be required and to approve the final service plans.**

### **3.0 SUPPORTING INFORMATION**

3.1 Departmental Service Plans sit within an established planning framework and are central to the Council's performance management arrangements. They provide a clear statement on what individual services are planning to achieve, particularly in terms of service objectives and performance indicators, and how this contributes to the corporate priorities of the Council. They are an essential tool for making key decisions about future service provision and the level of resources required

3.2 Although Service Planning Guidance provided to authors has been the subject of some minor refinement there have been no significant amendments to the layout or substance of plans from 2007 - 08 albeit that some re-formatting has occurred.

- 3.3 From April 2008 the nationally prescribed Best Value Performance Indicator Data Set (BVPI's) has been replaced with a National Indicator Set (NIS) that comprises of 198 performance indicators. These indicators have been integrated into relevant Service Plans and decisions have been taken by Operational Directors to retain or delete former BVPI's as local indicators.
- 3.4 As final year-end performance information becomes available future targets for both National and Local Performance Indicators may require some revision.
- 3.5 Following the approval of the budget by full Council in March Budgetary Statements will be inserted into plans. Any revisions that are necessary as a result of this approval will be incorporated before plans are finalised.
- 3.6 Although in an advanced draft state Service Plans are subject to ongoing discussion with authors to ensure that they are of the highest quality and meet organisational requirements. This may result in some minor refinement, for example, of 'smart' target / key milestone data.
- 3.7 Advanced Draft Service Plans have been enclosed with this report in CD Rom format. Publicly accessible hard copies can also be accessed via the Agendas on Deposit within Halton Direct Link facilities. Additionally hard copies will be accessible to Members through the Members Rooms, located at each of the Council's main offices, or from the Corporate Performance Management Team.
- 3.8 All revisions will be subject to the approval mechanisms detailed within the previous Recommendations.

#### **4.0 POLICY IMPLICATIONS**

- 4.1 Adoption of the Service Plans sets the Executive Board's seal on policy and prioritisation decisions and embodies them in plans for 2008 – 2011. The resource implications for personnel, property and ICT are outlined within the plans and financial resources will be confirmed when the budget is approved. They take account of crime and disorder implications.

#### **5.0 OTHER IMPLICATIONS**

- 5.1 Not applicable.

## **6.0 RISK ANALYSIS**

- 6.1 Key Service Objectives will be subject to a risk analysis before the plans are finalised. The risk of not adopting the plans is that the Council will not have a clear performance framework in which it can effectively manage its activities. Additionally the absence of a recognised, robust and corporate led system of planning future service delivery may have a negative impact upon judgements that are formed by regulatory bodies concerning the authority's governance arrangements.

## **7.0 EQUALITY AND DIVERSITY ISSUES**

- 7.1 Such issues form an integral part of the Council's operations and are addressed within each of the relevant sections of the plans enclosed.

## **8.0 REASON(S) FOR DECISION**

- 8.1 Departmental Service Plans are central to the Council's performance management arrangements. As such it is necessary for them to be approved before the start of the new financial year in order that the effective monitoring of progress can take place.

## **9.0 ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

- 9.1 None.

## **10.0 IMPLEMENTATION DATE**

- 10.1 1<sup>st</sup> April 2008

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

None under the meaning of the Act.



## Adults of Working Age

# **SERVICE PLAN**

**April 2008 to March 2011**

**Advanced Draft FEB 2008**

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## 1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified [6 key priorities](#), and a number of associated key Areas of Focus, which, as detailed within the Council's Corporate Plan, are: -

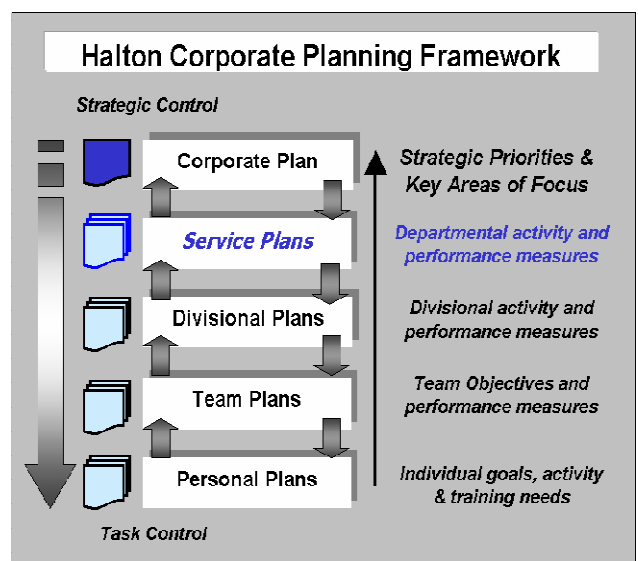
- **A Healthy Halton**
- **Halton's Urban Renewal**
- **Halton's Children & Young People**
- **Employment, Learning & Skills in Halton**
- **A Safer Halton**
- **Corporate Effectiveness & Business Efficiency**

Departmental Service Plans form an integral part of the authority's corporate planning framework, as illustrated below.

This framework ensures that the Council's operational activities are complementary to the delivery of its community aspirations and legal and statutory responsibilities.

Departmental Service Plans are primary documents that communicate:

- The existing and future influences that have informed the shaping of service delivery in the medium term.
- The existing and projected resources that are, or may, be required to deliver services.
- Departmental Service Objectives and Key Milestones that are to be delivered over the next three years.
- Those national and local performance indicators for which the department has a responsibility to report.



Such plans, and the Quarterly Service Plan Monitoring Reports that flow from them, are an essential tool in enabling the public, Elected Members, Senior Management, and staff how well Council departments are performing and what progress is being made in relation to improving the quality of life within the borough and service provision for local people, businesses and service users.

The Strategic Priorities and those Areas of Focus that have been most significant in the development of this plan are detailed below:-

*Strategic Priority 1:*

**A Healthy Halton**

Area of Focus 2

Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.

Area of Focus 6

Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.

Area of Focus 7

Providing services and facilities to maintain existing good health and well-being.



## **2.0 SERVICE PROFILE**

### **2.1 Purpose**

The Adults of a Working Age Department provides an assessment and care management service for people with mental health problems, physical and sensory disabilities and learning disabilities. It also provides a range of services for these groups of people, including day services, accommodation services and outreach support.

In addition, the Department commissions an even wider range of residential, day and support services from the voluntary and independent sectors. All these services are specifically designed to enable rehabilitation, encouraging people to retain or regain independence or to offer supported environments for them to live within Halton, whenever possible.

A number of our services also contribute to the work of other Departments, including children, older people and people with substance misuse problems. In addition, the Department supports the delivery of the new Emergency Duty Out of Hours Service, which covers Children's Services and all Adult areas.

The Department promotes active partnerships with the health services and the private, voluntary and independent sectors, to deliver high quality care to the local community. In planning, delivering and monitoring our services, there is a strong commitment to consulting with and involving the people who use the services, their carers and local communities.

The service provides an assessment and care management function for vulnerable adults and offers a range of services to enable rehabilitation, encouraging people to retain or regain independence or to offer supported environments for them to live within Halton, whenever possible.

All this is delivered within the context of a strong national framework of statute and guidance, which includes:

- NHS and Community Care Act 1990
- Mental Health Act 1983 and 2007
- Carers (Equal Opportunities) Act 2004
- Disability Discrimination Act 1995 and 2005
- Valuing People White Paper
- National Service Framework for Mental Health
- Care Standards Act 2000
- Mental Capacity Act 2005
- Our Health, Our Care, Our Say White Paper 2006
- Disability Equality Scheme 2006

## 2.1.1 Service Activities

### Assessment and Care Management Services

Each service area within the Department has at least one team to assess people's needs, and identify and arrange the level of support to meet those needs. This is then regularly reviewed and updated if there are any changes. This is known as assessment and care management.

For the Adult Learning Disability and Mental Health Services, assessment and care management is delivered in teams which are integrated with health care staff (in Mental health services, this process is known as Effective Care Co-ordination), to make sure that the widest possible range of needs are considered. For Physical and Sensory Disability Services, assessment and care management is done only by social services staff, but they work very closely with their colleagues in the health services.

Assessment and Care Management Services have a lot in common. All these services aim work to the following principles:

- Real empowerment of people, so that they are able to live as independently as possible and achieve their hopes and aspirations
- Preventive, promotional and enabling services which are responsive to individual needs and which support people to engage fully in their own communities, including faith and cultural communities
- Full engagement where possible by individuals in employment, education, training and vocational opportunities
- A voice for all individuals in the choice, design and delivery of their own services, supported as needed by effective advocacy services
- Accessing a variety of support and accommodation services which can be tailored to individual needs

As well as assessment and care management for service users, the teams are involved in other activities, including:

- Accessing a range of services and supports for carers
- Effective and seamless transition arrangements from childhood into adulthood for people with disabilities of all kinds
- Effective use of the Council's Adult Protection and Vulnerable Adults procedures
- High quality practice placements to student social workers

In addition, the Department also provides Approved Social Workers, who fulfil the Council's duties under the Mental Health Act 1983 for all service groups, and supports the delivery of the Halton and St Helens Emergency Duty Team.

## **Provider Services**

The Department provides a number of services which support people to live independently in the community. These services also work to the principles described above.

The services are accessed through the assessment and care management services, and are tailored to each individual's needs. They include:

- The delivery of modernised day services which support those with the greatest levels of individual need, whilst promoting independence and full social inclusion in line with Government guidance
- Delivery of safe and supportive living arrangements through the Halton Supported Housing Network
- An Outreach Service for people with severe mental health problems
- A Bridge Building service which works intensively with individuals to support them to engage fully with their communities

In addition a wide range of other services are commissioned from the private, voluntary and independent sectors.

## **Mental Health Services**

- Assessment and care management functions
- Community Mental Health Services
- Care Programme Approach and Effective Care Co-ordination – an integrated approach to planning the care given to each person
- Approved Social Work (for all adults service groups)
- Outreach Service
- Out of Hours Emergency Services
- Delivery of day care services
- Delivery and develop of carer support services
- Development of a wider range of work opportunities for people with severe mental health problems
- Development of more vocational training and educational options for people with severe mental health problems
- Development of a greater range of supported accommodation
- Ensuring increased financial independence for users of the service and reducing the numbers of people who are subject to appointeeship.
- Promoting and enabling empowerment of people who use services
- Delivery of high quality practice placements for student social workers.
- Development of a greater range of advocacy services.

## **Adults with Learning Disabilities & Physical/Sensory Disabilities Assessment and Care Management**

- Integrated health and social care assessment and care management function for adults with learning disabilities through an agreement with Halton and St Helen's PCT.

- Social care assessment and care management function for adults with a physical disability or sensory impairment.
- Development of preventive, promotional and enabling services which are responsive to individual needs and ensure that people live as independently as possible in the community
- Ensuring that transitional arrangements from Children's Services to Adults Services are seamless.
- The delivery of effective financial management through the ALD pooled budget between Halton Borough Council and Halton and St Helen's PCT
- The development of lead commissioning arrangements across the Borough Council and Primary Care Trust
- The promotion of Self Advocacy for people with a learning disability through a contract with Halton Speak Out
- Effective use of the Council's Adult Protection and Vulnerable adults procedures
- Provision of practice placements for student social workers

### **Adults with Learning Disabilities – Provider Services**

- The delivery of modernised day services which support those with the greatest levels of individual need, whilst promoting independence and full social inclusion in line with the Governments 'Valuing People' White Paper.
- Extend the levels of choice for people who access day services
- Delivery of safe and supportive living arrangements through the Halton Supported Housing Network
- Increase the level of service user autonomy and independence within the supported living network.
- Development of a range of employment opportunities for people with learning disabilities.
- Broadening the level of service user involvement in the management of services

## **2.2 Key Messages**

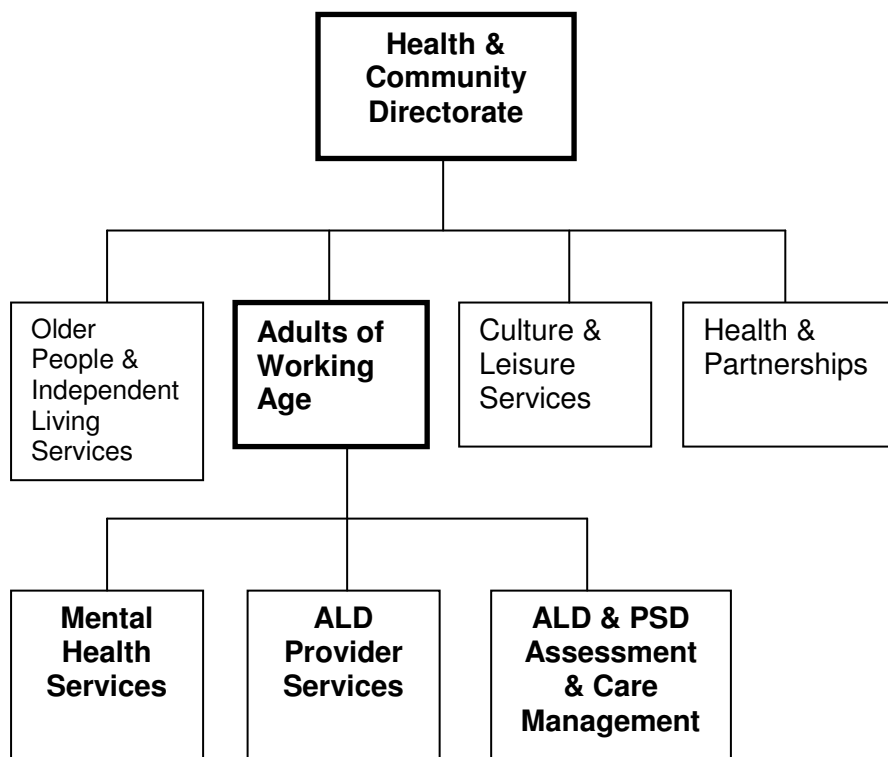
Given the breadth of service activities delivered, we are working within the key strategic priorities to support and deliver high quality services to improve health, independence and wellbeing of the residents of Halton. Key messages include:

- The development of the Joint Strategic Needs Assessment, which covers the health and social care needs of Adults and Children (in conjunction with key stakeholders and the community)
- The requirement to contribute to the Local Strategic Partnership's agenda, and the update of the Local Area Agreement (LAA) and delivery of LAA targets

- To need to maintain, develop and improve the level of service when the Directorate and Authority as a whole are faced with increasing budgetary pressures e.g. the Comprehensive Spending Review and the potential loss of some Grants.
- The need to develop partnerships which may include joint provision or commissioning with other Local Authorities, key statutory partners and in some circumstances with providers within the independent or voluntary sector;
- The need to refocus the Directorate's activity towards neighbourhood delivery of services
- The need to ensure that there are appropriate and effective infrastructures in place to be able to deliver the Directorate's aims and objectives
- The increase in self directed care and self-assessment linked to the In-Control pilot and development of individualised budgets.
- The important need to ensure that vulnerable adults are properly safeguarded. The Directorate continues to invest heavily in strengthening reporting, recording and training processes associated with the safeguarding of vulnerable adults. Extensive work continues with our partner agencies (inc. Police) to ensure that appropriate policies and procedures are in place.
- The need to ensure that the potential barriers to the taking up of services through lack of awareness about what is available and how to access it by Halton's Black and Minority Ethnic community are overcome, thus ensuring that services are accessible to all.
- To make sure we work and consult with people who use our services so that they deliver the outcomes people want
- To ensure that people who use our services experience positive outcomes that deliver: -
  - Improved health & emotional wellbeing
  - An improved quality of life
  - A positive contribution
  - Increased choice and control
  - Freedom from discrimination & harassment
  - Economic well being
  - Personal dignity & respect
- Integration continues to be key to improving overall effectiveness and performance in service delivery.

- More daytime opportunities for adults with learning disabilities are provided in community-based settings and in partnership with community centres, thereby enhancing their inclusion into the community. A considerable amount of staff time and effort has gone into achieving this and managing the associated changes.
- A Community Bridge Building Service has been successfully implemented over the past 12 months, which aims to promote social inclusion for all adults and older people by helping them access mainstream services. Adequate resources will need to be secured to ensure this Service continues during 2008/9. This is linked to redesign of a range of community day services such as Adult Placement, community day services, Bridgewater and Surestart for Older People.
- We continue to recognise and value the essential role that carers play in supporting some of the most vulnerable people in our community. We will continue to identify hidden carers, recognise and respond to carers needs, and improve information and access to support services. Working in partnership with voluntary agencies and the Primary Care Trust we intend to build on numerous improvements made and to continue to provide real support to carers.
- Halton Health and Community Directorate is participating in the national Care Services Efficiency Delivery (CSED) programme to improve the efficiency of adult social care services and has set up a Project Steering Group to take the process forward. The group has a number of workstreams including Front End services (information, screening and FACS), Empowering Customers / Self-Directed Care / Individual Budgets and Financial Assessment, which will report on a programme of modernisation Spring 2008.

### 2.3 Organisation Structure



**Staffing**

	<b>FTE Posts</b>
Mental Health Services	29.0
ALD Provider Services	135.6
ALD & PSD Assessment & Care Management	33.0
Operational Director & Secretaries	3.0
<b>TOTAL</b>	<b>200.6</b>

NB. Information regarding posts completed as at 30.9.07 (includes vacancies)

## **3.0 FACTORS AFFECTING THE SERVICE**

### **3.1 External Factors**

The following factors have been identified as having a potential impact on the delivery of services during the period 2008-2011:

#### **3.1.1 Political**

- The development of the Joint Strategic Needs Assessment (JSNA), will form the basis of a new duty for the PCT and Local Authorities to co-operate in order to develop a whole health & social care response to the health, care and well-being needs of local populations and the strategic direction of service delivery to meet those needs, over 3-5 years.
- Halton's current Local Area Agreement (LAA), which provides an outcome based approach to tackling the major challenges facing Halton, is due for review and update in 2008. Many of the objectives outlined in the Service Plans are designed to support the achievement of the LAA Targets.
- The new model of care for mental health services 'Change for the Better' will be implemented from April 2008. The full impact will not be clear until implementation is complete.
- The reconfiguration of PCTs resulting in the merger of Halton and St Helen's PCTs has led to the requirement to form a new relationship. Partnerships across service areas have been strengthened as a result, eg, Mental Services and ALD. Further integration of the ALD Team will take place during 2008/9, which will lead to the development of a new Section 31 partnership agreement.
- During the next 3 years there will be a need to further strengthen relationships with the voluntary sector. One particular area which is a priority is Carers. It is anticipated that the Cares Centres will transfer to the voluntary sector from April 2008 and there will be a need to ensure that there is an effective infrastructure in place to secure funding in the future.
- To help make care fairer, the Secretary of State for Health has announced a comprehensive strategy for reducing health inequalities, challenging the NHS as a key player, to live up to its founding and enduring values. Local Authorities will therefore have a key role in influencing this agenda at a local level.

#### **3.1.2 Economic Climate**

- There continues to be significant budgetary pressures within the Department. Gershon efficiency gains, the implications of the Comprehensive Spending Review and Supporting People's retraction plan, has resulted in reduced



funding in adults with learning disabilities, which continues to have an impact on service areas. Services need to ensure that they are designed to deliver greater efficiency and value for money without having a detrimental impact on those people who use them.

- The need to have a robust LAA which is aligned to priorities will be essential as a number of specific grants and LAA ring-fenced grants will be delivered in the form of an Area Based Grant which will not be ring-fenced, the aim of which is to give Council's greater flexibility to manage financial pressures and focus funding on the priorities of their communities.
- A financial recovery plan, agreed with the PCT, is in place, which aims to reduce the pressures on the adults with learning disabilities budget. It is expected that this will lead to more efficient services targeted to meet the most complex needs
- Pressure on the Community Care Budget has meant a strict application of Fair Access to Care services, resulting in care packages being re-assessed and in some cases re-designed for some people. Re-assessments will continue over the next 12 months.
- Continued pressure on the transport budget means strict application of eligibility criteria for the provision of local authority transport. Transport will continue to be an area of increased focus this coming year.

### **3.1.3 Social Factors**

- The new 24-hour access/out of hours emergency service came into force on 1.10.07. The Service, provided in partnership with St Helen's Borough Council, provides a new locally based service. The effectiveness of this service will be monitored over the next 12 months
- Population projection is not an exact science, but forecasts suggest that Halton's population is ageing at a faster rate than in England as a whole, which reflects a long-term demographic trend of an aging population. This shift to an older population, particularly those with complex needs and learning disabilities will have a large effect on demand for social care, local government and health services, adding to the already increasing pressures on resources within adult services.
- There is not only an increase in the ageing population but also an increase in the number of young people with more complex needs, adding again to pressures on resources.
- A number of Government initiatives and legislative requirements have put social inclusion higher on the social care agenda. The Directorate's Community Bridge Building service, which has been in operation for over 12 months, aims to promote social inclusion for all adults and older people by helping them access mainstream services.

### **3.1.4 Technological Developments**

- A pilot of assistive technology, which aims to promote and encourage independent living, has resulted in one supported housing property successfully having the technology installed, with a view to rolling out this technology in a number of other suitable properties over the next 12 months.
- Work is still ongoing to develop an integrated health and social care mental Health system across the 5 Boroughs Partnership. Once completed this should allow for integrated case files and much simpler recording processes, but the Department will need to ensure that all relevant performance information continues to be captured.
- Work is still ongoing to roll out Single Assessment. The need to develop and implement an electronic solution to SAP to ensure that data currently written in assessments can be effectively loaded into Carefirst, Health and other agency services information systems is essential

### **3.1.5 Legislative**

- The Mental Capacity Act 2005 implemented during 2007 continues to impact on the way in which the Department operates and delivers its services.
- The implications of the 2 White Papers published in 2006, Our Health Our Care Our Say and Strong and Prosperous Communities, and the new Outcomes Framework for Adults Social Care continues to be managed by the Department. These documents place a stronger emphasis on the involvement of people who access social care services and their carers being involved in service planning and delivery to ensure services are needs-led and outcome focussed. The increase in self directed care and self-assessment linked to the 'In control' pilot and development of individualised budgets continues to support the personalisation agenda.
- The Carers (Equal Opportunities) Act 2004 came into force in England on 1<sup>st</sup> April 2005. The Act gives carers new rights to information, ensures that work, life-long learning and leisure are considered when a carer is assessed and gives Local Authorities new powers to enlist the help of housing, health, education and other Local Authorities in providing support to carers.
- The Statutory Code of Practice on the Duty to Promote Disability Equality, which was introduced in the Disability Discrimination Act 2005, came into force in December 2006. The Duty required that a Disability Equality Scheme be in place by public sector organisations by December 2006. The action plan developed as part of the Scheme continues to be implemented corporately and departmentally.
- The New Performance Framework for Local Authorities & Local Authority Partnerships published in October 2007, sets out a single set of 198 measures (developed as part of the Comprehensive Spending Review 2007) representing what Government believes should be the national priorities for

local government, working alone or in partnership, over the next three years. In each area, targets against the set of national indicators will be negotiated through new Local Area Agreements (LAAs). Each Agreement will include up to 35 targets from among the national indicators, complemented by 17 statutory targets on educational attainment and early years.

- The proposed development of a common complaints procedure, covering the NHS and Social Care (from 2009), was consulted on during 2007. It has the potential to enable complaints to be addressed more consistently and holistically, with lessons learned being shared with colleagues across the sector.
- The 2007 Mental Health Act, which significantly amends the 1983 Mental Health Act, is due for full implementation in the autumn of 2008. The definitions of people who will fall within the Act have been amended, new powers of community treatment have been established, and the range of professionals who are authorised to fulfill statutory duties under the Act has been extended. The delivery of this Act will require close working and co-operation across health and social care systems and with other localities.
- Care Services Reform - As announced as part of the Comprehensive Spending Review (CSR), care and support services are to be reformed to meet the challenges of the 21<sup>st</sup> century, and to direct state funding to where it will have the biggest impact on wellbeing. It begins with extensive public engagement at the beginning of 2008 and will ultimately lead to the publication of a Green Paper. Government requirements for reform include promoting independence, wellbeing and control for those in need, and affordability for taxpayers and individuals in need.

### **3.1.6 Environmental**

The modernisation of day services across the Directorate continues to have an impact, with a steady shift of service provision from building based services to community based services. This will encourage more efficient use of buildings, increase variety in daytime opportunities available and increase social inclusion for those who access these services.

#### **Protecting our environment**

Awareness of Climate Change is growing and the Council is committed to taking a lead and setting an example in tackling the associated problems. A corporate Climate Change Action Plan is being prepared, but each department can make its own contribution.

Consideration will be given throughout the life of the Service Plan to ways in which support can be given to the action plan and to identify and implement opportunities to reduce any contribution to Climate Change and to promote best practice in the reduction of carbon emissions.

The Council has signed up to the Local Authority Carbon Management Programme in the early part of 2007/08. The programme will guide the Council through a systematic analysis of its carbon footprint, outline opportunities to help manage carbon emissions, develop Action Plans for realising carbon and financial savings; and embed carbon management into the authority's day-to-day business.

As part of the programme the Council has developed a Carbon Management Strategy and Implementation Plan to reduce energy bills and carbon emissions over the next five years. Through the Strategy and Implementation Plan, Council services will need to encourage closer examination of their policies around procurement, transport and the use of renewable energy.

### **3.2 Service Developments**

All of the service developments and efficiency improvements detailed below have included an element of consultation with staff, service users, carers and other stakeholders and an element of external performance comparison and internal performance analysis.

- The action plan arising out of the outcomes of the Mental Health Improvement Review, conducted jointly by the Healthcare Commission and CSCI in January 2007 continues to be implemented and monitored by CSCI.
- The outcomes of the internal review of mental health day services will lead to further integration of the Community Mental Health Team.
- The outcomes of the internal review of ALD supported living scheme and residential respite services are to be implemented. Respite services are subject to a tendering process, which will lead to the development of a "menu" of options and short breaks model service.
- The outcomes of a consultation exercise with Halton's Black and Minority Ethnic community, conducted in partnership with the Cheshire Halton and Warrington Racial Equality Council, to establish their views and experiences of statutory social care services are to be used to improve services to this community group. A new Equalities Officer, based within the Bridge Building Service will support the work within this challenging area.
- Work continues with the Children and Young People's Directorate to promote the safeguarding of children, with the development of a joint working policy between the two Directorates.
- A formal process is now in place to identify and record any unmet needs and service deficits identified through the assessment and care management process. This process feeds into the service planning and

commissioning process to ensure future needs of service users and carers are met and gaps in services are closed.

- The new social care Emergency Duty Team, delivered in partnership with St Helens Borough Council, is now in place. This will continue to be developed, with further integration of electronic systems to take place. Quality measures are being developed and its effectiveness will be assessed through regular meetings of the Partnership Board.
- The Directorate monitors and reports to the Senior Management Team on comments, compliments and complaints received. They provide essential information to help shape and develop services, and complements the wide range of consultation exercises that the Directorate undertakes (including postal and telephone surveys, open forums, consultation days, participation in service developments and representation of users and carers on strategic boards). In addition to the consultation exercises undertaken, the Directorate also regularly undertakes Service User satisfaction and outcomes surveys, which help inform future delivery of services.

### **3.3 Efficiency Improvements**

Summary of planned efficiency improvements during 2007/8, taken from the mid year review of Gershon Savings (Nov'07): - **(Subject to Review)**

- Reconfiguration of Mental Health Services - £30,000 non cashable. Estimated savings from improved performance of the Bridge Building Service
- Transport - £12,000 cashable & £8,000 non cashable. Estimated savings from the promotion of accessible transport and through the re-tendering of services and increased fleet utilisation.

Summary of planned efficiencies in 2008/9 :-

- Engagement in the national CSED process will improve front-end service access thus reducing assessments for care. This and a number of other CSED initiatives will be pursued.
- Implementation of electronic assessment services that enable individuals to assess themselves and access the services they are sign posted to.

### **3.4 National, Regional & Sub-Regional Focus**

- The Department is making significant contributions to the Care Services Efficiency Delivery (CSED) programme, whose work is to support Council's to develop sustainable efficiency improvements in adult social care. The programme has increased in significance due to the outcome of the Comprehensive Spending Review 2007.

- Work continues with St Helen's Local Authority to ensure that the new 24-hour access/out of hours emergency service operates effectively.
- Work with St Helen's Local Authority continues around high cost care packages for adults with learning disabilities.
- Work taking place sub regionally with Knowsley, Warrington and St Helens to improve capacity to commission mental health services across the 4 Boroughs.
- Collaborative work with the four Boroughs of Halton, Warrington, St Helens and Knowsley, has taken place on implementing the Mental Capacity Act 2005, and in particular in the delivery of the Independent Mental Capacity Advocacy service. This process is to be repeated for the delivery of the Mental Health Act 2007, including the delivery of the Deprivation of Liberty Safeguards introduced into the Mental Capacity Act. The Care Services Improvement Partnership is supporting this process regionally.
- Halton has subscribed to the In Control organisation. A project plan has been developed and a steering group is in place. An event is organised to agree the next phase of this project, involving external speakers and collaborative support regionally.
- Women's Centre – A women's centre has been developed in Castlefields to provide a range of services and support to women in Halton. It is planned to open the centre by the beginning of next year in partnership with the voluntary sector

### **3.5 Equality & Diversity**

Halton Council is committed to ensuring equality of opportunity within all aspects of its service delivery, policy development and as an employer. This commitment is reflected in a range of policies, strategies and framework documents that underpin the work of the Council in its day-to-day operation and in the services that it delivers.

This commitment is encapsulated in the equal opportunities policy that the Council has adopted. The policy sets out the Council's approach to promoting equal opportunities; valuing diversity and encouraging fairness and justice; and providing equal chances for everyone in Halton to work, learn and live free from discrimination and victimisation. The Council will combat discrimination throughout the organisation and will use its position of influence in the Borough, wherever possible, to help to identify and overcome discriminatory barriers that may exist.

Each year Departments undertake Equality Impact Assessments to examine the equality implications of all of their policies, procedures and practices. As a result an Equality Action Plan is developed to identify

those issues that demand attention. This forms a contribution to the overall Corporate Equalities Plan.

As a result of such assessments any high priority actions that have been identified, that fall within the life of this plan, are detailed in section 5 -.

The Directorate commissioned a Black and Minority Ethnic Community Research Study in 2007 to determine the current and potential needs of Halton's Black and Minority Ethnic community. The results highlighted that there was a barrier to the taking-up of services as there was a lack of awareness about what was available and who to contact for information. The report also found that the BME community in Halton was less inclined or less well educated to defining their ethnic origin.

As a result of this research, work is currently underway to improve access and signpost members of the BME communities to support services that: -

- Advise re: housing options
- Establish the skills to maintain appropriate permanent housing
- Enable service users to remain in their own homes, and avoid eviction and homelessness
- Access other services including health, social care, education, training and leisure services.
- Help to ensure the more vulnerable amongst the Minority and Hard to Reach Communities can live independently
- Ensure there is fair access to all the Supporting People services in the borough.
- Help prevent minority communities from feeling socially excluded

### **3.6 Unforeseen Developments**

Whilst every effort has been made to identify those significant developments that may influence or impact upon the service during the life of this plan the possibility exists that unforeseen developments may occur that need to be considered as and when they arise. Such developments will be detailed and commented upon as appropriate in the sections dealing with key developments or emerging issues within the relevant Service Plan Quarterly Monitoring Reports.

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of any unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

All reports to the Policy and Performance Boards, with the exception of Part II items, are publicly available documents and can be accessed through the Council's website at <http://www2.halton.gov.uk/>



## 4.0 RESOURCES

### 4.1 Budget Summary and Service Costs

Information to follow

### 4.2 Human Resource Requirements

Year	Mental Health Services	ALD Provider Services	ALD & PSD Assessment & Care Management Services	Operational Director & Secretaries
2007/08	29.0	135.6	33.0	3.0
2008/09	TBC	TBC	TBC	TBC

### 4.3 Future ICT Requirements

A number of high priority areas relating to IT have been identified through the IT Capital bid for 2008/9. The capital bid made, makes the assumption that Corporate IT maintain the network that the Directorate's software runs on and that they make appropriate finances available to replace it and that Corporate IT replace hardware that fails within the Directorate.

High priority areas identified within the bid include: -

- Carefirst 6 & Business Objects support costs
- Licences for use of Internet
- RSA token running costs
- Liquid logic SAP Easy care
- Electronic Monitoring of Care System
- Digital pen pilot for use with Easy Care
- Changing software, support and training

### 4.4 Future Accommodation/Property Requirements

An Accommodation Strategy has been prepared for the Health and Community Directorate. It is the intention that during 2008/9 all Runcorn based staff will relocate to Runcorn Town Hall. This will ensure increased co-location, efficient communication and effective working practices. The Health and Partnerships Department of the Directorate will work in conjunction with Property Services to ensure the smooth transfer of all staff to their new locations.

## 5.0 SERVICE PERFORMANCE

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and / or its statutory responsibilities. The service utilises a variety of measures and targets to enable performance against the service plan to be tracked, monitored, and reported. Details of these measures and targets are given below.

- **Objectives and Key Milestones.** These show the major events in the work of the Department that are planned to take place during 2008–11, such as the launch of new initiatives progress on major projects or the delivery of business critical activity. Objectives and Milestones are clearly linked to the appropriate Key Areas of Focus in the Corporate Plan 2006-11.
- **National Performance Indicators.** This is a national set of 198 indicators that have been prescribed by Central Government that are intended to measure the extent to which authorities are operating effectively and efficiently and are delivering upon both national and local priorities.
- **Local Performance Indicators.** These are indicators that have been developed by the Council and any relevant non-statutory indicators that have been adopted from national or other sources.
- **Local Area Agreement.** The Local Area Agreement (LAA) is a three-year agreement based on Halton's Community Strategy. The second round LAA commenced on 1st April 2008, and included within it are improvement targets for the Borough of Halton to which both the Council, and its partners will contribute.

The LAA contains 86 key targets addressing all of the priority issues identified in both the Community Strategy, and the Council's Corporate Plan. Of the 86 key targets, 34 are mandatory and also included are the 12 LPSA targets to which the Council signed up.

Many of the objectives contained within the current service plans are designed to support the achievement of LAA targets. A full version of Halton's LAA can be viewed on the Halton Strategic Partnership Website at [http://www.haltonpartnership.net/site/images/stories//laa\\_final\\_\(march\\_2007\).pdf](http://www.haltonpartnership.net/site/images/stories//laa_final_(march_2007).pdf)

Progress against the achievement of LAA targets is reported to all stakeholders at regular intervals. Following the establishment of the LAA, plans are being formulated to ensure that in future years the LAA and the Council's service plans are completely aligned.

## 5.1 Key Service Objectives

<b>Corporate Priority:</b>	<b>A Healthy Halton</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 6</b> Providing services and facilities to maintain the independence and well-being of vulnerable people within our community. <b>AOF 7</b> Providing services and facilities to maintain existing good health and well-being.
<b>Service Objective:</b>	<b>AWA 1 – Evaluate, plan, commission and redesign services to ensure they meet the need of vulnerable people within the local population, including those from hard to reach groups (including the black and minority ethnic community)</b>

	<b>Key Milestones</b>	<b>Responsible Officer</b>
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>Development of Person Centred reviews with particular focus for adults with Profound and Multiple Learning Disabilities to enhance service delivery <b>Mar 2009</b>. (AOF7)</li> </ul>	DM (ALD)
	<ul style="list-style-type: none"> <li>Establish strategy to improve performance and service delivery to the Black &amp; Minority Ethnic community, to ensure services are meeting the needs of the community <b>Jun 2008</b>. (AOF7)</li> </ul>	DM (Mental Health)
	<ul style="list-style-type: none"> <li><i>Contribute to the safeguarding of children in need where a parent is receiving Adult services by ensuring staff are familiar with and follow safeguarding processes</i> <b>Mar 2009</b>. (AOF6)</li> </ul>	Operational Director (Adults)
	<ul style="list-style-type: none"> <li>Evaluate “In Control/Individualised Budgets” pilot and extend to other service user groups as appropriate, thus enabling people needing social care and associated services to design that support <b>Mar 2009</b>. (AOF6)</li> </ul>	DM (ALD)
	<ul style="list-style-type: none"> <li>Agree and implement the reconfiguration of ALD health and care management services to enhance service delivery <b>Mar 2009</b>. (AOF6)</li> </ul>	DM (ALD)
	<ul style="list-style-type: none"> <li>Review services and supports for younger adults with dementias and establish a strategy to improve services to this group <b>Mar 2009</b> (AOF 6)</li> </ul>	DM (Mental Health)
	<ul style="list-style-type: none"> <li>Review Care Management Services for Physical and Sensory Disabilities to enhance service delivery <b>Sep 2008</b>. (AOF6 &amp; 7)</li> </ul>	Operational Director (Adults)
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Contribute to the safeguarding of children in need where a parent is receiving Adults services by ensuring that staff are familiar with and follow safeguarding processes <b>Mar 2010</b>. (AOF6)</li> </ul>	Operational Director (Adults)

	<ul style="list-style-type: none"> <li>Person Centred reviews for adults with PMLD, to be implemented in ALD Care Management and influencing strategic commissioning to enhance service delivery <b>Mar 2010.</b> (AOF7)</li> </ul>	DM (ALD)		
	<ul style="list-style-type: none"> <li>Continue to support and promote “ In Control/Individualised Budgets “ model for people with learning disabilities and physical/sensory disabilities, thus enabling people needing social care and associated services to design that support <b>Mar 2010.</b> (AOF6)</li> </ul>	DM (ALD)		
	<ul style="list-style-type: none"> <li>Implement the Black and Minority Ethnic strategy developed to ensure services are meeting the needs of the community <b>Mar 2010.</b> (AOF7)</li> </ul>	DM (Mental Health)		
	<ul style="list-style-type: none"> <li>Redesign the Supported Housing Network to meet the needs of those with the most complex needs <b>Mar 2010.</b> (AOF6 &amp; 7)</li> </ul>	DM (Provider Services)		
	<ul style="list-style-type: none"> <li>Implement strategy to deliver improved services to younger adults with dementias <b>Mar 2010</b> (AOF 6)</li> </ul>	DM (Mental Health)		
	<ul style="list-style-type: none"> <li>Implement the recommendations for the care management review of Physical &amp; Sensory Disabilities in order to ensure that service delivery is fit for purpose <b>Mar 2010.</b> (AOF6 &amp; 7)</li> </ul>	Operational Director (Adults)		
<b>2010 -11</b>	<ul style="list-style-type: none"> <li>Implement the redesign of the Supported Housing Network to ensure that it is meeting the needs of those with the most complex needs <b>Mar 2011.</b> (AOF6 &amp; 7)</li> </ul>	DM (Provider Services)		
	<ul style="list-style-type: none"> <li>Monitor and review the implementation of the Care Management Review of Physical &amp; Sensory Disabilities <b>Mar 2011.</b> (AOF6 &amp; 7)</li> </ul>	Operational Director (Adults)		
	<ul style="list-style-type: none"> <li>Monitor and review the effectiveness of services and supports for younger adults with dementias <b>Mar 2011</b> (AOF 6)</li> </ul>	DM (Mental Health)		
	<ul style="list-style-type: none"> <li>Monitor and review all AWA 1 milestones in line with three year planning cycle <b>Mar 2011.</b> (AOF6 &amp; 7)</li> </ul>	Operational Director (Adults)		
<b>Risk Assessment</b>	<b>Initial</b>	Medium	<b>Linked Indicators</b>	No indicators linked
	<b>Residual</b>	Low		

<b>Corporate Priority:</b>	<b>A Healthy Halton Employment, Learning &amp; Skills in Halton Corporate Effectiveness &amp; Efficient Service Delivery</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 2</b> Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles. <b>AOF 6</b> Providing services and facilities to maintain the independence and well-being of vulnerable people within our community. <b>AOF 7</b> Providing services and facilities to maintain existing good health and well-being.

<b>Service Objective:</b>	<b>AWA 2 - Work in partnership to enhance joint working arrangement and delivery of services to vulnerable people</b>
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<b>Key Milestones</b>		<b>Responsible Officer</b>
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>Mainstream review of Bridge Building Day Services Model to ensure that it supports the priorities of the modernisation agenda <b>Sep 2008</b>. (AOF6)</li> </ul>	DM (Mental Health)
	<ul style="list-style-type: none"> <li>Review the Payments and Expenses Policy and Procedure to ensure payment levels are appropriate and procedures are adequate <b>Jun 2008</b>. (AOF7)</li> </ul>	Operational Director (Adults)
	<ul style="list-style-type: none"> <li><i>Expand the involvement of service users in the direction and quality of day and supported living services <b>Sep 2008</b>. (AOF7)</i></li> </ul>	DM (Provider Services)
	<ul style="list-style-type: none"> <li><i>Continue to contribute to the implementation of Change For The Better, the 5BP's new model of care for mental health services, thus ensuring that services are based on recovery and social inclusion <b>Mar 2009</b>. (AOF6)</i></li> </ul>	DM (Mental Health)
	<ul style="list-style-type: none"> <li>Develop and implement, in partnership with key stakeholders, all policies, processes and procedures necessary to fully implement the Mental Health Act 2007 <b>Oct 2008</b> (AOF6)</li> </ul>	DM (Mental Health)
	<ul style="list-style-type: none"> <li>To agree and implement a joint process for implementation of new national guidance on Continuing Health Care <b>Mar 2009</b>. (AOF6)</li> </ul>	DM (ALD)
	<ul style="list-style-type: none"> <li>Continue to implement the modernisation of Day Services to enhance service delivery <b>Jun 2008</b>. (AOF6)</li> </ul>	DM (Provider Services)
	<ul style="list-style-type: none"> <li><i>Implement action plan for the National Service Framework for Long Term Condition to ensure services are meeting the needs of the community <b>Mar 2009</b>. (AOF2)</i></li> </ul>	DM (ALD)

	<ul style="list-style-type: none"> <li>Review services and supports for children and adults with an Autistic Spectrum Disorder <b>Mar 2009</b></li> </ul>	Operational Director (Adults)		
	<ul style="list-style-type: none"> <li>Implement a behaviour solutions approach to develop quality services for adults with challenging behaviour <b>Mar 2009.</b> (AOF7)</li> </ul>	DM (ALD)		
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Continue to implement the Bridge Building Day Services Model to ensure that it continues to support the priorities of the modernisation agenda <b>Mar 2010.</b> (AOF6)</li> </ul>	DM (Adults)		
	<ul style="list-style-type: none"> <li>Review all partnership working arrangements and associated structures to ensure that they are fulfilling service delivery requirements <b>Mar 2010</b> (AOF 7)</li> </ul>	Operational Director (Adults)		
	<ul style="list-style-type: none"> <li>Review implementation of Mental Health Act 2007 to ensure all policies, procedures and processes are fit for purpose <b>Oct 2009</b> (AOF 6)</li> </ul>	DM (Mental Health)		
	<ul style="list-style-type: none"> <li>Implement recommendations of review of services and supports to children and adults with Autistic Spectrum Disorder <b>Mar 2010</b> (AOF 6)</li> </ul>	Operational Director (Adults)		
	<ul style="list-style-type: none"> <li>Continue to implement a behaviour solutions approach to develop quality services for adults with challenging behaviour - Models of good practice to be developed <b>Mar 2010.</b> (AOF7)</li> </ul>	DM (ALD)		
<b>2010 -11</b>	<ul style="list-style-type: none"> <li>Monitor effectiveness of changes arising from review of services and supports to children and adults with Autistic Spectrum Disorder <b>Mar 2011</b> (AOF 6)</li> </ul>	Operational Director (Adults)		
	<ul style="list-style-type: none"> <li>Monitor and review all AWA 2 milestones in line with three year planning cycle <b>Mar 2011.</b> (AOF6 &amp; 7)</li> </ul>	Operational Director (Adults)		
<b>Risk Assessment</b>	<b>Initial</b>	Medium	<b>Linked Indicators</b>	<b>No indicators linked</b>
	<b>Residual</b>	Low		

<b>Corporate Priority:</b>	<b>A Healthy Halton</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 7</b> Providing services and facilities to maintain existing good health and well-being.

<b>Service Objective:</b>	<b>AWA 3 – Provide facilities and support to carers, assisting them to maintain good health</b>
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	<b>Key Milestones</b>	<b>Responsible Officer</b>
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>• <i>Increase the number of carers provided with assessments leading to provision of services, including black and minority ethnic carers, to ensure Carers needs are met <b>Mar 2009.</b></i></li> </ul>	DM (Mental Health)
	<ul style="list-style-type: none"> <li>• <i>Maintain the number of carers receiving a carers break, to ensure that Carers needs are met <b>Mar 2009.</b></i></li> </ul>	Operational Director (Adults)
	<ul style="list-style-type: none"> <li>• <i>Implement new model for Carers Centres to increase access to additional funding, thus ensuring the continued provision of quality services to the local community <b>Mar 2009.</b></i></li> </ul>	Operational Director (Adults)
	<ul style="list-style-type: none"> <li>• Refresh the Carers Strategy in light of the new national Carers Strategy, thus ensuring Carers needs continue to be met <b>Jun 2008.</b></li> </ul>	Operational Director (Adults)
	<ul style="list-style-type: none"> <li>• <i>Continue to work with Halton &amp; St Helens PCT to improve the physical health of carers <b>Mar 2009.</b></i></li> </ul>	Operational Director (Adults)
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>• Ensure Carers Centres are able to access additional funding when available from bodies such as the Lottery <b>Mar 2010.</b></li> </ul>	Operational Director (Adults)
	<ul style="list-style-type: none"> <li>• Increase the numbers of carers provided with assessment leading to the provision of services, including black and minority ethnic carers, to ensure Carers needs are met <b>Mar 2010.</b></li> </ul>	DM (Mental Health)
	<ul style="list-style-type: none"> <li>• Maintain the numbers of carers receiving a carers break, to ensure Carers needs are met <b>Mar 2010</b></li> </ul>	Operational Director (Adults)
<b>2010 -11</b>	<ul style="list-style-type: none"> <li>• Review and revise the Carers Strategy, to ensure that Carers needs within Halton continue to be met <b>Mar 2011.</b></li> </ul>	Operational Director (Adults)
	<ul style="list-style-type: none"> <li>• Monitor and review all AWA 3 milestones in line with three year planning cycle <b>Mar 2011.</b></li> <li>•</li> </ul>	Operational Director (Adults)

<b>Risk Assessment</b>	<b>Initial</b>	Low	<b>Linked Indicators</b>	No indicators linked
	<b>Residual</b>	Low		



<b>Corporate Priority:</b>	<b>Corporate Effectiveness and Business Efficiency</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 35</b> Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.

<b>Service Objective:</b>	<b>AWA 4 - Ensure that service delivery, commissioning and procurement arrangements are efficient and offer value for money</b>
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<b>Key Milestones</b>		<b>Responsible Officer</b>		
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>Build on learning for Halton from CSED improving care management efficiency project, identifying further areas and priorities for redesign <b>Jun 2008.</b></li> </ul>	DM (ALD)		
	<ul style="list-style-type: none"> <li>Continue to implement ALD's financial recovery plan to ensure that the service becomes increasingly efficient and effective <b>Mar 2009.</b></li> </ul>	Operational Director (Adults)		
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Review all partnership working arrangements and associated structures to ensure that they are fulfilling service delivery requirements and are being managed in a cost effective way <b>Mar 2010.</b></li> </ul>	Operational Director (Adults)		
<b>2010 -11</b>	<ul style="list-style-type: none"> <li>Revise and develop all commissioning strategies and associated partnership structures to enhance service delivery and cost effectiveness <b>Mar 2011.</b></li> </ul>	Operational Director (Adults)		
	<ul style="list-style-type: none"> <li>Monitor and review all AWA 4 milestones in line with three year planning cycle <b>Mar 2011.</b></li> </ul>	Operational Director (Adults)		
<b>Risk Assessment</b>	<b>Initial</b>	<b>Score Missing</b>	<b>Linked Indicators</b>	<b>No indicators linked</b>
	<b>Residual</b>	<b>Score Missing</b>		

<b>Corporate Priority:</b>	<b>Employment Learning &amp; Skills</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 21</b> To improve access to employment by providing opportunities to enhance employability skills and knowledge

<b>Service Objective:</b>	<b>AWA 5 – Support vulnerable adults and carers into employment opportunities where appropriate</b>
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<b>Key Milestones</b>			<b>Responsible Officer</b>	
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>Develop Supported Employment Strategy for all adult age groups to ensure appropriate employment opportunities are available for service users and carers <b>Mar 2009.</b></li> </ul>		Operational Director (Adults)	
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Fully implement the Supported Employment Strategy to ensure appropriate employment opportunities are available for service users and carers <b>Mar 2010.</b></li> </ul>		Operational Director (Adults)	
<b>2010 - 11</b>	<ul style="list-style-type: none"> <li>Monitor and review all AWA 5 milestones in line with three year planning cycle <b>Mar 2011.</b></li> </ul>		Operational Director (Adults)	
<b>Risk Assessment</b>	<b>Initial</b>	<b>Score Missing</b>	<b>Linked Indicators</b>	<b>No indicators linked</b>
	<b>Residual</b>	<b>Score Missing</b>		

## 5.2 Performance Indicators and Targets (Statutory & Local Indicators):

Indicators and targets still to be confirmed following outcome of new performance framework consultation exercise and the publication of CSCI's guidance in February 2008.

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
<b>Corporate Health</b>											
There are presently no indicators of this type identified for the service											
<b>Cost &amp; Efficiency</b>											
AWA LI	Intensive home care as a percentage of intensive home care and residential care	CP6 AOF34	26	33	29	24	28	TBC	28	28	28
AWA LI	Cost of intensive social care for adults and older people	CP6 AOF34	471	612	538	484	410	TBC	TBC	TBC	TBC
AWA LI	Unit cost of home care for adults and older people.	CP6 AOF34	14.8	16.45	15.07	13.15	15.2	TBC	TBC	TBC	TBC
<b>Fair Access</b>											
<b><u>AWA LI</u></b>	Percentage of adults assessed in year where ethnicity is not stated Key threshold >10%	CP1 AOF6	0.5	N/A	N/A	N/A	0.5	TBC	0.5	0.5	TBC
AWA LI	Percentage of adults with one or more services in the year where ethnicity is not stated Key Threshold >10%	CP1 AOF6	0.6	N/A	N/A	N/A	0.2	TBC	0.2	0.2	0.2
AWA LI	Number of learning disabled people in paid work per 10,000 population 18-64	CP4 AOF21	4.3	N/A	N/A	N/A	2.7	TBC	TBC	TBC	TBC

<sup>1</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
AWA LI	Number of learning disabled people in voluntary work per 10,000 population	CP4 AOF21	9.26	N/A	N/A	N/A	10.1	TBC	TBC	TBC	TBC
AWA LI	Number of physically disabled people in paid work per 10,000 population	CP4 AOF21	5.5	N/A	N/A	N/A	7.4	TBC	TBC	TBC	TBC
AWA LI	Number of physically disabled people in voluntary work per 10,000 population	CP4 AOF21	2.42	N/A	N/A	N/A	2	TBC	TBC	TBC	TBC
AWA LI	Number of adults with mental health problems in paid work per 10,000 population	CP4 AOF21	4.7	N/A	N/A	N/A	6.7	TBC	TBC	TBC	TBC
AWA LI	Number of adults with mental health problems in voluntary work per 10,000 population	CP4 AOF21	2.42	N/A	N/A	N/A	2	TBC	TBC	TBC	TBC
<b>Quality</b>											
AWA LI	Availability of Single Rooms	CP1 AOF6	100	100	98	96	100	TBC	100	100	TBC
<u>AWA LI</u>	Percentage of people receiving a statement of their needs and how they will be met	CP1 AOF6	99	98	97	96	99	TBC	99	99	TBC
<u>AWA LI</u>	Clients receiving a review as a % of adult clients receiving a service (cost effectiveness PSA Target)	CP1 AOF6	81	76	72	65	80	TBC	80	80	80
<u>NI 132</u>	Timeliness of Social Care Assessment	CP1 AOF4	83.5	TBC	TBC	TBC	83	TBC	85	85	85
<u>NI 133</u>	Timeliness of Social Care Packages	CP1 AOF4	92.6	TBC	TBC	TBC	93	TBC	94	95	95

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
<b>Service Delivery</b>											
<b><u>AWA LI</u></b>	Admissions of Supported Residents aged 18-64 into residential/nursing care	CP1 AOF6	0.8	2.2	1.7	1.3	0.4	TBC	0.4	0.4	0.4
<b><u>NI 136</u></b>	People Supported to live independently through Social Care Services	CP1 AOF4	N/A	N/A	N/A	N/A	N/A	N/A	TBC	TBC	TBC
AWA LI	Adults with physical disabilities helped to live at home	CP1 AOF4	7.6	5.2	4.4	3.6	7.4	TBC	7.4	7.4	7.4
AWA LI	Adults with learning disabilities helped to live at home	CP1 AOF4	4.3	3.2	2.8	2.4	4.3	TBC	4.3	4.3	TBC
AWA LI	Adults with mental health problems helped to live at home	CP1 AOF4	3	5.4	3.8	2.7	3.5	TBC	3.2	3.2	TBC
<b><u>NI130</u></b>	Social Care Clients receiving Self Directed support (DP's/Individual Budgets)	CP1 AOF6	189	TBC	TBC	TBC	193	TBC	197	205	TBC
<b><u>NI 131</u></b>	Delayed Transfers of Care	CP2 AOF11	N/A	37	27	16	N/A	N/A	TBC	TBC	TBC
<b><u>NI 135</u></b>	Carers receiving Needs Assessment or Review and a specific Carer's Service, or advice and information	CP1 AOF7	10.2	TBC	TBC	TBC	11.5	TBC	12	12	13
<b><u>NI 141</u></b>	Number of Vulnerable people achieving independent living	CP1 AOF4	N/A	N/A	N/A	N/A	N/A	N/A	TBC	TBC	TBC
<b><u>NI 142</u></b>	Number of vulnerable people who are supported to maintain independent Living	CP1 AOF4	N/A	N/A	N/A	N/A	N/A	N/A	TBC	TBC	TBC

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
<b><u>NI 145</u></b>	Adults with Learning Disabilities in Settled accommodation	CP1 AOF4	N/A	N/A	N/A	N/A	N/A	N/A	TBC	TBC	TBC
<b><u>NI 146</u></b>	Adults with Learning Disabilities in Employment	CP4 AOF21	N/A	N/A	N/A	N/A	N/A	N/A	TBC	TBC	TBC



### 5.3 Risk Management

Risk Management, which forms a key element of the strategic management and performance management processes of the Council, is a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

Risk assessments are the process by which departments identify those issues that are, or may be, likely to impede the delivery of service objectives. Such risks are categorised and rated in terms of both their probability, i.e. the extent to which they are likely to happen, and their severity i.e. the potential extent of their impact should they occur.

Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. Such numbers are then translated into a Low, Medium or High category.

<b>Risk Score</b>	<b>Overall Level of Risk</b>
1 – 4	LOW
5 – 10	MEDIUM
11 – 16	HIGH

Following such assessments a series of risk treatment measures are identified that will mitigate against such risks having an adverse impact upon the delivery of the departmental objectives.

Mitigation measures for those risks that were initially assessed as high have been included as an Appendix within this plan. As such their implementation will be monitored through the Quarterly Departmental Service Plan Monitoring Report process.

### 5.4 Equality Action Plan

The Health & Community Directorate continues to carry out Equality Impact Assessments (EIAs) on all new/revised policies, procedures and strategies within the Directorate to ensure they eliminate unlawful discrimination and promote equality of opportunity and good relations between racial groups. Where specific actions are identified these are incorporated into an overall annual Directorate Equalities Action Plan and the Directorate Equal Opportunities Working Group monitors progress towards completion of these actions.

Those actions yet to be completed that are considered to be high priority are detailed in Appendix 2



Please note that these actions apply to all three adult social care services (Adults of Working Age, Older People's Services and Health & Partnerships), and are detailed in each of the three plans.

## **5.5 Local Area Agreement Targets**

To follow

## 6.0 PERFORMANCE REPORTING

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and or delivering it's statutory responsibilities.

It is imperative that the Council and interested members of the public can keep track of how the Council and its Departments are progressing against objectives and targets, and that mechanisms are in place to enable councillors and managers to see whether the service is performing as planned.

As a result Departmental progress will be monitored through:

- **The day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Provision of Quarterly progress reports to Corporate and Directorate Management Teams;**
- **The inclusion of Quarterly Service Plan Monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**
- **Publication of Quarterly Service Plan monitoring reports on the Councils intranet site.**

In demonstrating it's commitment to exploiting the potential of Information and Communications Technology to improve the accessibility of its services and related information an extensive range of documentation, including this plan and it's associated quarterly monitoring reports, are available via the Council's website at <http://www2.halton.gov.uk/content/councilanddemocracy/council/plansandstrategies>

Additionally information and assistance can be accessed through any of the Council's Halton Direct Link facilities (HDL) or the Council's libraries.

The Health & Community Directorate continues to carry out Equality Impact Assessments (EIAs) on all new/revised policies, procedures and strategies within the Directorate to ensure they eliminate unlawful discrimination and promote equality of opportunity and good relations between racial groups. Where specific actions are identified these are incorporated into an overall annual Directorate Equalities Action Plan and the Directorate Equal Opportunities Working Group monitors progress towards completion of these actions.

Those actions yet to be completed that are considered to be high priority are detailed in Appendix 2

Please note that these actions apply to all three adult social care services (Adults of Working Age, Older People's Services and Health & Partnerships), and are detailed in each of the three plans.

## **7.0 STATUTORY & NON-STATUTORY PLANS**

The following plans and strategy documents are relevant to this service plan:

- The Council's Corporate Plan 2006-11
- Halton's Community Strategy
- Comprehensive Performance Assessment
- Halton 's Best Value Performance Plan 2007/08
- Local Area Agreement
- Joint Strategy Needs Assessment
- Joint Commissioning Framework
- Mental Health Commissioning Strategy
- Adults with Learning Disabilities Commissioning Strategy
- Commissioning Strategy for Physically Disabled People
- Older People's Commissioning Strategy
- Carers Strategy
- Better Care, Higher Standards
- National Service Framework for Mental Health
- National Service Framework for Long Term Conditions
- Valuing People Strategy for Learning Disabilities
- CSCI's Performance Framework
- Health & Community Budget Book
- Older People, Health & Partnerships and Culture and Leisure Services Service Plans in the Health and Community Directorate
- White Paper "Our Health, Our Care, Our Say"
- White Paper "Strong and Prosperous Communities"
- Supporting People Strategy
- Three year Financial Strategy 2007/8 to 2009/10

**High Risks and Associated Mitigation Measures**

To Follow

**Equality Impact Assessments – High Priority Actions**

Strategy/Policy/Service	Impact Assessment (High/Low/None)	Proposed Action(s)	Timetable			Officer Responsible
			2008/9	2009/10	2010/11	
To Follow						

**Halton Corporate Plan (2006 – 2011) – Council Priorities and Key Areas of Focus.**

**A Healthy Halton**

1	Improving the future health prospects of Halton residents, particularly children, through the encouragement of an improved dietary intake and the availability of nutritionally balanced meals within schools and other Council establishments.
2	Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.
3	Delivering programmes of education to improve the health of Halton residents.
4	Helping people to manage the effects of ill health, disability and disadvantage.
5	Actively managing the environmental factors that are detrimental to good health.
6	Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.
7	Providing services and facilities to maintain existing good health and well-being.

**Halton's Urban Renewal**

8	Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business.
9	Maintaining and developing local transport networks that meet the needs of resident's, businesses and visitors to Halton.
10	Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.
11	Maintaining levels of affordable housing provision within Halton that provides for quality and choice and meets the needs and aspirations of existing and potential residents.
12	Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.

## Children & Young People in Halton

13	Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
14	To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood.
15	To deliver effective services to children and families by making best use of available resources
16	To provide transport facilities that meets the needs of children & young people in Halton accessing education and training.
17	Provide an effective transition for young people from school to employment, through opportunities for work related learning, and post 16 education, voluntary and community work.
18	To reduce the conception rate amongst women under 18 by providing awareness, education and relevant support
19	To ensure a safe environment for children where they are supported and protected from abuse and neglect

## Employment, Learning & Skills in Halton

20	To increase self-confidence and social inclusion by providing opportunities to adults to engage in basic skills learning.
21	To improve access to employment by providing opportunities to enhance employability skills and knowledge
22	Working with employers to identify and secure opportunities for the unemployed.
23	To provide transport facilities that meets the needs of those people in Halton accessing employment and training.
24	To sustain current employment levels by providing practical and financial advice and assistance to those from disadvantaged groups
25	To increase employment opportunities and business start ups in Halton, by developing an enterprise culture

## A Safer Halton

26	Actively encouraging socially responsible behaviour by engaging with Halton's young people and by providing opportunities for them to access and take part in affordable leisure time activities.
27	Reducing the physical effects of anti-social and criminal behaviour
28	Providing and maintaining a highways and footpath network that is safe, accessible, and meets the needs and expectations of those living, working or visiting in Halton.
29	Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.
30	Improving the social and physical well-being of those groups most at risk within the community

## Corporate Effectiveness & Efficient Service Delivery

31	Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.
32	Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access.
33	Ensuring that we are properly structured organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.
34	Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders
35	Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.
36	Ensuring that the Council's land and property portfolio is managed efficiently
37	Ensuring that Council buildings are safe and accessible, meet the needs of service users and the organisation, and comply with legislative requirements
38	Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery.
39	Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information
40	Ensuring that the Council has the right people with the right skills and who are informed and motivated and provided with opportunities for personal development and engagement.





# Business Support & Commissioning

## **SERVICE PLAN**

**April 2008 to March 2011**

**Advanced Draft FEB 2008**

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## 1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified [6 key priorities](#), and a number of associated key Areas of Focus, which, as detailed within the Council's Corporate Plan, are: -

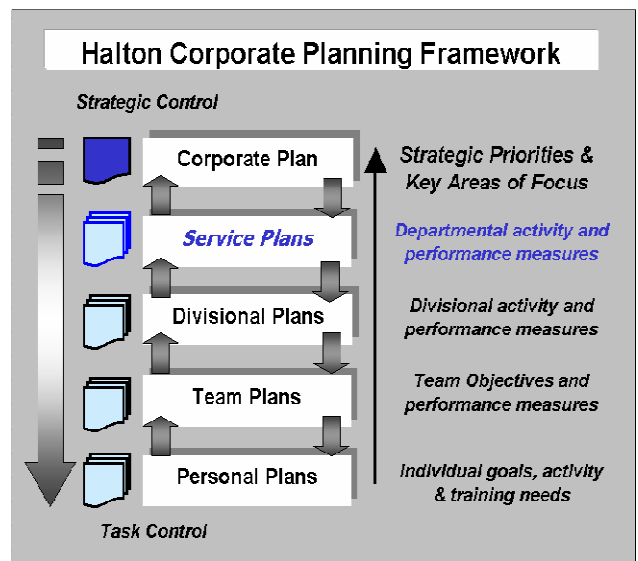
- **A Healthy Halton**
- **Halton's Urban Renewal**
- **Halton's Children & Young People**
- **Employment, Learning & Skills in Halton**
- **A Safer Halton**
- **Corporate Effectiveness & Business Efficiency**

Departmental Service Plans form an integral part of the authority's corporate planning framework, as illustrated below.

This framework ensures that the Council's operational activities are complementary to the delivery of its community aspirations and legal and statutory responsibilities.

Departmental Service Plans are primary documents that communicate:

- The existing and future influences that have informed the shaping of service delivery in the medium term.
- The existing and projected resources that are, or may, be required to deliver services.
- Departmental Service Objectives and Key Milestones that are to be delivered over the next three years.
- Those national and local performance indicators for which the department has a responsibility to report.



Such plans, and the Quarterly Service Plan Monitoring Reports that flow from them, are an essential tool in enabling the public, Elected Members, Senior Management, and staff how well Council departments are performing and what progress is being made in relation to improving the quality of life within the borough and service provision for local people, businesses and service users.

## 2.0 SERVICE PROFILE

### 2.1 Purpose

Business Support and Commissioning was created by the Children's Services restructure and came into existence on 1<sup>st</sup> September 2006. The Department leads in the development of a range of key strategic areas including Transforming the Learning Environment through Children's Centre Capital, Primary Capital Strategy and Building Schools for the Future, Commissioning and Contact Point, It provides integrated centralised customer focused systems and processes to support front-line staff in effective delivery of services to Children and Young People, The Department allocates resources to schools and across the directorate in line with priorities.

It consists of 3 divisions providing a range of functions and details of each Division are as follows;

**Management Information and Communication Division** is responsible for a wide range of statutory data returns required by the DfES and other external agencies; it collects, collates, processes and analyses data in support of directorate service planning and performance analysis; it supports the information and communication technology infrastructure required by the Directorate and schools to carry out their various responsibilities and implements the agreed Management Information Strategy. It also maintains the Halton Children and Young People's Database and its associated modules. This database provides a range of information including data on attainment, attendance, exclusions, ethnicity, free school meals, looked after children and postcodes. As part of the directorate restructure the Division has also taken on responsibility for maintaining and developing the Carefirst Database, which stores social care client records. The Division provides schools with a Service Level Agreement to support their Information Management Software (SIMS) and is responsible for supporting the development of the Intranet and Internet sites. The Division also manages ICT purchases, the Directorates ICT and E-Governments initiatives.

**Planning and Performance Division** is responsible for the cross-cutting functions of performance, workforce and training, commissioning, policy development and partnership working. The Performance Improvement Team is responsible for performance analysis and quality assurance of services across the directorate to underpin continuous service improvement. The Commissioning and Contracts team is also responsible for the integrated commissioning of services and the putting in place and monitoring contracts for commissioned services. The Workforce and Training team lead on workforce development and the co-ordination, commissioning and delivery of training across the Directorate and for partner agencies. The Policy and Review team has the lead for Equality and Diversity and the production and co-ordination of the Directorates policies and procedures. The complaints function is also included within this team and an integrated system for dealing with complaints across the Directorate is being developed. The Partnerships team co-ordinate and support the work of the Children and Young People's Alliance Board and are leading the implementation of the CAF process and co-ordination of the Parenting Strategy. The Division is also responsible for planning processes including the development and co-

ordination of Service Plans and other key documents such as the Children and Young People's Plan.

**Finance and Resources Division** is responsible for financial management of the Directorate and schools including the determination of the school funding formula and significant external funding for a wide range of initiatives. It provides emergency and technical services to schools, develops and manages the directorate's capital programme through the Asset Management Process and supports the Building Schools for the Future Programme and the Primary Capital Strategy. The support services provided by both the Council and externally brokered services are co-ordinated through the division. It is responsible for the provision of a co-ordinated approach to health and safety along with the management of sickness absence. The Division is also responsible for the determination and implementation of statutorily required policies including the LA's School Admissions Policy and Home to School Transport Policy, and undertakes the assessment and processing of Free School Meal entitlements, Student Loan Applications, and Learner Support Funds. Administrative and support arrangements which support the directorate are delivered through the division.

## **2.2 Key Messages**

The Department was established in September 2006 as part of the Directorate restructure and there have been ongoing challenge for all Divisions in managing the process of change to an integrated service. The Department was established by integrating staff, previously based in a number of different settings, into centralised teams and the disaggregation of services and budgets from Health & Community has been particularly challenging.

Working within a coherent framework under the Strategic Director of Children's Services, the aim is that services will work better together, not only across the new Directorate, but also across the Council and all partner agencies providing services for children.

The Children and Young People Plan is the multi agency plan outlining how agencies will work together to achieve the Every Child Matters outcomes. The Children and Young People Plan 2006-2009 was refreshed in June 2007 and the following revised priorities agreed by the Alliance Board for the work of the partnership;

**BH1 Physical health & healthy lifestyles**

**BH2 Sexual health**

**BH3 Emotional, psychological and physical well-being**

SS1 Community awareness & engagement in safeguarding

SS2 Prevention and early intervention

SS3 Targeted support for vulnerable children

**SS4 Placement choice & quality of care for LAC**

**EA1 Educational outcomes for all children**

**EA2 Attendance of all children****EA3 Narrowing the gap for vulnerable children**

MPC1 Young People's participation and community engagement

MPC2 Youth Offending &amp; anti-social behaviour

**AEW1 Learning opportunities for 14-19 year olds**

AEW2 Access to suitable accommodation

SM1 Enhance financial planning

SM2 Integrate delivery of service

SM3 Develop the workforce

SM4 Develop performance management

SM5 Transform learning opportunities for all children.

In addition, as part of the strategic engagement cycle led by Government Office North West a process of further prioritising these priorities was completed in November 2007. The eight priorities shown in **bold** in the list above were agreed as the key priorities for further scrutiny and to receive support from the GONW fieldforce. They will also form the basis of negotiation for inclusion in the new Local Area Agreement. Business Support and Commissioning Department will support the Alliance Board in delivering against all of these priorities and lead on the Service Management area. As part of the agreement of the eight priorities with GONW a number of key enablers and risks were identified covering themes such as workforce development, financial planning, IT infrastructure, Commissioning and Partnerships all of which are lead by the Department. Therefore we will play a central role in the work towards all priorities.

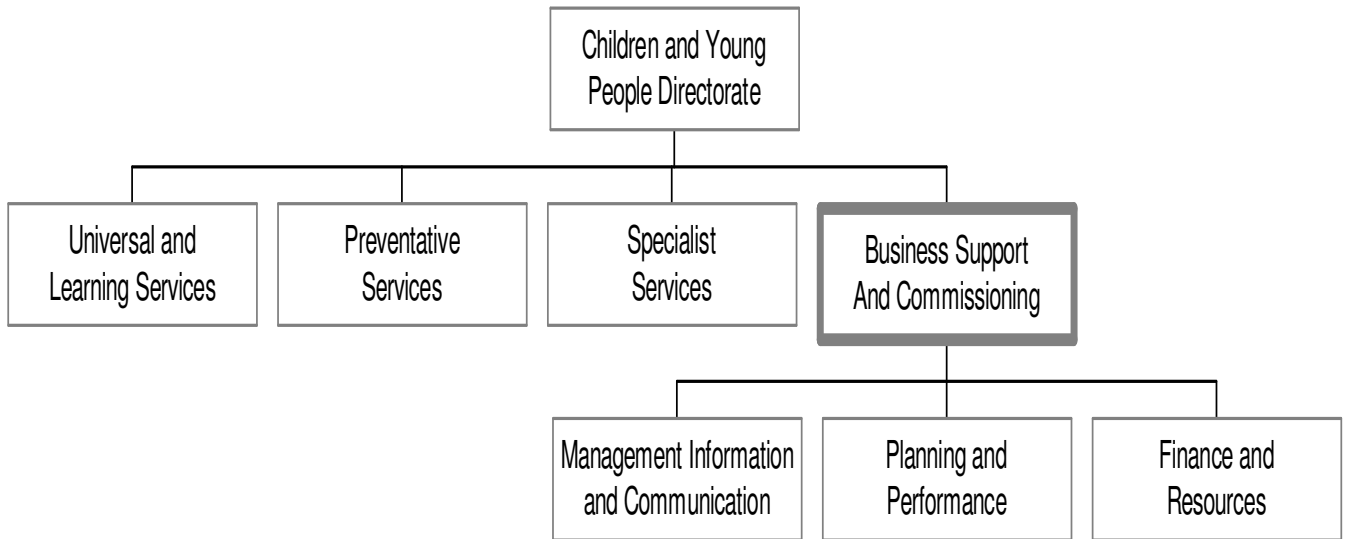
**Annual Performance Assessment:**

The Annual Performance Assessment judgements for Children's Services are on a scale of 1 to 4 ranging from 1 'a service that does not deliver minimum requirements for users (Inadequate) to 4 'a service that delivers well above minimum requirements for users (Excellent/Outstanding). Halton's 2007 APA Judgements were as follows;

<b>Area for Judgement</b>	<b>Grade Awarded</b>
Overall Effectiveness of Children's Services	3
Being Healthy	3
Staying Safe	4
Enjoying and Achieving	3
Making a Positive Contribution	4

Achieving Economic Well-Being	2
Capacity to Improve (Including Service Management)	3

### 2.3 Organisation Structure



### **3.0 FACTORS AFFECTING THE SERVICE**

#### **3.1 External Factors**

##### **Political**

##### **Every Child Matters:**

The Every Child Matters: Change for Children Agenda introduced a new approach to the well-being of children and young people from birth to age 19. The aim is for every child, whatever their background or their circumstances, to have the support they need to:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic well-being

The Agenda promotes early intervention and co-ordinated service provision delivered through stronger partnership working and children's trusts.

##### **Children's Plan:**

The Children's Plan, published in December 2007, sets out the government's plans for the next ten years under each of the Department for Children, Schools and Families' strategic objectives under the following chapters:

- Happy and healthy – secure the wellbeing and health of children and young people
- Safe and sound – safeguard the young and vulnerable
- Excellence and Equity – individual progress to achieve world class standards and close the gap in educational achievement for disadvantaged children
- Leadership and collaboration – system reform to achieve world-class standards and close the gap in educational achievement for disadvantaged children.
- Staying on – ensure that young people are participating and achieving their potential to 18 and beyond
- On the right track – keeping children and young people on the path to success
- Making it happen – vision for 21<sup>st</sup> century children's services.

##### **Halton Community Strategy:**

The Community Strategy 2006-2011 identifies 5 priorities, which for the first time includes children and young people as a specific theme. The Children and Young People's Commissioning Partnership was established following this decision, and functions as the Specialist Strategic Partnership for Children and Young People. The Partnership also holds responsibility for implementing the practical arrangements needed to implement a Children's Trust, functions as a forum for the Alliance Board Task Group Chairs and for driving the joint commissioning agenda.

##### **Children and Young People's Alliance Board:**



The Alliance Board functions as the Children's Trust, and is responsible for strategic planning of services to children and young people, including developing and implementing the Children and Young People's Plan and Children's Trust arrangements. The work of the Alliance Board is underpinned by the Halton Multi-Agency Compact, which sets out the responsibilities of Halton Borough Council and its Partner agencies on the Board.

### **Halton Safeguarding Children Board**

The Board was established in April 2006 in line with the requirements of the Children Act 2004, and links into the Halton Children & Young People's Strategic Planning arrangements and the Halton Children & Young Peoples Plan. The Board is the key statutory mechanism for agreeing how the relevant organisations in each local area will co-operate to safeguard and promote the welfare of children in that locality, and for ensuring the effectiveness of what they do.

### **Joint Area Reviews:**

New arrangements for inspection of children's services at local authority area level were been in the Children Act 2004. Joint Area Reviews will look at how services are working together locally to improve outcomes. They evaluate the collective contributions made to each outcome by relevant services and examine the involvement of children, young people and their parents in service planning structures. Halton's Joint Area Review will be held across two weeks from 31<sup>st</sup> March 2008.

### **Economic**

#### **Deprivation:**

The Index of Multiple Deprivation (IMD) for 2007 suggests that deprivation has improved in the Borough. In 2007 the IMD ranked Halton as 30<sup>th</sup> most deprived Authority in England compared to 21<sup>st</sup> in the 2004 Index and 16<sup>th</sup> in 2000. However, it still ranks as one of the most deprived districts in England. Although located in Cheshire, Halton shares many of the social and economic problems more associated with its urban neighbours on Merseyside. Halton is ranked in the IMD as the 3<sup>rd</sup> highest authority in terms of deprivation on Merseyside, behind Knowsley and Liverpool, and 10<sup>th</sup> highest in the North West. Neighbouring authorities St Helens (47<sup>th</sup> overall), Wirral (60<sup>th</sup>) and Sefton (83<sup>rd</sup>) are well down the table compared to Halton.

Halton has some of the most deprived wards in the country in terms of child poverty. Several parts of Halton are amongst the poorest in the country. In Widnes, the most deprived areas are Kingsway, Riverside and Appleton. In Runcorn, the most deprived areas are Castlefields, Halton Lea and Windmill Hill. However, there are many affluent areas of the borough as well. These are located mainly on the outskirts of both towns and comprise of several new housing estates.

#### **Employment:**

Claimant unemployment in the Borough fell from 5.0% in January 2000 to 3.1% in November 2005. However, Halton still had the 5<sup>th</sup> highest claimant rate in the North West in November 2005.

The claimant count unemployment rate looks at the number of people who are out of work and claiming Job Seekers Allowance. The claimant count rate in February 2007 for the whole of Halton is 3.6% compared with the national rate of 2.6% and the regional (North West) rate of 2.9%. This was a rise in Halton from 3.3% since October 2006.

For the period January – December 2005 the worklessness rate was 27.1% of the working aged population in Halton, but this has now rose to 30.1% for the latest figure available (July 05 – June 06). This is 2.2 percentage points below the Greater Merseyside figure. Worklessness is an indicator of employment that differs slightly from traditional unemployment rates in that it also considers those that are economically inactive.

In March 2007 the Office for National Statistics released the 2005 data from the Annual Business Inquiry (ABI). This data measured the total number of employees in each industry across the Borough at district level. Previously the total number of employees in Halton was 53,086, this figure was based on the ABI 2004 data. The 2005 ABI figure was 54,710, a rise of 3.1%. This is much higher than the 0.3% rise across Greater Merseyside in the same period.

Research shows that the skill base of the local area is relatively poor compared to the United Kingdom as a whole and surrounding local economies. Halton has a low percentage of adults with further education qualifications and low rates of numeracy and literacy. All told, there is a mismatch between skills in the local workforce and jobs available in the borough, and it is anticipated that in the future over 95% of new jobs will need qualifications of at least NVQ 2 level and over 70% at NVQ 3 and above. The latest data available for Halton shows that there are 14,400 working age people who have no qualifications, this equates to 20% of the working age population.

## **Social**

### **Demographic changes:**

The mid-2005 population of Halton stood at 119,200 (rounded to the nearest 100 people). This is up from the mid-2004 population of 118,900. Halton has a larger number of people in the 5-24 age categories than across England as a whole. This is partly down to the influence of Runcorn New Town where a lot of younger people live.

The birth rate in Halton is declining, and this is already being seen in the falling numbers on roll in the district's primary schools. In January 2003 pupil numbers in Halton's Primary schools were over 1000 fewer than their net capacity. This will, naturally work its way through the system and result in reducing pupil numbers in secondary education and FE. This could lead to the problem of surplus Secondary school places across the borough in the near future.

The next ten years will see a reduction in teenagers by 20%. 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.

The ethnic composition of residents in Halton as of mid-2005 was as follows:

<b>Ethnicity</b>	<b>Total Proportion of Halton Residents</b>
White British	96.8%
White Irish	0.67%
Other White	0.75%
Mixed White & Black Caribbean	0.25%
Mixed White & Black African	0.17%
Mixed White & Asian	0.17%
Other Mixed	0.17%
Asian: Indian	0.25%
Asian: Pakistani	0.08%
Asian: Bangladeshi	0.08%
Other Asian	0.08%
Black Caribbean	0.08%
Black African	0.17%
Chinese	0.25%
Other	0.08%

### **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.

### **Technological**

#### **Integrated Children's System:**

A recent DCSF review found that 121 Local Authorities (80%) will have a Phase 1 compliance system rolled out on or before 31st March 2008. ICS provides an electronic recording system for social care through the development of web based E-Forms that integrate directly with the client database, Carefirst. Halton have now fully implemented Phase 1a of ICS across all 9 Children's Social Care teams, the DCSF have assessed the Halton ICS E-forms system against their set Business Requirements, the outstanding requirements from this assessment are now ready for testing by ICS Stakeholders. Phase 1b development is now underway with a planned completion date of 31st March'08.

#### **ContactPoint:**

ContactPoint will be the quick way for a practitioner to find out who else is working with the same child or young person, making it easier to deliver more coordinated support. This basic online directory will be available to authorised staff who need it to do their jobs. It is a key part of the Every Child Matters programme to improve outcomes for children. Halton has been designated as an early adopter authority, with a "go live" date for Halton and other early adopters in September/October 2008, with full implementation across England in early 2009.

**Electronic Common Assessment Framework:**

The electronic CAF system (eCAF) for Halton has been piloted with practitioners from a range of voluntary and statutory agencies between February 2007 and February 2008. A new eCAF system has been purchased, which will be rolled out in April 2008 to all the necessary agencies across Halton. The system has been built on the Children and Young People's Database. The DCSF has recently announced the decision for the implementation of a national eCAF solution, in which implementation will start in the coming years.

**Carefirst 6i Implementation:**

Feasibility study for CareFirst 6 Project has now been completed with estimates given for timescales for completion and resources required, a Project Brief is currently being completed. A full Business Process re-engineering exercise will need to be carried out by the CYP Directorate and ICT Services in order for the Project to be fully successful.

**Legislative**

**Children Act 2004** provides the legislative spine for the Every Child Matters agenda. It aims to minimize the risks and improve outcomes for children and young people by transforming the way children's services are organised and improving joint working between agencies. The Children Act is supported by a wide range of guidance regarding strategic planning, safeguarding, service delivery and local engagement.

The Every Child Matters agenda arising out of the Children Act provides the framework for the development of integrated service delivery for children and moves towards Children's Trusts. The act also established the key strategic roles of Director of Children's Services and Lead Member for Children's Services. It also introduced a single Children & Young People's plan covering all services to children to focus strategic planning.

**Adoption and Children Act 2002** became operational from December 2005, introducing comprehensive changes to adoption services. The Act makes the child's welfare the paramount consideration in all the decisions by courts and introduces the use of the 'welfare checklist' into adoption work. It also highlights the need to prevent delay in planning for permanence and adoption and places a duty on local authorities to ensure that the support and financial assistance needed is available to people affected by adoption. The Adoption and Fostering Service has been restructured in order to ensure services are delivered in accordance with the new legislation.

**Childcare Act 2006** aims to transform childcare and early years services in England, taking forward some of the key commitments from the Ten Year Childcare Strategy, published in December 2004. The Act requires authorities to improve the five Every Child Matters outcomes for all pre-school children and reduce inequalities in these outcomes, secure sufficient childcare for working parents and provide a better parental information service. The Act also reforms and simplifies early years regulation and inspection arrangements. It is anticipated that the main provisions of the Act will come into effect in 2008.

**Local Government and Public Involvement in Health Act 2007** gained Royal Assent in October 2007 and enacts many of the provisions in the White Paper “Strong and Prosperous Communities”. The Act introduces measures designed to:

- Empower communities, such as devolving power to create parishes (and other forms of community governance) to principal authorities, and introducing a community call for action;
- Make local government more effective and accountable through, for example, revised leadership and electoral arrangements, provision for restructuring in two-tier areas and a move to a more locally-based standards regime;
- Strengthen the community leadership role of councils;
- Simplify the performance framework and reduce the burden of inspection on councils.
- Provide a statutory framework for Local Area Agreements (LAA) including a list of partners who have a duty to cooperate with LAAs.
- The Act also provides for a Valuation Tribunal for England and it contains a number of measures designed to enhance patient and public involvement in health and social care.

**Children and Young Persons Bill** began its parliamentary progress in the House of Lords in November 2007, and enacts proposals detailed in the White Paper “Care Matters:Time for Change” which was published in June 2007. The Bill will have a far-reaching impact on the way services to children and young people are delivered. The provisions of the Bill are grouped around the following areas:

- **Social Work Practices** – piloting a new model of delivery of care services to test whether partnership with external agencies can improve the child’s experience of care
- **care planning and reviews** – strengthening the role of Independent Reviewing Officers, extending the requirements for social workers to visit looked after children, and giving more children in care access to an Independent Visitor
- **education** – limiting changes of school for looked after children, especially in years 10 and 11, making the ‘designated teacher’ a statutory requirement, and introducing a statutory £2000 bursary for care leavers progressing to higher education
- **placements** – restricting local authority use of out-of-authority placements, improving the inspection regime for children’s homes, and giving foster carers access to independent reviewing mechanisms
- **transitions to adulthood** – giving young people a greater say in moves to independence, especially at age 16/17, and extending the duties to appoint a personal adviser and keep the pathway plan under review to care leavers up to the age of 25
- **supporting children in their families** – focusing on early intervention to reduce the need for children to be taken into care.

**Education and Inspections Act 2006** aims to ensure that all children get the education they need to enable them to fulfil their potential. The Act gives local authorities a new strategic role as champion of parents and children, and sets up

the national inspectorate covering education, skills and children's services. The Act introduces the new specialized diplomas for 14-19 education and revises the law on school discipline and parenting contracts. The Act also places a duty on governing bodies to promote well-being and community cohesion, provide and publicise Positive activities for 13 to 19 year olds and to take the Children and Young People's Plan into consideration.

**Extended Schools Prospectus 2005** sets the agenda for all schools and children and families to be able to access a core of extended services which are developed through multi-agency partnership. Extended services can include childcare, adult education, parenting support programmes, community-based health and social care services, multi-agency behaviour support teams and after-school activities. In Halton this agenda has been merged with the Children's Centre strategy to ensure seamless provision across the 0-19 age range. Targets have been set by the Training and Development Agency (TDA) for 38% schools to be delivering the full core offer by September 2007 (target met) 54% by September 2008 and all schools delivering by 2010. Halton is currently on target to meet these targets.

**14-19 strategy** aims to develop a coherent 14-19 phase of education where young people are committed to continuing learning whether in school, college or the workplace. The Strategy aims to encourage more young people to stay in school beyond 16 by increasing curriculum flexibility and choice, extending the program of studies for learners in the 16-19 age group and improve the vocational offer. Halton's 14-19 Partnership has been successful in its bid to deliver 3 new Diplomas across schools and other learning settings from 2008 onwards covering Construction and the Built Environment, Society Health and Development, and Creative and Media. The Partnership is on track to broaden the curriculum offer to young people from 2008 onwards. Introduction of the Diplomas locally is part of a wider strategy to engage young people in learning through wider vocational opportunities

## **Environmental**

### **Protecting our environment:**

Awareness of Climate Change is growing and the Council is committed to taking a lead and setting an example in tackling the associated problems. A corporate Climate Change Action Plan is being prepared, but each department can make its own contribution.

Consideration will be given throughout the life of the Service Plan to ways in which support can be given to the action plan and to identify and implement opportunities to reduce any contribution to Climate Change and to promote best practice in the reduction of carbon emissions.

The Council has signed up to the Local Authority Carbon Management Programme in the early part of 2008/09. The programme will guide the Council through a systematic analysis of its carbon footprint, outline opportunities to help manage carbon emissions, develop Action Plans for realising carbon and

financial savings; and embed carbon management into the authority's day-to-day business.

As part of the programme the Council has developed a Carbon Management Strategy and Implementation Plan to reduce energy bills and carbon emissions over the next five years. Through the Strategy and Implementation Plan, Council services will need to encourage closer examination of their policies around procurement, transport and the use of renewable energy.

### **3.2 Service Developments**

**Children and Young People's Plan:** In line with the Children Act 2004, the Halton Children and Young People's Plan brings together all agencies and services within Halton, not just those delivered by the Council, and sets out joint priorities and joint activities to improve outcomes for children and young people. All Council Directorates, local Health Trusts, Cheshire Constabulary, Cheshire Probation Service, The Youth Offending Team, Connexions, Learning and Skills Council, Education Business Partnership and a range of voluntary sector services contributed to the Plan. Most importantly, it takes into account consultations held with children, young people and their parents and carers across Halton and reflects their aspirations and views. A review of the Plan was published in June 2007, which reports on progress against the targets in the original Plan, reviews developments between 2006 and 2007 and consultation with children and young people and sets the key priorities and activities for 2007-09.

**Consultation Activity:** A participation strategy was produced in 2004, revised in 2006 and adopted by the Alliance Board. This ensures that children, young people and their families are given the opportunity to be fully engaged in strategic planning and shaping services. In line with the strategy, a process of consultation has been undertaken in respect of the changes to the design and delivery of children's services and the Children and Young People's Plan.

383 young people 11 – 16 years responded to an on-line survey of young people which was undertaken as part of the review of the Children and Young People's Plan. The consultation aimed to find out their views on whether the aims and targets of the Plan were making any difference in their lives, and what they thought the priorities should be for the coming year.

Consultations were also undertaken with groups of children from 2 – 19 years which included the Halton Member of UK Youth Parliament and the Youth Cabinet, the Halton Youth Bank, nearly all school councils, looked after children, care leavers, young people with learning and/or physical disability, lesbian gay bisexual & transgendered young people, young carers, and homeless young people. A resource pack of consultation materials was issued to group leaders that facilitated the active participation of this wide range of ages and abilities. A total of 260 children contributed through group discussions and exercises. The consultation captured their views on whether the aims and targets of the Plan were making any difference in their lives, and what they thought the priorities should be for the coming year.

The Participation strategy includes the adoption by the Alliance of the Hear by Right standards for the involvement and participation of young people within organisations and services for them. From October 2006 to April 2007 there was a thorough piloting of Hear by Right using eight very different organisations working with various ages both within and outside the council. From this pilot a three year development and action plan has been produced, a "Haltonised" version of the standards has been produced which better suit our needs and the full age range; 0-19, and a Participation Team set up to support these changes. In November 2007 four Hear by Right Champions were agreed from within the borough, an elected member from the cabinet, Chief Executive of the Council, Director of Children's Service and Member of Youth Parliament. They publicise the value of involving children and young people and challenge reluctance of organisations and individuals to do so. Over 50 Halton organisations and council departments/services are expected to sign up to the three year plan by March 2008 with at least 30 of them completing the first year targets for involvement.

Halton Parent and Carer Forum continues its development. Parents across Halton are encouraged and supported to participate effectively. Currently there is a core of about 15 parents who regularly attend or contribute to meetings. Plans are in place to develop this important Forum by adding additional capacity from within Children's Centre teams to recruit more parents in attending the Forum particularly from harder to reach and marginalised families.

### **3.3 Efficiency Improvements**

Service reviews and efficiencies have already been achieved in School Improvement, Special Education Needs and Business Support Services. Reviews will continue in 2008 and be undertaken on all service areas over the next three years. These will commence with Play Service Provision.

A review of the Play Service has been commissioned to identify the links between children centres and extended schools to ensure the service can be delivered more efficiently. Within this, the role of the Play Resource Centre and the staffing of the service will be closely looked at to achieve the level of service efficiencies.

It is likely that some of the services offered by the play resource centre and the service may be met by children centres and extended school.

From 2008 additional efficiencies will be provided through revisions to the Transport Policy for Schools.

A comprehensive review of all special needs funding has been undertaken and will be introduced from April 2008. This review will provide schools with increased delegated funding through the better alignment of resources, increased funding for early intervention, a new funding formula for Special Schools and a clear and transparent formula for Special Needs,

From April 2008 efficiency savings will be required in schools. Advice and guidance will be provided to support schools meet their efficiency targets.



### **3.4 National Regional and Sub-regional Focus**

The Department is involved in a number of National, Regional and Sub-Regional Groups including;

North West Contact Point Group  
North West Carefirst Group  
North West Commissioning Group  
North West Complaints Officers Group  
North West Workforce Development Group  
Learn Together Partnership  
National SSRG Children's Committee  
ADCS  
Merseyside Equalities Group

In addition opportunities are being explored for further collaborative work with other authorities and particularly given the size of the Halton it is important to develop joint commissioning of services with neighbouring authorities.

### **3.5 Equality and Diversity**

Halton Council is committed to ensuring equality of opportunity within all aspects of its service delivery, policy development and as an employer. This commitment is reflected in a range of policies, strategies and framework documents that underpin the work of the Council in its day-to-day operation and in the services that it delivers.

This commitment is encapsulated in the equal opportunities policy that the Council has adopted. The policy sets out the Council's approach to promoting equal opportunities; valuing diversity and encouraging fairness and justice; and providing equal chances for everyone in Halton to work, learn and live free from discrimination and victimisation. The Council will combat discrimination throughout the organisation and will use its position of influence in the Borough, wherever possible, to help to identify and overcome discriminatory barriers that may exist.

Each year Departments undertake Equality Impact Assessments to examine the equality implications of all of their policies, procedures and practices. As a result an Equality Action Plan is developed to identify those issues that demand attention. This forms a contribution to the overall Corporate Equalities Plan.

As a result of such assessments any high priority actions that have been identified, that fall within the life of this plan, are detailed in section 5 -.

### **3.6 Unforeseen Developments**

Whilst every effort has been made to identify those significant developments that may influence or impact upon the service during the life of this plan the possibility exists that unforeseen developments may occur that need to be considered as and when they arise. Such developments will be detailed and commented upon as appropriate in the sections dealing with key developments or emerging issues within the relevant Service Plan Quarterly Monitoring Reports.

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of any unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

All reports to the Policy and Performance Boards, with the exception of Part II items, are publicly available documents and can be accessed through the Council's website at <http://www2.halton.gov.uk/>

## 4.0 Resources

### 4.1 Budget Summary and Service Costs

To follow

### 4.2 Human Resource Requirements

	MIC	P & P	F & R	BSF	
2007-08	29.5	34.6	34.2	8	Number of FTE's
2008-09	29.5	34.6	34.2	8	

Projections will be updated and additional information to be added from Workforce Strategy when finalised

### 4.3 ICT Requirements

The ICT Development Plan looks forward to developments over 3 years 2006-2009. The most significant developments centre around the continuing developments to the Halton Children and Young People's Database and the Social Care system - Care First and the Integrated Children System (ICS) and the increasing amount of tracking data and the need to provide comprehensive analysis and reports. This will be further impacted upon with the demands for development / introduction of these major projects -

#### CYP Database

Upgrade to the existing import manager to Systalk (IDEAR V6) to improve the import process. All existing processes and imports to be reviewed and updated to operate successfully in the new system. Requiring a complete change to working practices within the information team, each individual who is responsible for an import will need to re create it in Systalk. New rules, functions and data cleaning / matching options to be created and extensive testing will need to take place on each import to ensure all data is being imported to the CYP Database promptly and accurately. Systalk will also hold the extract option for the Local Data Quality Toolkit for the CYP Database file to be uploaded to Contact Point, which also requires testing.

#### ECAF

An eCAF pilot was rolled out in Halton in February 2007 over six pilot sites with 25 practitioners from various partner organisations. The eCAF pilot has allowed for practitioners to complete the Common Assessment Framework form electronically online, which is then attached to the Halton CYP database. The DCSF has recently announced that a national eCAF solution will be implemented in the next few years. A new eCAF Module has recently been

purchased called Synergy: Gateway Ecaf, and is currently being tested before it will be rolled out across Halton commencing in April 2008

### **Online Prospectus**

Over the next 12 months the Online Prospectus will need significant further development to coincide with the 3 new 14-19 Diplomas being delivered in Halton in 2009. Upcoming issues involve the ongoing costs for hosting and support of Halton Prospectus as well as the need for Helpdesk Support for schools / public. Schools, colleges and training providers have been keen to provide initial data to populate the Prospectus, however further work regarding protocols is needed to ensure data is kept up-to-date, accurate and truly reflects the curriculum offer within the borough. There is also the need for a Marketing Strategy to ensure members of the public are aware of the Prospectus and that Schools and Colleges continue to use the Prospectus year-on-year.

### **Common Application Process**

Upcoming issues involve the ongoing costs for hosting and support for GM CAP as well as the need for local helpdesk Support for Schools and Connexions PAs. Significant work is required in analysing the role of Connexions PAs based in Schools and in Connexions Centres and how this new procedure will impact upon workloads. Additional analysis of admission policies for Colleges and Sixth Forms is required to determine how much impact a CAP system will have upon current admission processes.

### **IS - ContactPoint**

NW authorities were invited to become early adopters of ContactPoint and Halton agreed to become an early adopter authority. As part of the required development of Contact Point it is vital that access to the CYP database and Carefirst can be undertaken on the web by all relevant practitioners in Halton. The systems needs to be web based to allow all practitioners to report on their involvement with the child/young person. The CYP Database will then via XML reports link to update ContactPoint. In order to do this we have now purchased Synergy gateway from Tribal Software Solutions - this is a fully integrated web portal to the CYP database designed to underpin multi agency collaboration. For Carefirst we will need to purchase CareConnect which will be run as part of the Carefirst6i project. Halton has been nominated by Tribal authorities to lead the national DCSE/Tribal project regarding ContactPoint enablement of their core system.

### **OLM Carefirst 6 Software**

This will include the incorporation of the developments required Integrated Children System (ICS) together with the Electronic Social Care Record. To enable the project to be implemented the following is essential - OLM Consultancy and Project Management Issues. Additional IT infrastructure / servers are also required together a project team in the CYP Directorate. There is a statutory requirement on the authority to store electronically all letters/reports etc. relating to Children Social Care records. This will involve all current, archived and future records. The process will require new IT infrastructure, scanning and new working arrangements to be introduced - in particular a new content

management process will be need to be adopted. Resources will be required to work on all current and historical records.

### **Halton Virtual Learning Platform**

From March 2008 each school in Halton will be given the opportunity to adopt the recommended Halton platform. A roll out plan/training schedule will be developed and implemented to enable all schools to have access to and receive support for the platform. This will ensure that all schools will meet their DCSF target of having access to a VLP by 1<sup>st</sup> April 2008 and that all pupils will be able to access a personalised online workspace, capable of supporting an e-portfolio i.e. learning platform by August 2008. One to one training and helpdesk support will be required from the Learning Platform Support Unit to aid the ongoing development and success of the project. All relevant information that is currently held on the Halton Grid for Learning website will be transferred across to the Halton Learning Platform Hub and will be maintained and updated by the proposed Learning Platform Support Unit. A learning platform is similar to a website, but has additional features which make it interactive. The aim of a learning platform is to help and support teaching and learning, both in and out of the classroom. They have been designed to be used by teachers, students and parents. The essential feature of a learning platform is that they provide a secure and safe environment for students to work in. Each user will have a unique username and password to log in and access the system.

### **Building Schools for the Future:**

Key to the success of BSF is the integration of learning and teaching, physical environment/buildings, infrastructure and technologies. None can be considered in isolation. Information and communications technology (ICT) is a core part of the programme with specified funding provision. Our vision is for an ICT enabled learning community, building on our current ICT strategy. Through BSF, ICT will transform the way that education is delivered in Halton. The BSF ICT strategy opens the way to a new pedagogy, making it easier for teachers to plan and access high quality materials, help pupils and their parents to explore their subjects they are studying. The use of new technology will energise learners and practitioners. ICT will enable practitioners to personalise learning. We aim to develop and exploit ICT as part of our overall programme to raise standards.

### **Other Issues**

Effective Business Continuity arrangements are essential due to the increased reliance on Technology within the Directorate and between stakeholders in order to deliver services.

Increased maintenance and increased costs for the Halton Children and Young People's Database and Carefirst 6i and their associated modules will significantly impact on resources and growth items will be required. The relatively small amount of capacity within the Management Information and Communication Division for these tasks suggests that growth will be required unless central support services are able to widen their support or that additional resources can be made available within the directorate. The directorate has a significant number of PCs / laptops / printers that are out of warranty or will shortly be out of

warranty. A capital bid has been submitted to enable the replacement of these units.

The directorate is also increasing its number of mobile IT working devices - laptops and tablet PCs. The revenue cost of running the 3g devices is increasing and additional resources will need to be allocated.

An investment of capital resources is necessary to tackle effectively our duty to promote effective learning environments in our schools, which include keeping pace with technological advances. In addition, there are issues related to condition, suitability, accessibility and security which demand an ongoing prioritised programme if learners' interests are to be adequately safeguarded and promoted.

#### **4.4 Accommodation and Property Requirements**

To ensure budget efficiencies and provide more effective, integrated service delivery, accommodation at Grosvenor House will be rationalised in summer 2008. Opportunities will be explored to increase flexible learning for staff and where appropriate deploy teams of staff to deliver services locally.

Through the BSF Programme, Children's Centre Phase 3 and Primary Capital Strategy the directorate aims to transform the learning environment for all Children and Young People within the Borough. The aim is to provide 21<sup>st</sup> Century learning at the heart of the local community with a range of services within the reach of every family.

## 5.0 Service Performance

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and / or its statutory responsibilities. The service utilises a variety of measures and targets to enable performance against the service plan to be tracked, monitored, and reported. Details of these measures and targets are given below.

- Objectives and Key Milestones. These show the major events in the work of the Department that are planned to take place during 2008–11, such as the launch of new initiatives progress on major projects or the delivery of business critical activity. Objectives and Milestones are clearly linked to the appropriate Key Areas of Focus in the Corporate Plan 2006-11.
- National Performance Indicators. This is a national set of 198 indicators that have been prescribed by Central Government that are intended to measure the extent to which authorities are operating effectively and efficiently and are delivering upon both national and local priorities.
- Local Performance Indicators. These are indicators that have been developed by the Council and any relevant non-statutory indicators that have been adopted from national or other sources.
- Local Area Agreement. The Local Area Agreement (LAA) is a three-year agreement based on Halton's Community Strategy. The second round LAA commenced on 1<sup>st</sup> April 2008, and included within it are improvement targets for the Borough of Halton to which both the Council, and its partners will contribute.

The LAA contains 86 key targets addressing all of the priority issues identified in both the Community Strategy, and the Council's Corporate Plan. Of the 86 key targets, 34 are mandatory and also included are the 12 LPSA targets to which the Council signed up.

Many of the objectives contained within the current service plans are designed to support the achievement of LAA targets. A full version of Halton's LAA can be viewed on the Halton Strategic Partnership Website at [http://www.haltonpartnership.net/site/images/stories//laa final \(march 2007\).pdf](http://www.haltonpartnership.net/site/images/stories//laa_final(march%202007).pdf)

Progress against the achievement of LAA targets is reported to all stakeholders at regular intervals. Following the establishment of the LAA, plans are being formulated to ensure that in future years the LAA and the Council's service plans are completely aligned.

## 5.1 Service Objectives

### Objective BPR1

<b>Corporate Priority:</b>	<b>Halton's Children and Young People</b>
<b>Key Area Of Focus:</b>	<b>15 - To deliver effective services to children and families by making best use of available resources</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Enjoy and Achieve; CYPP SM5</b>

<b>Service Objective:</b>	<b>BPR1: To transform the Learning Community</b>					
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>• Complete Secondary Re-Organisation actions by March 2009</li> <li>• Enter Wave 6 Building Schools for the Future by September 2008</li> <li>• Agree Primary Capital Strategy by March 2009</li> <li>• Agree Phase 3 Children's Centres by March 2009</li> </ul>					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>• Develop BSF Strategy for Change Part 1 and 2 by March 2010</li> <li>• Complete outline business case for BSF by March 2010</li> <li>• Commence Phase 1 of Primary Capital Strategy by September 2009</li> <li>• Commence Phase 3 Children's Centre Development by September 2009</li> </ul>					
<b>Key Milestone(s) (010/11)</b>	<ul style="list-style-type: none"> <li>• Achieve targets set out in BSF Strategy for Change by March 2011</li> <li>• Achieve targets in Primary Capital Strategy Project Plan by March 2011</li> <li>• Achieve targets in Children's Centre Development Project Plan by March 2011</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>	OD Business Support & Commissioning	<b>Linked Indicators</b>	LI19, LI20
	<b>Residual</b>					



**Objective BPR2**

<b>Corporate Priority:</b>	<b>Corporate Effectiveness and Business Efficiency</b>
<b>Key Area Of Focus:</b>	<b>34 - Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Service Management; CYPP SM1</b>

<b>Service Objective:</b>	<b>BPR2: To deploy resources effective and efficiently</b>					
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>• Implement medium term Financial Plan by September 2008</li> <li>• Implement revised Gershon efficiencies by September 2008</li> <li>• Re-align resources to meet priorities through service review by March 2009</li> <li>• Identify alternative funding sources by March 2009</li> <li>• Develop exit strategy for short term grants by September 2008</li> </ul>					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>• Implement outcome of review of services provided to schools by March 2010</li> <li>• Review SEN unit funding by March 2010</li> </ul>					
<b>Key Milestone(s) (010/11)</b>	<ul style="list-style-type: none"> <li>• Review medium term Financial Plan by March 2011</li> <li>• Implement outcome of SEN unit funding review by March 2011</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>	DM Finance and Resources	<b>Linked Indicators</b>	LI11
	<b>Residual</b>					

**Objective BPR3**

<b>Corporate Priority:</b>	<b>Corporate Effectiveness and Business Efficiency</b>
<b>Key Area Of Focus:</b>	<b>39 - Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Service Management; CYPP SM1, SM3</b>

<b>Service Objective:</b>	<b>BPR3: To improve management of sickness absence</b>					
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>• Review sickness absence data collection process by March 2009</li> <li>• Establish a baseline position based on the new system by March 2009</li> <li>• Agree target for reduction in absence by March 2009</li> <li>• Ensure consistent sickness absence management across the Directorate by September 2008</li> </ul>					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>• Review sickness absence procedures in line with corporate development of Trent by March 2010</li> <li>• Reduce level of sickness absence by March 2010</li> </ul>					
<b>Key Milestone(s) (010/11)</b>	<ul style="list-style-type: none"> <li>• Reduce level of sickness absence by March 2011</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>	DM Finance and Resources	<b>Linked Indicators</b>	LI12
	<b>Residual</b>					

**Objective BPR4**

<b>Corporate Priority:</b>	<b>Corporate Effectiveness and Business Efficiency</b>
<b>Key Area Of Focus:</b>	<b>38 - Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery.</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Service Management; CYPP SM4</b>

<b>Service Objective:</b>	<b>BPR4: To develop and support information requirements for the Directorate</b>					
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>Fully populate the CYP database by January 2009 with details of CYP vulnerabilities</li> <li>Develop systems and analysis re 'narrowing the gap for vulnerable children' by March 2009</li> <li>Provide web access to the CYP database using the Tribal synergy module by March 2009</li> <li>Develop systems to enable inter capability between the CYP Database and Social Care Databases to provide improved data analysis by March 2009</li> </ul>					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>To support the information requirements of Children's Trusts by March 2010</li> <li>Further develop the CYP database and review to meet the Directorate's requirements by March 2010</li> </ul>					
<b>Key Milestone(s) (010/11)</b>	<ul style="list-style-type: none"> <li>To support the information requirements of Children's Trusts and complete required developments by March 2011</li> <li>Further develop and review the CYP database to meet the Directorate's requirements by March 2011</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>	DM MIC	<b>Linked Indicators</b>	LI1, LI15
	<b>Residual</b>					

**Objective BPR5**

<b>Corporate Priority:</b>	<b>Corporate Effectiveness and Business Efficiency</b>
<b>Key Area Of Focus:</b>	<b>40 - Ensuring that the Council has the right people with the right skills and who are informed and motivated and provided with opportunities for personal development and engagement</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Service Management; CYPP SM3</b>

<b>Service Objective:</b>	<b>BPR5: To recruit and retain a fully staffed, trained and motivated workforce</b>
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>• Reduce the level of staff turnover by March 2009</li> <li>• Agree training programme to meet requirements highlighted in Personal Action Plans by March 2009</li> <li>• Implement new process of exit interviews to inform recruitment and retention strategy by March 2009</li> </ul>
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>• Reduce the level of staff turnover by March 2010</li> <li>• Agree training programme to meet requirements highlighted in Personal Action Plans by March 2010</li> <li>• Analyse information from exit interviews to inform recruitment and retention strategy by March 2010</li> </ul>
<b>Key Milestone(s) (010/11)</b>	<ul style="list-style-type: none"> <li>• Reduce the level of staff turnover by March 2011</li> <li>• Agree training programme to meet requirements highlighted in Personal Action Plans by March 2011</li> <li>• Analyse information from exit interviews to inform recruitment and retention strategy by March 2011</li> </ul>

<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>	DM Planning & Performance	<b>Linked Indicators</b>	LI6, LI13
	<b>Residual</b>					

**Objective BPR6**

<b>Corporate Priority:</b>	<b>Corporate Effectiveness and Business Efficiency</b>
<b>Key Area Of Focus:</b>	<b>31 - Working with partners and the community , to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Service Management; CYPP SM4</b>

<b>Service Objective:</b>	<b>BPR6: To develop performance management to meet the needs of the Directorate</b>
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>To review local measures and establish systems to meet new national requirements of 'Strong &amp; Prosperous Communities' White Paper by March 2009</li> <li>To start to integrate performance management across the Children's Trust by March 2009</li> <li>To complete Strategic Needs Analysis on 2 service areas to inform commissioning by March 2009</li> <li>To co-ordinate performance management of the CYPP priorities and report to Alliance Board by March 2009</li> </ul>
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>To implement a reviewed performance management framework meeting the requirements of 'Strong &amp; Prosperous Communities' White Paper by March 2010</li> <li>To complete Strategic Needs Analysis on a further 2 service areas to inform commissioning by March 2010</li> <li>To co-ordinate performance management of the CYPP priorities and report to Alliance Board by March 2010</li> </ul>
<b>Key Milestone(s) (010/11)</b>	<ul style="list-style-type: none"> <li>To complete Strategic Needs Analysis on a further 2 service areas to inform commissioning by March 2011</li> </ul>

	To co-ordinate performance management of the CYPP priorities and report to Alliance Board by March 2011					
<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>	DM Planning & Performance	<b>Linked Indicators</b>	LI7, LI14
	<b>Residual</b>					

**Objective BPR7**

<b>Corporate Priority:</b>	<b>Corporate Effectiveness and Business Efficiency</b>
<b>Key Area Of Focus:</b>	<b>35 - Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Service Management; CYPP SM1</b>

<b>Service Objective:</b>	<b>BPR7: To develop integrated joint commissioning of services</b>
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>To integrate the commissioning function across all Children's Trust services by March 2009</li> <li>To monitor contract compliance of all commissioned services identifying specific actions for service development by March 2009</li> <li>To complete the first phase of implementation of the Joint Planning and Commissioning Framework by March 2009</li> <li>Review the impact of all commissioned services against the CYPP priorities by March 2009</li> </ul>
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>Decommission services not able to evidence outcomes against priorities and co-ordinate the commissioning of new services targeted to priorities by March 2010</li> <li>To monitor contract compliance of all commissioned services identifying specific actions for service development by March 2010</li> <li>To complete the second phase of implementation of the Joint Planning and Commissioning Framework by March 2010</li> </ul>
<b>Key Milestone(s)</b>	<ul style="list-style-type: none"> <li>To monitor contract compliance of all commissioned services services identifying specific actions for</li> </ul>

(010/11)	service development by March 2011 • To complete the implementation of the Joint Planning and Commissioning Framework by March 2011					
Risk Assessment	Initial		Responsible Officer	DM Planning & Performance	Linked Indicators	LI7, LI21
	Residual					

**Objective BPR8**

Corporate Priority:	Corporate Effectiveness and Business Efficiency
Key Area Of Focus:	38 - Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery.
ECM Outcome & CYP Plan Priority	Service Management; CYPP SM4

Service Objective:	BPR8: To develop and support ICT business processes
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> <li>• Develop an ICT vision and strategy to support BSF by March 2009</li> <li>• Implement Virtual Learning Platform project by March 2009</li> <li>• Implement eCAF project by March 2009</li> <li>• Implement 14-19 online prospectus by March 2009</li> </ul>
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> <li>• Implement new Social Care MIS system by September 2009</li> <li>• Implement Electronic Social Care Record by September 2009</li> <li>• Full implementation of IS Contact Point by September 2009</li> <li>• Lead the Managed Learning Environment (MLE) project by March 2010</li> </ul>
Key Milestone(s) (010/11)	<ul style="list-style-type: none"> <li>• Implement all relevant ICT projects due to be completed by March 2011</li> </ul>

<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>	DM MIC	<b>Linked Indicators</b>	LI1, LI15
	<b>Residual</b>					



**Objective BPR9**

<b>Corporate Priority:</b>	<b>Corporate Effectiveness and Business Efficiency</b>
<b>Key Area Of Focus:</b>	<b>32 - Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Service Management</b>

<b>Service Objective:</b>	<b>BPR9: To ensure equality and diversity issues are considered in the development of new services, policies and procedures</b>					
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>Equality Impact Assessments to be carried out on all policies and service areas by March 2009</li> <li>Directorate equality plan to be reviewed by September 2008</li> <li>To embed stakeholder engagement and participation by March 2009</li> <li>To offer all new staff training in Diversity as part of their induction by March 2009</li> </ul>					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>To ensure all actions identified by Equality Impact Assessments due to be completed by March 2010 are completed</li> <li>To offer all new staff training in Diversity as part of their induction by March 2010</li> </ul>					
<b>Key Milestone(s) (010/11)</b>	<ul style="list-style-type: none"> <li>To ensure all actions identified by Equality Impact Assessments due to be completed by March 2011 are completed</li> <li>To offer all new staff training in Diversity as part of their induction by March 2011</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>	DM Planning & Performance	<b>Linked Indicators</b>	LI8
	<b>Residual</b>					

**Objective BPR10**

<b>Corporate Priority:</b>	<b>Corporate Effectiveness and Business Efficiency</b>
<b>Key Area Of Focus:</b>	<b>32 - Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Service Management</b>

<b>Service Objective:</b>	<b>BPR10: To improve communication with all stakeholders</b>					
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>• Implement Directorates Communication Strategy by September 2008</li> <li>• Increase the number of positive new stories about CYPD by March 2009</li> <li>• Ensure CYPD link is published and circulated to agreed timescales during the year</li> </ul>					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>• Review the Directorates Communication Strategy by March 2010</li> <li>• Increase the number of positive new stories about CYPD by March 2010</li> <li>• Ensure CYPD link is published and circulated to agreed timescales during the year</li> </ul>					
<b>Key Milestone(s) (010/11)</b>	<ul style="list-style-type: none"> <li>• Increase the number of positive new stories about CYPD by March 2010</li> <li>• Ensure CYPD link is published and circulated to agreed timescales during the year</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>	DM MIC	<b>Linked Indicators</b>	LI5, LI12
	<b>Residual</b>					

## 5.2 Performance Indicators and Targets (Statutory & Local Indicators):

Targets to be set when 2007-08 actual is available

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
<b>Corporate Health</b>											
BPR LI13	Staff turnover rate	CP6; CYPP SM3	N/a				N/a				
<b><u>BPR LI14</u></b>	% of Schools purchasing Directorate SLA	CP6	94				95				
<b><u>BPR LI15</u></b>	% of Service Areas incorporated within CYP database	CP6; CYPP SM4	N/a				N/a				
BPR LI16	% of Schools with a School Travel Plan	CP3; CYPP SM5	18				64				
<b>Cost &amp; Efficiency</b>											
BPR LI11	Gershon Efficiency Savings	CP6; CYPP SM1	2.5				2.5				
<b><u>BPR LI12</u></b>	% of days lost to sickness absence	CP6; SM3	N/a				N/a				
<b>Fair Access</b>											
BPR LI19	% of Milestones within BSF project achieved	CP3; CYPP SM5	New				N/a				
BPR LI20	% of Milestones within Primary Capital project	CP3; CYPP	New				N/a				

<sup>1</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
	achieved	SM5									
BPR LI8	% of Service Areas subject to Equality Impact Assessments	CP6	N/a				N/a				
BPR LI21	Number of Services subject to Strategic Needs Analysis	CP6; CYPP SM1	New				N/a				
<b>Quality</b>											
BPR LI5	Number of "positive" news stories published in local media about the Directorate	CP6	N/a				N/a				
<b><u>BPR LI6</u></b>	% of training evaluation forms rating courses as good or better	CP6; CYPP SM3	N/a				N/a				
<b><u>BPR LI7</u></b>	% of contract reviews with external providers routinely monitored using the PMF	CP6; CYPP SM1	N/a				100				
<b>Service Delivery</b>											
<b><u>BPR LI1</u></b>	% of key milestones from IS project plan achieved	CP6	100				100				
BPR LI2	Number of people accessing the CIS Kiosks at Children's Centres	CP6	N/a				N/a				
<b><u>BPR LI3</u></b>	% of complaints responded to within agreed timescales	CP6	100				100				
BPR LI4	% of Statutory Returns completed within set timescales	CP6; CYPP SM4	100				100				



### 5.3 Risk Management

Risk Management, which forms a key element of the strategic management and performance management processes of the Council, is a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

Risk assessments are the process by which departments identify those issues that are, or may be, likely to impede the delivery of service objectives. Such risks are categorised and rated in terms of both their probability, i.e. the extent to which they are likely to happen, and their severity i.e. the potential extent of their impact should they occur.

Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. Such numbers are then translated into a Low, Medium or High category.

<b>Risk Score</b>	<b>Overall Level of Risk</b>
1 – 4	LOW
5 – 10	MEDIUM
11 – 16	HIGH

Following such assessments a series of risk treatment measures are identified that will mitigate against such risks having an adverse impact upon the delivery of the departmental objectives.

Mitigation measures for those risks that were initially assessed as high have been included as an Appendix within this plan. As such their implementation will be monitored through the Quarterly Departmental Service Plan Monitoring Report process.

### 5.4 Equality Action Plan

High Priority equality actions are detailed in appendix 2 of this plan.

### 5.5 Local Area Agreement Targets

To follow

### 6.0 Performance Reporting

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and or delivering it's statutory responsibilities.

It is imperative that the Council and interested members of the public can keep track of how the Council and its Departments are progressing against objectives and targets, and that mechanisms are in place to enable councillors and managers to see whether the service is performing as planned.

As a result Departmental progress will be monitored through:

- **The day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Provision of Quarterly progress reports to Corporate and Directorate Management Teams;**
- **The inclusion of Quarterly Service Plan Monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**
- **Publication of Quarterly Service Plan monitoring reports on the Councils intranet site.**

In demonstrating it's commitment to exploiting the potential of Information and Communications Technology to improve the accessibility of its services and related information an extensive range of documentation, including this plan and it's associated quarterly monitoring reports, are available via the Council's website at <http://www2.halton.gov.uk/content/councilanddemocracy/council/plansandstrategies>

Additionally information and assistance can be accessed through any of the Council's Halton Direct Link facilities (HDL) or the Council's libraries.

## 7.0 Statutory and Non-statutory Plans

The following plans and strategy documents are relevant to this service plan:

[Community Strategy](#)

[Halton Best Value Performance Plan 2006/07](#)

Halton Children and Young People's Plan 2006-2009

Halton Corporate Plan 2006-2011

Halton Community Strategy 2006-2011

Youth Justice Plan

Halton Safeguarding Children Board Business Plan

Preventative Services Partnership Board Business Plan

Common Processes Task Group Business Plan

Specialist/Targeted Task Group business Plan

Universal Task Group Business Plan

Building Bridges Strategy for Children and Young People with Disabilities

Looked After Children Strategy

14-19 Strategy Plan

Emotional Health and Well-being Strategy

Children in Need Strategy

Teenage Pregnancy Strategy

Young Person's Substance Misuse Plan



## **Appendix 1 – High Risks and Associated Mitigation Measures**

To follow

## Appendix 2 – Equality Impact Assessments – High Priority Actions

Strategy/Policy/Service	Impact Assessment (High/Low/None)	Proposed Action(s)	Timetable			Officer Responsible
			2008/9	2009/10	2010/11	
Planning & Performance	High	Develop and implement a programme of Equality and Diversity training	X	X	X	DM Planning & Performance
Planning & Performance	High	Co-ordinate rolling programme of Equality Impact assessments on all Strategy, Policy, and Service Areas	X	X	X	DM Planning & Performance
Planning & Performance	High	Develop and implement a system of stakeholder engagement, participation and consultation	X	X	X	DM Planning & Performance
Finance & Resources	High	Evaluate accessibility of all buildings	X	X	X	DM Finance & Resources
Management Information & Communication	High	Collect and manage data to inform the Directorate Equality Strategy	X	X	X	DM Management Information & Communication

**Halton Corporate Plan (2006 – 2011) – Council Priorities and Key Areas of Focus.**

**A Healthy Halton**

<b>1</b>	Improving the future health prospects of Halton residents, particularly children, through the encouragement of an improved dietary intake and the availability of nutritionally balanced meals within schools and other Council establishments.
<b>2</b>	Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.
<b>3</b>	Delivering programmes of education to improve the health of Halton residents.
<b>4</b>	Helping people to manage the effects of ill health, disability and disadvantage.
<b>5</b>	Actively managing the environmental factors that are detrimental to good health.
<b>6</b>	Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.
<b>7</b>	Providing services and facilities to maintain existing good health and well-being.

**Halton's Urban Renewal**

<b>8</b>	Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business.
<b>9</b>	Maintaining and developing local transport networks that meet the needs of resident's, businesses and visitors to Halton.
<b>10</b>	Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.
<b>11</b>	Maintaining levels of affordable housing provision within Halton that provides for quality and choice and meets the needs and aspirations of existing and potential residents.
<b>12</b>	Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.

## Children & Young People in Halton

13	Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
14	To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood.
15	To deliver effective services to children and families by making best use of available resources
16	To provide transport facilities that meets the needs of children & young people in Halton accessing education and training.
17	Provide an effective transition for young people from school to employment, through opportunities for work related learning, and post 16 education, voluntary and community work.
18	To reduce the conception rate amongst women under 18 by providing awareness, education and relevant support
19	To ensure a safe environment for children where they are supported and protected from abuse and neglect

## Employment, Learning & Skills in Halton

20	To increase self-confidence and social inclusion by providing opportunities to adults to engage in basic skills learning.
21	To improve access to employment by providing opportunities to enhance employability skills and knowledge
22	Working with employers to identify and secure opportunities for the unemployed.
23	To provide transport facilities that meets the needs of those people in Halton accessing employment and training.
24	To sustain current employment levels by providing practical and financial advice and assistance to those from disadvantaged groups
25	To increase employment opportunities and business start ups in Halton, by developing an enterprise culture

## A Safer Halton

26	Actively encouraging socially responsible behaviour by engaging with Halton's young people and by providing opportunities for them to access and take part in affordable leisure time activities.
27	Reducing the physical effects of anti-social and criminal behaviour
28	Providing and maintaining a highways and footpath network that is safe, accessible, and meets the needs and expectations of those living, working or visiting in Halton.
29	Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.
30	Improving the social and physical well-being of those groups most at risk within the community

## Corporate Effectiveness & Efficient Service Delivery

31	Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.
32	Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access.
33	Ensuring that we are properly structured organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.
34	Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders
35	Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.
36	Ensuring that the Council's land and property portfolio is managed efficiently
37	Ensuring that Council buildings are safe and accessible, meet the needs of service users and the organisation, and comply with legislative requirements
38	Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery.
39	Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information
40	Ensuring that the Council has the right people with the right skills and who are informed and motivated and provided with opportunities for personal development and engagement.



# CULTURE & LEISURE

## SERVICE PLAN

**April 2008 to March 2011**

**Advanced Draft FEB 2008**

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### *Appendices*

- 1. Service Objectives – High Risks and Mitigation Measures*
- 2. Equality Impact Assessments – High priority actions*
- 3. Corporate Priorities and Key Areas of Focus.*

## 1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified [6 key priorities](#), and a number of associated key Areas of Focus, which, as detailed within the Council's Corporate Plan, are: -

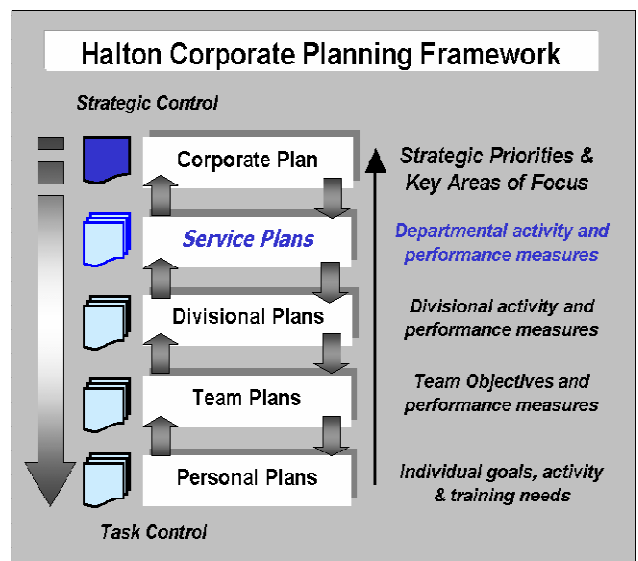
- **A Healthy Halton**
- **Halton's Urban Renewal**
- **Halton's Children & Young People**
- **Employment, Learning & Skills in Halton**
- **A Safer Halton**
- **Corporate Effectiveness & Business Efficiency**

Departmental Service Plans form an integral part of the authority's corporate planning framework, as illustrated below.

This framework ensures that the Council's operational activities are complementary to the delivery of its community aspirations and legal and statutory responsibilities.

Departmental Service Plans are primary documents that communicate:

- The existing and future influences that have informed the shaping of service delivery in the medium term.
- The existing and projected resources that are, or may, be required to deliver services.
- Departmental Service Objectives and Key Milestones that are to be delivered over the next three years.
- Those national and local performance indicators for which the department has a responsibility to report.



Such plans, and the Quarterly Service Plan Monitoring Reports that flow from them, are an essential tool in enabling the public, Elected Members, Senior Management, and staff how well Council departments are performing and what progress is being made in relation to improving the quality of life within the borough and service provision for local people, businesses and service users.



The Strategic Priority and those Areas of Focus that have been most significant in the development of this plan are detailed below: -

Strategic Priority 1:

**A Healthy Halton**

Area of Focus (2)

Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.

Area of Focus (3)

Delivering programmes of education to improve the health of Halton residents.

Area of Focus (6)

Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.

Area of Focus (7)

Providing services and facilities to maintain existing good health and well-being.

Strategic Priority 2:

**Halton's Urban Renewal**

Area of Focus (8)

Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business.

Area of Focus (12)

Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.

Strategic Priority 3:

**Children & Young People in Halton**

Area of Focus (15)

Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business.

Area of Focus (19)

To ensure a safe environment for children where they are supported and protected from abuse and neglect.

Strategic Priority 4:

**Employment, Learning & Skills in Halton**

Area of Focus (20)

To increase self-confidence and social inclusion by providing opportunities to adults to engage in basic skills learning.

Area of Focus (21)

To improve access to employment by providing opportunities to enhance employability skills and knowledge.

Strategic Priority 5:

**A Safer Halton**

Area of Focus (26)

Actively encouraging socially responsible behaviour by engaging with Halton's young people and by providing opportunities for them to access and take part in affordable leisure time activities.

Area of Focus (27)

Reducing the physical effects of anti-social and criminal behaviour.

Area of Focus (29)

Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.

Area of Focus (30)

Improving the social and physical well-being of those groups most at risk within the community.

Strategic Priority 6:

**Employment, Learning & Skills in Halton**

Area of Focus (32)

Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access.

## **2.0 SERVICE PROFILE**

### **2.1 Purpose**

The Department exists to provide access to the facilities of leisure and culture, information and recreation and to encourage individuals and groups to take opportunities to develop their quality of life by active participation. The Council believes that the promotion of cultural and leisure activities will contribute to Halton's development: it will draw on talents and resources already in the Borough, give opportunities for a community-based reinvigoration of its town centres and settlements, and provide a focus for the expansion of the creative energies of those who live, work study and play in the area. Culture and Leisure have an important role to play in addressing health issues, personal development, community safety and community cohesion, Housing and Youth Service portfolio, social inclusion and the quality of life for Halton people.

### **2.2 Key Messages**

#### **Library Services**

The service has increased usage, particularly by young people. It is valued by its users, recording the highest adult satisfaction rates in the country. Active use, however, is still low and the need to constantly promote the service and target those areas with poor take up need to be constantly reinforced. A total review of the mobile service, including all routes and timetables, has resulted in increased access and a 50% increase in use. A £1.3 million lottery award will enable Halton Lea Library to be totally refurbished over the next 2 years. This leaves Runcorn Egerton Street as the only remaining library in sub-standard accommodation. Plans for the inclusion of a new library for Runcorn, as part of the Urban Splash development need to be developed in the coming year. There is concern that the loss of NRF funding would result in significant reductions in opening hours at Kingsway Learning Centre.

#### **Sport, Leisure and Community**

Satisfaction with Leisure Centres and Parks increased this year. The 2 centres plus Runcorn Pool were re-accredited with Quest (the industry quality standard) and Parks maintained its 6 Green Flag sites. The target is to increase this number in the coming year with Runcorn Town Hall Park the primary area of focus. The athletics track is now complete and will be fully operative for the new outdoor season. Lane Tennis Club are now established at St Peter and Paul Catholic High School. Progress on the remediation of St Michaels's golf course has been slow and money from the Environment Agency has only just been approved for investigation works. Planning for a new course will be developed in 2008/09 but a start on site is dependant on DEFRA approving the budgets. The Sports and Physical Activity Alliance (SPAA) has now been formed. The SPAA, a Sport England requirement brings together partners from Health, Local Government, the voluntary and community sector to identify and secure funding and resources to increase participation and widen access to sport and physical activity. There is still, however, an outstanding need to develop indoor training

facilities, as recognised by the Sports Strategy proposals for the Wade Deacon, Peter/Paul site. As part of the services on-going assessment of need particular attention will be paid to a review of provision for the Looked after Children and the contribution of sport to youth nuisance, truancy and childhood obesity. There will be a review of the SPLASH programme for 2008/09, as well as the launch of the Olympic Fund to support the public's sporting aspirations with the onset of 2012.

Use of community centres has again increased, and use by Adult Day Care is now developed. Upton won the APSE award for the most improved centre in the country. An application has been submitted to Big Lottery to fund the creation of a 'one stop shop' for the voluntary sector at the old Kingsway Medical Centre, under the Transfer of Assets scheme. A similar approach will be developed for Widnes Recreation Club. Three year SLA's with the major voluntary sector organisations have had to cease due to budgetary uncertainties.

### **Culture**

The Brindley continues to be well used with 80% take up of seats. It won the National Lottery Award for Best Arts Project. A web-based ticketing service has been developed in conjunction with HDL. A Public Art Strategy, and a revised Arts Strategy are nearing completion and will be finalised in 2008. These will be working documents that underpin arts activities in the Borough and demonstrate the economic and social benefits of the arts. The Cultural Partnership is fully established. This brings together arts practitioners and organisations across the borough to give a more co-ordinated approach to the delivery of arts activities. Catalyst Museum has attracted revenue funding from NWDA that will give the museum some much needed financial stability. Norton Priory is applying for lottery funding to support major maintenance issues, and to improve the museum as a visitor attraction. No progress has been made on further developing Halton Castle due to lack of funding. Programmes of activities for 2008 Capital of Culture year have been developed including a major youth festival that will involve the whole of Culture and Leisure as well as many other Council departments.

### **Drug & Alcohol Action Team (DAAT)/Community Safety**

Following the strategic needs assessment for the drug treatment plan, the strategic priorities for 2008/11 in terms of drug treatment are:

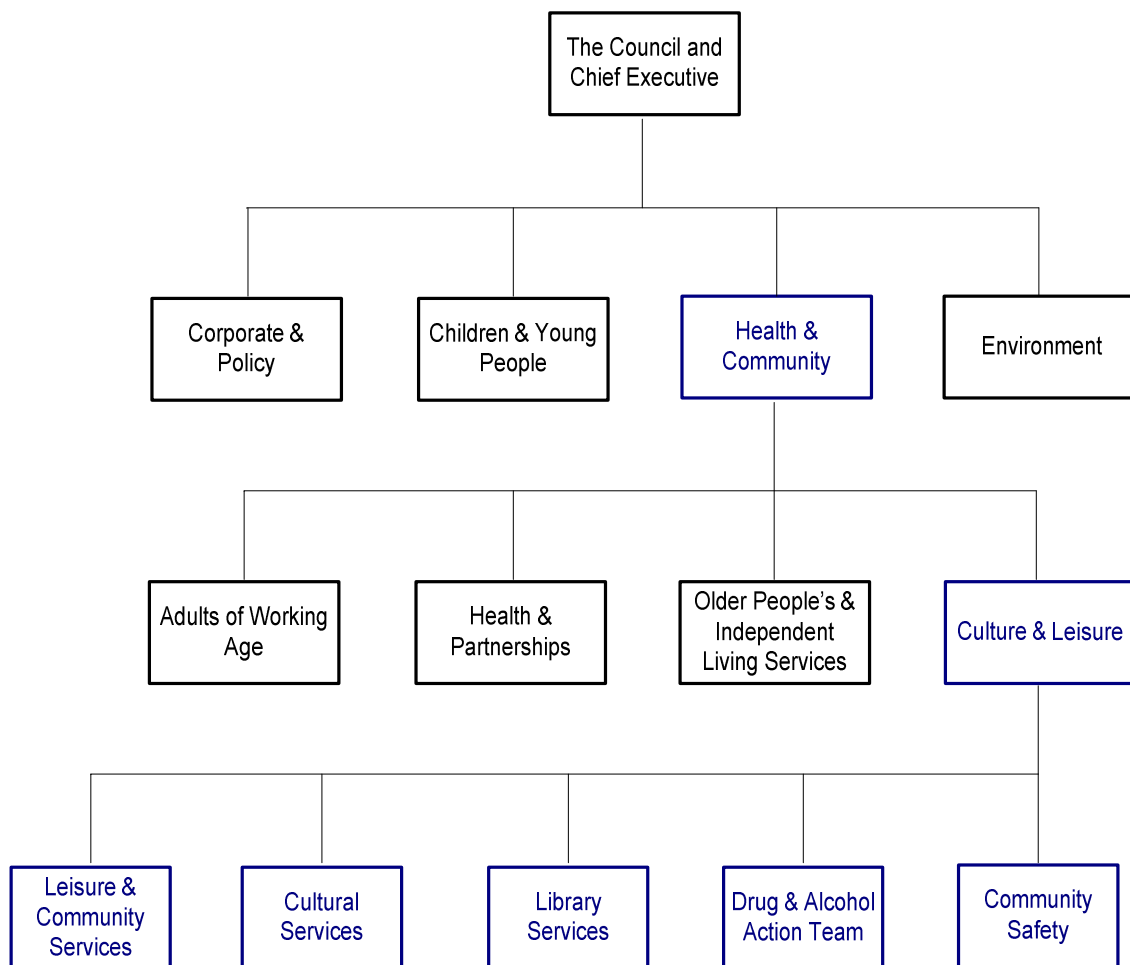
- To improve the integration of service users, their children and carers into the community.
- To reduce the crime committed by problematic drug users.
- To develop a workforce with the appropriate skills, knowledge and expertise to improve the outcomes of drug treatment.
- To reduce the physical, dental, sexual and mental health risks associated with problematic drug use.
- To work with the Children and Young Peoples Directorate and the Safeguarding Children Board to improve the outcomes for the children of drug using parents.

- To undertake planned audits of clinical governance processes and practice.

For domestic abuse they are:

- To reduce the number of repeat victims of domestic abuse.
- To provide accessible and appropriate support services for victims of domestic abuse and sexual violence.
- To raise awareness of the issues of domestic abuse and sexual violence in Halton and the availability of support services.

### 2.3 Organisation Structure



### **3.0 FACTORS AFFECTING THE SERVICE**

#### **3.1 External Factors**

##### **Political**

- The Government agenda for sport and physical activity, and the targets for active participation impact on the delivery of sports development. There is currently some uncertainty about the future role of local government in sports delivery.
- The Government approach to strengthening the Third Sector and their potential for service delivery affects the relationship with the voluntary sector and the council's expectations of them.
- Opportunities for cultural and leisure provision in the context of Building Schools for the Future could impact on how and where services are delivered.
- The development of the Safer Stronger Communities agenda requires a complete review of community safety provision.
- There remains confusion regarding the Government's approach to national library service provision.
- The award to Liverpool of 2008 Capital of Culture and to London for 2012 Olympics brings expectations of involvement locally that are currently unbudgeted.

##### **Economic Climate**

- The difficult budget settlement for 2008 and beyond, alongside the increase in cashable Gershon savings place real difficulties on all budgets and could potentially result in service reduction or cessation.
- Any cessation of NRF monies will significantly affect the delivery of SPLASH, Widnes Library, Kingsway Lifelong Learning Centre and Sports Development.
- Lottery funding, as a source of capital development is becoming rapidly non-existent as ticket sales fall and investment is directed to 2012. It will become increasingly difficult to fund new capital schemes.
- Explore opportunities for new or changed service delivery options in the context of building schools for the future.

### **Social Factors**

- A Community Cohesion Strategy has been developed, ensuring proper community consultation, engagement and development.
- Rapid increase in migrant workers may require new or different requirements from services.
- The concern over levels of obesity directs some emphasis to involving in sport and physical activity.
- The distribution of services and the ability for the public to access them is an issue, particularly in relation to public transport. The withdrawal of Government support for Community Legal Services Partnerships is of concern regarding the availability of legal, social and financial advice.
- High levels of illiteracy highlight a role for the library service.

### **Technological Developments**

- A unified booking system is an outstanding need to enable all facilities and tickets to be booked in a unified way from a single access point.
- There is a need for the Council to embrace SMART card technology to improve access and ease of payment across a range of services.
- There is an urgent need to replace public pc's in the library service. They are very well used, and access availability is also a CPA/Library Standards indicator.
- Wireless technology needs to be improved to allow access to the internet on the mobile library in Runcorn.

### **Legislative**

There is no new legislation specific to Culture and Leisure, although Government guidelines on the 'sport' offer in schools will impact on the Service.

### **Protecting our environment**

Awareness of Climate Change is growing and the Council is committed to taking a lead and setting an example in tackling the associated problems. A corporate Climate Change Action Plan is being prepared, but each department can make its own contribution.

Consideration will be given throughout the life of the Service Plan to ways in which support can be given to the action plan and to identify and implement opportunities to reduce any contribution to Climate Change and to promote best practice in the reduction of carbon emissions.



The Council signed up to the Local Authority Carbon Management Programme in the early part of 2007/08. The programme will guide the Council through a systematic analysis of its carbon footprint, outline opportunities to help manage carbon emissions, develop Action Plans for realising carbon and financial savings; and embed carbon management into the authority's day-to-day business.

As part of the programme the Council has developed a Carbon Management Strategy and Implementation Plan to reduce energy bills and carbon emissions over the next five years. Through the Strategy and Implementation Plan, Council services will need to encourage closer examination of their policies around procurement, transport and the use of renewable energy.

### **3.2 Service Developments**

In 2007/08 a number of reviews and consultation exercises resulted in the following: -

- Towards an Excellent Service (TAES) self-assessment review carried out and externally validated by IDEA. Judgement 'Good' with excellent prospects of improvement. CPA score of 4 held up as a national example of good practice. TAES action plan approved.
- Regional Stakeholder Commentaries, a review by regional cultural agencies, highly complimentary to Halton.
- Total review of stopping times and routes of mobile library service with full community consultation resulting in new stops and increased hours of service. There has been a 50% increase in use as a consequence.
- £1.3 million lottery award to re-furbish Halton Lea Library. The award is predicated on the basis that refurbishment will meet expressed needs of users and non-users following extensive public consultation.
- New Anti-Social Behaviour Strategy launched, following public consultation, and stakeholder participation.
- Community Cohesion Strategy aimed at ensuring fair and equal access for all public services established after PPB scrutiny activity and focus group meetings.
- Sport England's Active People survey benchmarked Halton's residents participation in sport and physical activity. This will inform the future work plans of the Sports Development Team.

### **3.3 Efficiency Improvements**

Community Centre Modernisation (£10k cashable; £20k non-cashable), services relocated to other local centres with spare capacity. Centre usage

increased via ALD services of youth service. An extra £15k income planned for 2008/09 current revenue costs, but increasing usage.

Improved efficiency of Community Development Team (£30k non-cashable) that now provides new services to the Neighbourhood Management Team within existing resources.

Admin Savings (£25k cashable) resulting from a re-distribution of duties following admin review.

Procurement savings on library book supply contract (£5k), as a result of re-tendering exercise.

On-line booking facility for Brindley tickets allows greater access and ease of purchase.

### **3.4 National, Regional and Sub-regional Focus**

The new national P.I's will demand a change of focus regarding data collection and benchmarking.

There are expectations that regions will respond to the Olympic 2012 initiative, with legacy measurement expected from the Department for Culture Media and Sport (DCMS). Sub-regionally Halton is engaged with Liverpool's 2008 Capital of Culture status, developing its own programme to contribute to the year.

The evolving Government agenda for the voluntary sector (Third Sector) expects local authorities to work more closely with the sector, encouraging them to deliver more services.

Arts Council, Sport England and Museums, Libraries and Archives Service are all undergoing a major re-structure that may change the role and focus of these organisations.

The Spending Review was not generous to Culture and Leisure. It is increasingly difficult to attract external funding alongside the need to generate more Gershon cashable savings.

### **3.5 Equality and Diversity**

Halton Council is committed to ensuring equality of opportunity within all aspects of its service delivery, policy development and as an employer. This commitment is reflected in a range of policies, strategies and framework documents that underpin the work of the Council in its day-to-day operation and in the services that it delivers.

This commitment is encapsulated in the equal opportunities policy that the Council has adopted. The policy sets out the Council's approach to promoting equal opportunities; valuing diversity and encouraging fairness and justice;

and providing equal chances for everyone in Halton to work, learn and live free from discrimination and victimisation. The Council will combat discrimination throughout the organisation and will use its position of influence in the Borough, wherever possible, to help to identify and overcome discriminatory barriers that may exist.

Each year Departments undertake Equality Impact Assessments to examine the equality implications of all of their policies, procedures and practices. As a result an Equality Action Plan is developed to identify those issues that demand attention. This forms a contribution to the overall Corporate Equalities Plan.

As a result of such assessments any high priority actions that have been identified, that fall within the life of this plan, are detailed in section 5.

### **3.6 Unforeseen Developments**

Whilst every effort has been made to identify those significant developments that may influence or impact upon the service during the life of this plan the possibility exists that unforeseen developments may occur that need to be considered as and when they arise. Such developments will be detailed and commented upon as appropriate in the sections dealing with key developments or emerging issues within the relevant Service Plan Quarterly Monitoring Reports.

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of any unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

All reports to the Policy and Performance Boards, with the exception of Part II items, are publicly available documents and can be accessed through the Council's website at <http://www2.halton.gov.uk/>

## 4.0 RESOURCES

### 4.1 Budget Summary and Service Costs

2007/08	Annual Budget £'000
<b>Expenditure</b>	
Employees	3,920
Grounds Maintenance	2,648
Building Maintenance	709
Office Accommodation	104
Other Premises Costs	639
Supplies and Services	427
Insurance Premiums	48
Book Fund	256
Hired and Contracted Services	474
Promotions	151
Grants to Voluntary Organisations	643
Leisure Management Contract	1,282
Other Agency	139
Transport	71
Support Services: Central	903
Support Services: Departmental	1,427
Asset Charges	1,570
<b>Total Expenditure</b>	<b>15,411</b>
<b>Income</b>	
Sales	-119
Fees & Charges	-934
Rents	-17
Support Services	-419
Government Grants	-279
Reimbursements	-355
<b>Total Income</b>	<b>-2,123</b>
<b>Net Departmental Revenue Budget</b>	<b>13,288</b>

2008/09 – to be agreed.

### 4.2 Human Resource Requirements

There were no significant staffing changes in 2007/08, and none are expected in 2008/09 in respect of substantive posts.

There are a number of posts that are currently funded externally. It is accepted that some of these might cease once contracts are terminated. However, the posts associated with the Kingsway Learning Centre allow the

Centre to operate on its existing hours. Reductions would mean reduced opening hours.

Year	Leisure & Community	Cultural Services	Library Services	DAAT & Community Safety	Culture & Leisure
2007/08	63	20	107	9	2
2008/09	See note above				

For more detailed information about any future staffing requirements detailed above, please refer to the appropriate Directorate Workforce plan.

### 4.3 ICT Requirements

- Replacement for PC's in public libraries/community centres now a pressing need.
- Co-ordinated booking systems in partnership with HDL for all Cultural and Leisure facilities.
- IT Service Level Agreement
- Replacement Library Management System. Self issue system for Halton Lea Library. New IT suite as part of Halton Lea refurbishment.
- Library ICT requirements (circulation system/pc's etc) for new Castlefields facility.
- Central server for ICAM (a pc booking system) for all libraries.
- Lap top docking stations to assist in the collection of data.
- Roll out existing ICT monitoring/management systems at Grangeway to all community centres.
- Better wireless networks to allow mobile library access to the Internet.

### 4.4 Accommodation and Property Requirements

- A new library to replace Runcorn Egerton Street, which is in a state of disrepair and is located in the wrong place to serve the needs of the Town Centre. Incorporate in Urban Splash proposals.
- New library service points in Sandymoor and North Widnes.
- Consider long term options for the development of Halton Sports.
- Phase II of the Athletics Track, incorporating a stand, generic training (e.g. sports hall/training) and fitness provision, and all weather surface.
- Upgrade of library facilities at Halton Lea.
- Youth facilities and a visitor centre for Runcorn Town Hall Park.

## 5.0 SERVICE PERFORMANCE

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and / or its statutory responsibilities. The service utilises a variety of measures and targets to enable performance against the service plan to be tracked, monitored, and reported. Details of these measures and targets are given below.

- Objectives and Key Milestones. These show the major events in the work of the Department that are planned to take place during 2008–11, such as the launch of new initiatives progress on major projects or the delivery of business critical activity. Objectives and Milestones are clearly linked to the appropriate Key Areas of Focus in the Corporate Plan 2006-11.
- National Performance Indicators. This is a national set of 198 indicators that have been prescribed by Central Government that are intended to measure the extent to which authorities are operating effectively and efficiently and are delivering upon both national and local priorities.
- Local Performance Indicators. These are indicators that have been developed by the Council and any relevant non-statutory indicators that have been adopted from national or other sources.
- Local Area Agreement. The Local Area Agreement (LAA) is a three-year agreement based on Halton's Community Strategy. The second round LAA commenced on 1<sup>st</sup> April 2008, and included within it are improvement targets for the Borough of Halton to which both the Council, and its partners will contribute.

The LAA contains 86 key targets addressing all of the priority issues identified in both the Community Strategy, and the Council's Corporate Plan. Of the 86 key targets, 34 are mandatory and also included are the 12 LPSA targets to which the Council signed up.

Many of the objectives contained within the current service plans are designed to support the achievement of LAA targets. A full version of Halton's LAA can be viewed on the Halton Strategic Partnership Website at [http://www.haltonpartnership.net/site/images/stories//laa\\_final\\_\\_\\_\\_\\_\(march\\_2007\).pdf](http://www.haltonpartnership.net/site/images/stories//laa_final_____(march_2007).pdf)

Progress against the achievement of LAA targets is reported to all stakeholders at regular intervals. Following the establishment of the LAA, plans are being formulated to ensure that in future years the LAA and the Council's service plans are completely aligned.

## 5.1 Service objectives

(NB Other than by exception those service objectives and/or Key Milestones shown in *italics* will only be reported at Quarter 2 (half-year) and Quarter 4 (year-end.)

<b>Corporate Priority:</b>	<b>A Healthy Halton</b>
<b>Key Area (s) Of Focus:</b>	<p><b>AOF 2</b> Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.</p> <p><b>AOF 3</b> Delivering programmes of education to improve the health of Halton residents.</p> <p><b>AOF 6</b> Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.</p> <p><b>AOF 7</b> Providing services and facilities to maintain existing good health and well-being.</p>

<b>Service Objective:</b>	<b>CL 1 - Increase participation in sport and physical activity, thereby encouraging better lifestyles.</b>
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	<b>Key Milestones</b>	<b>Responsible Officer</b>
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>• <i>Ensure the Council's Leisure Centres maintain service delivery at nationally recognised standards by applying and achieving the Quest quality standards. <b>Oct 2008.</b> (AOF2, 6 &amp; 7)</i></li> </ul>	Sport and Recreation Manager
	<ul style="list-style-type: none"> <li>• <i>Increase number of new participants through SPAA delivery plan i.e sports participation (Jan08-Dec08). <b>Jan 2009.</b> (AOF2, 3, 6 &amp; 7)</i></li> </ul>	Sport and Recreation Manager
	<ul style="list-style-type: none"> <li>• <i>Work with PCT and other community groups to deliver BLF well being PA projects i.e. cycling projects, Bounce into Action <b>Mar 2009.</b> (AOF2 &amp; 3)</i></li> </ul>	Sport and Recreation Manager
	<ul style="list-style-type: none"> <li>• <i>Deliver sport activity as part of Youth Festival July 08. <b>Jul 2008.</b> (AOF2, 6 &amp; 7)</i></li> </ul>	Sport and Recreation Manager
	<ul style="list-style-type: none"> <li>• <i>Develop programmes to contribute to the reduction of childhood obesity, youth nuisance and truancy through sport. (AOF 2 &amp; 3)</i></li> </ul>	Sport and Recreation Manager
	<ul style="list-style-type: none"> <li>• <i>Increase number of members in local sports clubs 125 by improving school to club links (Jan08-Dec08) <b>Jan 2009.</b> (AOF2, 6 &amp; 7)</i></li> </ul>	Sport and Recreation Manager
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>• <i>Achieve annual programme of re-accreditation for Quest. <b>Oct 2009.</b> (AOF2 &amp; 6)</i></li> </ul>	Sport and Recreation Manager

	<ul style="list-style-type: none"> <li>• Increase number of new participants through Sports and Physical Activity Alliance delivery plan i.e. sports participation (This is part of a 4 year agreed programme with Sport England). <b>Jan 2010.</b> (AOF2 &amp; 3)</li> </ul>	Sports and Recreation Manager		
	<ul style="list-style-type: none"> <li>• Work with PCT and other community groups to deliver BLF well being PA projects i.e. cycling projects, Bounce into Action (This is part of and agreed 3 year programme). <b>Mar 2010.</b> (AOF2 &amp; 3)</li> </ul>	Sports and Recreation Manager		
<b>2010 -11</b>	<ul style="list-style-type: none"> <li>• Achieve annual programme of re-accreditation for Quest <b>Oct 2010.</b> (AOF2 &amp; 6)</li> </ul>	Sport and Recreation Manager		
	<ul style="list-style-type: none"> <li>• Increase number of new participants through Sport and Physical Activity Alliance delivery plan i.e. sports participation (This is part of a 4 year agreed programme with Sport England). <b>Jan 2011.</b> (AOF2 &amp; 3)</li> </ul>	Sport and Recreation Manager		
	<ul style="list-style-type: none"> <li>• Work with PCT and other community groups to deliver BLF well being PA projects i.e. cycling projects, Bounce into Action (This is part of and agreed 3 year programme). <b>Mar 2011.</b> (AOF2 &amp; 3)</li> </ul>	Sport and Recreation Manager		
<b>Risk Assessment</b>	<b>Initial</b>	Medium	<b>Linked Indicators</b>	BV PI 119a, NI 17, NI 6, NI 8
	<b>Residual</b>	Low		



<b>Corporate Priority:</b>	<b>Children &amp; Young People in Halton Employment, Learning &amp; Skills in Halton A Safer Halton</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 15</b> To deliver effective services to children and families by making best use of available resources <b>AOF 21</b> To improve access to employment by providing opportunities to enhance employability skills and knowledge <b>AOF 26</b> Actively encouraging socially responsible behaviour by engaging with Halton's young people and by providing opportunities for them to access and take part in affordable leisure time activities.

<b>Service Objective:</b>	<b>CL 2 - Increase the use of libraries, thereby encouraging literacy skills and quality of life opportunities.</b>
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<b>Key Milestones</b>		<b>Responsible Officer</b>		
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>Develop plans for £1.3million upgrade of Halton Lea Library. Community Engagement Plan, Business Plan, Capital Plan to be submitted to Big Lottery, April 2008; work to commence on site Sept 2008. Consultation complete. Date Missing. (AOF21 &amp; 26)</li> </ul>	Library Services Manager		
	<ul style="list-style-type: none"> <li>Hold week long literature festival (in conjunction with the Brindley) <b>May 2008.</b> (AOF21 &amp; 26)</li> </ul>	Library Services Manager		
	<ul style="list-style-type: none"> <li>Hold 2 promotional campaigns to increase library membership (Sept08-Feb09) <b>Feb 2009.</b> (AOF21 &amp; 26)</li> </ul>	Library Services Manager		
	<ul style="list-style-type: none"> <li>Roll out Books for Children initiative to distribute free books to young people to encourage the habit of reading <b>Dec 2008.</b> (AOF26 &amp; 15)</li> </ul>	Young Persons Specialist		
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li><i>Perception Survey conducted and analysed at Halton Lea Library to provide baseline data into peoples perceptions of the services. Target of 10% increase in satisfaction as a result of the refurbishment work. <b>Apr 2009.</b> (AOF21 &amp; 26)</i></li> </ul>	Library Services Manager		
	<ul style="list-style-type: none"> <li><i>Active Membership of Halton Lea Library increased by 10% compared to April 2007. 50% increase from those defined as hard to reach groups. This as a consequence of the re-refurbishment programme. Date Missing. (AOF21 &amp; 26)</i></li> </ul>	Library Services Manager		
	<ul style="list-style-type: none"> <li><i>Develop proposals for a new Runcorn Library as part of the Urban Splash development. <b>Sep 2009.</b> (AOF21 &amp; 26)</i></li> </ul>	Library Services Manager		
<b>2010 -11</b>	There are no milestones for this year.			
<b>Risk Assessment</b>	<b>Initial</b>	Medium	<b>Linked Indicators</b>	BV PI 118c, NI 9
	<b>Residual</b>	Low		

<b>Corporate Priority:</b>	<b>A Healthy Halton</b> <b>Halton's Urban Renewal</b> <b>Children &amp; Young People in Halton</b> <b>Employment, Learning &amp; Skills in Halton</b> <b>A Safer Halton</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 2</b> Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles. <b>AOF 8</b> Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business. <b>AOF 12</b> Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces. <b>AOF 15</b> To deliver effective services to children and families by making best use of available resources <b>AOF 20</b> To increase self-confidence and social inclusion by providing opportunities to adults to engage in basic skills learning. <b>AOF 26</b> Actively encouraging socially responsible behaviour by engaging with Halton's young people and by providing opportunities for them to access and take part in affordable leisure time activities. <b>AOF 29</b> Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.

<b>Service Objective:</b>	<b>CL 3 - Develop the arts product in Halton which will in turn improve quality of life, self-esteem and encourage new skills.</b>
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Key Milestones		Responsible Officer	
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>• Produce Public Arts Strategy for Halton to provide a structure for future investment into Public Art. <b>Sep 2008.</b> (AOF8 &amp; 29)</li> </ul>	Cultural Services Manager	
	<ul style="list-style-type: none"> <li>• Produce Arts Strategy for Halton which recognises cultures contribution to quality of life, health and economic regeneration. <b>Sep 2008.</b> (AOF20 &amp; 2)</li> </ul>	Cultural Services Manager	
	<ul style="list-style-type: none"> <li>• Produce drama, music, dance and visual arts programme to contribute to Youth Cultural Festival. <b>Jul 2008.</b> (AOF26 &amp; 15)</li> </ul>	Arts Development Team	
	<ul style="list-style-type: none"> <li>• Produce programme for Theatre in the Parks as part of Halton's offer for Capital of Culture Year <b>Jun 2008.</b> (AOF20 &amp; 12)</li> </ul>	Drama Officer	
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>• <i>Achieve funding from Arts Council North West to appoint a Public Art Officer to implement the Strategy. <b>Jun 2009.</b> (AOF8 &amp; 29)</i></li> </ul>	Cultural Services Manager	
<b>2010 -11</b>	There are no milestones for this year.		
<b>Risk Assessment</b>	<b>Initial</b>	Medium	<b>Linked Indicators</b> BV PI 119, NI 10, NI 11
	<b>Residual</b>	Low	

<b>Corporate Priority:</b>	<b>A Healthy Halton Halton's Urban Renewal A Safer Halton</b>
<b>Key Area (s) Of Focus:</b>	<p><b>AOF 2</b> Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.</p> <p><b>AOF 7</b> Providing services and facilities to maintain existing good health and well-being.</p> <p><b>AOF 12</b> Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.</p> <p><b>AOF 26</b> Actively encouraging socially responsible behaviour by engaging with Halton's young people and by providing opportunities for them to access and take part in affordable leisure time activities.</p> <p><b>AOF 27</b> Reducing the physical effects of anti-social and criminal behaviour</p>

<b>Service Objective:</b>	<b>CL 4 - Increase use and satisfaction with parks and open spaces, promoting healthy lifestyles and providing diversionary activities for young people.</b>
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Key Milestones			Responsible Officer	
2008 - 09	<ul style="list-style-type: none"> <li>Hold 150 free events in parks over the year to promote the educational and environmental benefits of Haltons Open Spaces. <b>Mar 2009.</b> (AOF12 &amp; 2)</li> </ul>		Parks and Countryside Manager	
	<ul style="list-style-type: none"> <li>Review SPLASH programme, April 2008 to implement for June 2008 – March 2009 (AOF26 &amp; 27)</li> </ul>		Parks and Countryside Manager	
	<ul style="list-style-type: none"> <li>Obtain Green Flag for 8 sites in the Borough. <b>Sep 2008.</b> (AOF12 &amp; 7)</li> </ul>		Parks and Countryside Manager	
2009 - 10	<ul style="list-style-type: none"> <li><i>Obtain 9 Green Flag sites. <b>Sep 2009.</b> (AOF12 &amp; 2)</i></li> </ul>		Parks and Countryside Manager	
2010 -11	<ul style="list-style-type: none"> <li><i>Obtain 10 Green Flag sites. <b>01/09/2010.</b> (AOF12 &amp; 2)</i></li> </ul>		Parks and Countryside Manager	
Risk Assessment	Initial	Medium	Linked Indicators	No indicators linked
	Residual	Low		

<b>Corporate Priority:</b>	<b>A Healthy Halton</b> <b>Children &amp; Young People in Halton</b> <b>Employment, Learning &amp; Skills in Halton</b> <b>A Safer Halton</b> <b>Corporate Effectiveness &amp; Efficient Service Delivery</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 3</b> Delivering programmes of education to improve the health of Halton residents. <b>AOF 19</b> To ensure a safe environment for children where they are supported and protected from abuse and neglect <b>AOF 20</b> To increase self-confidence and social inclusion by providing opportunities to adults to engage in basic skills learning. <b>AOF 30</b> Improving the social and physical well-being of those groups most at risk within the community <b>AOF 32</b> Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access.

<b>Service Objective:</b>	<b>CL 5 - Make Halton a safer and better place to live in by active programmes of community safety and activities to modify drug and alcohol abuse.</b>
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	<b>Key Milestones</b>	<b>Responsible Officer</b>
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>Maintain or improve on the retention in drug treatment target of 88%. <b>Mar 2009.</b> (AOF3 &amp; 20)</li> </ul>	DAAT Coordinator
	<ul style="list-style-type: none"> <li>Improve the number of new referrals that undertake a screening for hepatitis C by March 2009. <b>Mar 2009.</b> (AOF3 &amp; 30)</li> </ul>	DAAT Coordinator
	<ul style="list-style-type: none"> <li>Implement the Hidden Harm action plan through 2008/09. <b>Mar 2009.</b> (AOF19)</li> </ul>	DAAT Coordinator
	<ul style="list-style-type: none"> <li>Maintain or improve the sanction detection target for domestic abuse by March 2009. <b>Mar 2009.</b> (AOF19 &amp; 30)</li> </ul>	DAAT Coordinator
	<ul style="list-style-type: none"> <li>Reduce the number of repeat victims of domestic abuse from the 07/08 baseline by March 2009. <b>Mar 2009.</b> (AOF30)</li> </ul>	DAAT Coordinator
	<ul style="list-style-type: none"> <li>Reduce longest waiting time for alcohol treatment from 16 to 12 weeks by March 2009. <b>Mar 2009.</b> (AOF3 &amp; 30)</li> </ul>	DAAT Coordinator
	<ul style="list-style-type: none"> <li>Review the structure of the Community Safety Team to ensure it is fit for purpose to respond to the needs of Halton residents. <b>Sep 2008.</b> (AOF32)</li> </ul>	Community Safety Co-ordinator
<b>2009 - 10</b>	There are no milestones for this year.	
<b>2010 -11</b>	There are no milestones for this year.	

<b>Risk Assessment</b>	<b>Initial</b>	Medium	<b>Linked Indicators</b>	NI 24, 25, 41,42, 26, 32, 34, 38, 40
	<b>Residual</b>	Low		

## 5.2 Performance Indicators and Targets (Statutory & Local Indicators): **(Key Indicators yet to be identified)**

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
<b>Corporate Health</b>											
There are presently no indicators of this type identified for the service											
<b>Cost &amp; Efficiency</b>											
There are presently no indicators of this type identified for the service											
<b>Fair Access</b>											
There are presently no indicators of this type identified for the service											
<b>Quality</b>											
BVPI 118c	% Overall satisfaction of Library Users	CP6 AOF32	97	94.3	92.9	90.3	N/a		TBC	TBC	TBC
BVPI 119a	% Of residents satisfied with sport and leisure	CP6 AOF32	57	60.5	56.0	51.0	N/a		TBC	TBC	TBC
NI 17	Perception of anti-social behaviour	CP6 AOF32	N/a	-	-	-	N/a		TBC	TBC	TBC
NI 22	Perceptions of parents taking responsibility for the behaviour of their children in the area	CP6 AOF32	N/a	-	-	-	N/a		TBC	TBC	TBC
NI 23	Perceptions that people in the area treat one another with respect and dignity	CP6 AOF32	N/a	-	-	-	N/a		TBC	TBC	TBC
NI 24	Satisfaction with the way the police and local council dealt with anti-social behaviour	CP6 AOF32	N/a	-	-	-	N/a		TBC	TBC	TBC
NI 25	Satisfaction of different groups with the way the police and local Council dealt with anti-social behaviour	CP6 AOF32	N/a	-	-	-	N/a		TBC	TBC	TBC
NI 41	Perceptions of drunk or rowdy behaviour as a problem	CP6 AOF32	N/a	-	-	-	N/a		TBC	TBC	TBC

<sup>1</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
NI 42	Perceptions of drug use or drug dealing as a problem	CP6 AOF32	N/a	-	-	-	N/a		TBC	TBC	TBC
<b>Service Delivery</b>											
BVPI 126	Domestic burglaries per 1,000 households	CP5 AOF27	13.72	5.8	8.7	13.2	7.33		TBC	TBC	TBC
BVPI 174	Number of racial incidents recorded by the Authority per 100,000 population	CP5 AOF30	37.04	-	-	-	40		TBC	TBC	TBC
BVPI 175	% Of racial incidents that resulted in further action	CP5 AOF30	100	100	100	100	100		TBC	TBC	TBC
NI 9	% of adult population (16+) say they have used their public library service during the last 12 months	CP6 AOF32	N/a	-	-	-	N/a		TBC	TBC	TBC
NI 10	% of adult population (16+) who have visited a museum or gallery at least once in the past 12 months	CP6 AOF32	N/a	-	-	-	N/a		TBC	TBC	TBC
NI 11	% of adult population (16+) that have engaged in the arts at least 3 times in the past 12 months.	CP6 AOF32	N/a	-	-	-	N/a		TBC	TBC	TBC
NI 15	Serious violent crime rate	CP5 AOF27	N/a	-	-	-	N/a		TBC	TBC	TBC
NI 16	Serious acquisitive crime rate	CP5 AOF27	N/a	-	-	-	N/a		TBC	TBC	TBC
NI 18	Adult re-offending rates for those under probation supervision	CP5 AOF27	N/a	-	-	-	N/a		TBC	TBC	TBC
NI 19	Rate of proven re-offending by young offenders	CP5 AOF27	N/a	-	-	-	N/a		TBC	TBC	TBC
NI 20	Assault with injury crime rate	CP5 AOF27	N/a	-	-	-	N/a		TBC	TBC	TBC

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
NI 21	Dealing with local concerns about anti-social behaviour and crime by the local council and police	CP5 AOF27	N/a	-	-	-	N/a		TBC	TBC	TBC
NI 26	Specialist support to victims of a serious sexual offence	CP5 AOF27	N/a	-	-	-	N/a		TBC	TBC	TBC
NI 27	Understanding of local concerns about anti-social behaviour and crime by the local council and police	CP5 AOF27	N/a	-	-	-	N/a		TBC	TBC	TBC
NI 28	Serious knife crime rate	CP5 AOF27	N/a	-	-	-	N/a		TBC	TBC	TBC
NI 29	Gun crime rate	CP5 AOF27	N/a	-	-	-	N/a		TBC	TBC	TBC
NI 30	Re-offending rate of prolific and priority offenders	CP5 AOF27	N/a	-	-	-	N/a		TBC	TBC	TBC
NI 31	Re-offending rate of registered sex offenders	CP5 AOF27	N/a	-	-	-	N/a		TBC	TBC	TBC
NI 32	Repeat incidents of domestic violence	CP5 AOF27	N/a	-	-	-	N/a		TBC	TBC	TBC
NI 33	Arson incidents	CP5 AOF27	N/a	-	-	-	N/a		TBC	TBC	TBC
NI 34	Domestic violence - murder	CP5 AOF27	N/a	-	-	-	N/a		TBC	TBC	TBC
NI 38	Drug-related (Class A) offending rate	CP5 AOF27	N/a	-	-	-	N/a		TBC	TBC	TBC
NI 40	Drug users in effective treatment	CP5 AOF27	N/a	-	-	-	N/a		TBC	TBC	TBC
NI 8	% of adult population (16+) participating in sport each week	CP1 AOF2	N/a	-	-	-	N/a		TBC	TBC	TBC
NI 6	Participation in regular volunteering	CP6 AOF31	N/a	-	-	-	N/a		TBC	TBC	TBC



Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
NI 143	Offenders under probation supervision living in settled and suitable accommodations at the end of their order or licence	CP5 AOF27	N/a	-	-	-	N/a		TBC	TBC	TBC
NI 144	Offenders under probation supervision in employment at the end of their order or licence	CP5 AOF27	N/a	-	-	-	N/a		TBC	TBC	TBC
NI 35	Building resilience to violent extremism	CP5 AOF27	N/a	-	-	-	N/a		TBC	TBC	TBC
NI 36	Protection against terrorist attack	CP5 AOF27	N/a	-	-	-	N/a		TBC	TBC	TBC
NI 7	Environment for a thriving third sector		N/a	-	-	-	N/a		TBC	TBC	TBC
NI 49	Number of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks	CP5 AOF27	N/a	-	-	-	N/a		TBC	TBC	TBC

### 5.3 Risk Management

Risk Management, which forms a key element of the strategic management and performance management processes of the Council a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

Risk assessments are the process by which departments identify those issues that are, or may be, likely to impede the delivery of service objectives. Such risks are categorised and rated in terms of both their probability, i.e. the extent to which they are likely to happen, and their severity i.e. the potential extent of their impact should they occur.

Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. Such numbers are then translated into a Low, Medium or High category.

Risk Score	Overall Level of Risk
1 – 4	LOW
5 – 10	MEDIUM
11 – 16	HIGH

Following such assessments a series of risk treatment measures are identified that will mitigate against such risks having an adverse impact upon the delivery of the departmental objectives.

Mitigation measures for those risks that were initially assessed as high have been included as an Appendix within this plan. As such their implementation will be monitored through the Quarterly Departmental Service Plan Monitoring Report process.

### 5.4 Equality Action Plan

There was a review of equality and diversity issues as part of the TAES (Towards an Excellent Service) assessment process in 2007. This was validated by the IDeA. Of the actions identified only one spread into 2008/09. This was to include the cohesion indicators from the Audit Commission in equality impact assessments in 2008/09.

## 5.5 Local Area Agreement Targets

The following LPSA targets are applicable to this service.

### **Improving the health and well – being of residents (Ref 3)**

The percentage of adults in Halton participating in at least 30 minutes moderate intensity sport and active recreation (including recreational walking) on 3 or more days a week, as measured by Sport England's Active People survey

Increase by 1% in 2008/09

### **Reducing the harm caused by drug misuse (Ref 5)**

1. The number of individuals in Halton who are in contact with structured drug treatment services.

Baseline : - 604

Target 790 by 2008/9

2. The percentage of individuals in Halton starting treatment who are retained in treatment for over 12 weeks.

Target 88% by 2008/9

## 6.0 PERFORMANCE REPORTING

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and or delivering it's statutory responsibilities.

It is imperative that the Council and interested members of the public can keep track of how the Council and its Departments are progressing against objectives and targets, and that mechanisms are in place to enable councillors and managers to see whether the service is performing as planned.

As a result Departmental progress will be monitored through:

- **The day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Provision of Quarterly progress reports to Corporate and Directorate Management Teams;**
- **The inclusion of Quarterly Service Plan Monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**
- **Publication of Quarterly Service Plan monitoring reports on the Councils intranet site.**

In demonstrating it's commitment to exploiting the potential of Information and Communications Technology to improve the accessibility of its services and related information an extensive range of documentation, including this plan and it's associated quarterly monitoring reports, are available via the Council's website

<http://www2.halton.gov.uk/content/councilanddemocracy/council/plansandstrategies>

Additionally information and assistance can be accessed through any of the Council's Halton Direct Link facilities (HDL) or the Council's libraries.

## 7.0 STATUTORY AND NON STATUTORY PLANS

The following plans and strategy documents are relevant to this service plan:

Community Strategy  
Halton BVPP 2007/08  
Halton Sports Strategy 2006-2009  
Framework for Sport  
Merseyside Sports Partnership Strategy  
Choosing Health  
Active People Survey  
Alcohol Harm Reduction Strategy  
Anti-Social Behaviour Strategy  
Community Safety Strategy  
Drug Treatment Plan  
Better Public Libraries  
Framework for the Future  
Our Agenda for the Arts 2006-08  
Arts Council Arts Policies  
Arts Strategy  
Visual Arts Strategy } in preparation  
Green Flag  
Park Life Report  
Cleaner Safer Greener Communities

## **Appendix 1 – High Risks and Associated Mitigation Measures**

No objectives have initially been assessed as “High” risk.

## Appendix 2 – Equality Impact Assessments – High Priority Actions

Strategy/Policy/Service	Impact Assessment (High/Low/None)	Proposed Action(s)	Timetable			Officer Responsible
			2008/9	2009/10	2010/11	
CULTURE & LEISURE	Low	Cohesion indicators from Audit Commission to be included in assessments	April	-	-	Operational Director

**Halton Corporate Plan (2006 – 2011) – Council Priorities and Key Areas of Focus.**

**A Healthy Halton**

<b>1</b>	Improving the future health prospects of Halton residents, particularly children, through the encouragement of an improved dietary intake and the availability of nutritionally balanced meals within schools and other Council establishments.
<b>2</b>	Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.
<b>3</b>	Delivering programmes of education to improve the health of Halton residents.
<b>4</b>	Helping people to manage the effects of ill health, disability and disadvantage.
<b>5</b>	Actively managing the environmental factors that are detrimental to good health.
<b>6</b>	Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.
<b>7</b>	Providing services and facilities to maintain existing good health and well-being.

**Halton's Urban Renewal**

<b>8</b>	Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business.
<b>9</b>	Maintaining and developing local transport networks that meet the needs of resident's, businesses and visitors to Halton.
<b>10</b>	Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.
<b>11</b>	Maintaining levels of affordable housing provision within Halton that provides for quality and choice and meets the needs and aspirations of existing and potential residents.
<b>12</b>	Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.



## Children & Young People in Halton

13	Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
14	To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood.
15	To deliver effective services to children and families by making best use of available resources
16	To provide transport facilities that meets the needs of children & young people in Halton accessing education and training.
17	Provide an effective transition for young people from school to employment, through opportunities for work related learning, and post 16 education, voluntary and community work.
18	To reduce the conception rate amongst women under 18 by providing awareness, education and relevant support
19	To ensure a safe environment for children where they are supported and protected from abuse and neglect

## Employment, Learning & Skills in Halton

20	To increase self-confidence and social inclusion by providing opportunities to adults to engage in basic skills learning.
21	To improve access to employment by providing opportunities to enhance employability skills and knowledge
22	Working with employers to identify and secure opportunities for the unemployed.
23	To provide transport facilities that meets the needs of those people in Halton accessing employment and training.
24	To sustain current employment levels by providing practical and financial advice and assistance to those from disadvantaged groups
25	To increase employment opportunities and business start ups in Halton, by developing an enterprise culture

## A Safer Halton

26	Actively encouraging socially responsible behaviour by engaging with Halton's young people and by providing opportunities for them to access and take part in affordable leisure time activities.
27	Reducing the physical effects of anti-social and criminal behaviour
28	Providing and maintaining a highways and footpath network that is safe, accessible, and meets the needs and expectations of those living, working or visiting in Halton.
29	Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.
30	Improving the social and physical well-being of those groups most at risk within the community

## Corporate Effectiveness & Efficient Service Delivery

31	Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.
32	Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access.
33	Ensuring that we are properly structured organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.
34	Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders
35	Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.
36	Ensuring that the Council's land and property portfolio is managed efficiently
37	Ensuring that Council buildings are safe and accessible, meet the needs of service users and the organisation, and comply with legislative requirements
38	Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of

	electronic service delivery.
<b>39</b>	Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information
<b>40</b>	Ensuring that the Council has the right people with the right skills and who are informed and motivated and provided with opportunities for personal development and engagement.



# Economic Regeneration

## **SERVICE PLAN**

**April 2008 to March 2011**

**Advanced Draft FEB 2008**

## **Contents**

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### *Appendices*

- 1. Service Objectives – High Risks and Mitigation Measures*
- 2. Equality Impact Assessments – High priority actions*
- 3. Corporate Priorities and Key Areas of Focus.*

## 1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified [6 key priorities](#), and a number of associated key Areas of Focus, which, as detailed within the Council's Corporate Plan, are: -

- **A Healthy Halton**
- **Halton's Urban Renewal**
- **Halton's Children & Young People**
- **Employment, Learning & Skills in Halton**
- **A Safer Halton**
- **Corporate Effectiveness & Business Efficiency**

Departmental Service Plans form an integral part of the authority's corporate planning framework, as illustrated below.

This framework ensures that the Council's operational activities are complementary to the delivery of its community aspirations and legal and statutory responsibilities.

Departmental Service Plans are primary documents that communicate:

- The existing and future influences that have informed the shaping of service delivery in the medium term.
- The existing and projected resources that are, or may, be required to deliver services.
- Departmental Service Objectives and Key Milestones that are to be delivered over the next three years.
- Those national and local performance indicators for which the department has a responsibility to report.



Such plans, and the Quarterly Service Plan Monitoring Reports that flow from them, are an essential tool in enabling the public, Elected Members, Senior Management, and staff how well Council departments are performing and what progress is being made in relation to improving the quality of life within the borough and service provision for local people, businesses and service users.

The Strategic Priority and those Areas of Focus that have been most significant in the development of this plan are detailed below: -

To be inserted when complete.

## **2.0 SERVICE PROFILE**

### **2.1 Purpose**

The Economic Regeneration Department exists to develop and implement the Economic Development and Tourism Strategy for the Borough. Traditionally this form of activity has been voluntary, but the Local Government Act 2000 brought in a statutory duty for local authorities to 'promote economic well-being'. There is a proposal as part of the Comprehensive Spending Review to give local authorities a duty to undertake economic development and this will be subject to further consideration by the government.

The Department is responsible for:

#### **Business Development**

Handling inward investment, economic promotion/marketing and business expansion enquiries and related follow up work. Assisting local companies with the implementation of the technologies that will enable eBusiness. Working in partnership with the private, voluntary and public sector to improve the vitality of Halton's three town centres. Promoting tourism and co-ordinating the staging of events targeted at attracting quality attractions and developing niche tourism and also working closely with tourism and leisure businesses in Halton in order to identify their ongoing development needs and to ensure that Halton's tourism offer is maximised.

Tackling and improving the poor visual image and amenity of the Borough's industrial areas and encouraging best practice in the field of sustainable working to assist businesses to become more competitive. Supporting businesses on the Widnes Waterfront site to upgrade their amenity and physical appearance in line with agreed design guide standards. Working with large (more than 250 employees) and foreign owned companies to ensure that the Borough's most significant employers continue to invest and grow locally.

#### **Enterprise and Employment**

Promoting enterprise and the development of an entrepreneurial culture. Reducing the unemployment rate and increasing the employment rate (particularly for disadvantaged groups) by tackling economic inactivity. Delivering a supported employment service that provides specialist support for disabled residents who want to work. Assisting residents into work and supporting local employers with their recruitment needs and providing in-work support service to help people to retain their new job. Managing the delivery of employment initiatives including key elements of the Government's New Deal programme, Jobcentre Plus/ESF Co-financed projects, the Council's ILM programme and the Halton & St Helens PCT mental health ILM.



Provision of a Neighbourhood Outreach Programme which takes employment services on to the streets of the 7 most employment deprived wards in the Borough. Delivery of dedicated employment programmes for young people aged 16-21 years leaving care and for carers. Co-ordination of the apprenticeships programme within the Council, which provides training provision (NVQ 2/3) via LSC funded apprentice providers and work experience in Council Departments for young people aged 16-19 years of age

### **Adult Learning & Skills Development**

Designing and delivering excellent adult and family learning opportunities offering both non-accredited and accredited routes to a level 2 qualification, categorised as First Steps, Personal Community Development Learning (PCDL) and Safeguarded provision by LSC. A range of locations including learning centres, schools and Children's Centres seek to ensure provision is accessible to local communities. Managing the Neighbourhood Learning in Deprived Communities Project, funded through LSCGM. Addressing equality, diversity and widening participation issues and promoting inclusion.

Development of sectoral skills initiatives to meet the needs of businesses now and in the future. Supporting local businesses in identifying skills gaps amongst employees and providing and/or facilitating appropriate training. Working with local partners to improve the skill base of the borough.

### **Who benefits?**

The service benefits residents, businesses and communities across the Borough through regeneration, skills development, employment support and enterprise programmes. It is increasingly looking to support other council departments to achieve their targets (e.g. employment programme for looked after children, an employment programme for carers and developing an Employment Strategy for People with Disabilities) and supports partners in achieving their objectives too, particularly Jobcentre Plus, Business Link for Greater Merseyside and Greater Merseyside Learning and Skills Council.

## **2.2 Key Messages**

### **Business Development Division**

Despite a national and regional downturn in investment enquiries the Team is on target to manage approximately 300 investment enquiries in 2007-2008 converting approximately 13% of all enquiries into real investment projects. However, the ability to attract future enquiries is being diminished over time as a consequence of reductions in the marketing budget. This places greater emphasis on the work of the Mersey Partnership to attract enquiries to the city region and the ability of the Business Aftercare Programme to continue to secure re-investment by Borough's large (over 250 employees) and foreign owned companies.

**The Business Parks Improvement Programme (BPIP)** has been highly effective in bringing together all businesses and landowners in three industrial areas (Astmoor, Halebank and Riverview). Businesses on the first two have recently approved (by secret ballot) Business Improvement Districts (BIDs). This will facilitate improved work on the environment, crime prevention and estate support.

The Halton eBusiness Team continues to advise businesses on the commercial and administrative potential of online ICT but due to funding rules the project now only delivers within the much smaller transitional areas. The project is seeing a low take up of support and is due to cease in December 2008

As a way of engaging more traders with town centre management a pilot project has seen individual traders forums being given responsibility for the management of part of the town centre budget and this is to be evaluated in early 2008-09. TCM also brought a very successful International Market to Widnes (footfall up 19%) and is exploring the option for bringing a regular, weekly, street market to Runcorn Old Town.

The Tourism Forum is increasingly active and is presently developing a paper carrier bag that all operators can use as well as a DVD for tourism in the borough. The proposed Lewis Carroll visitor centre is now the subject of a HLF bid. The Promotions and Tourism team is very active in supporting businesses through best practice development and also engages in promotional activity with the businesses at trade fairs and events within Merseyside and beyond. The online calendar is proving very successful in its first year. A new programme of working with schools has commenced and the team is very active in developing the Halton Capital of Culture event.

The Business Development Team is increasingly contributing to the achievement of a number of other council objectives, including the Widnes Waterfront Programme and the New Mersey Gateway. The amount of work that the Gateway is generating is already impacting on the overall work programme.

### **Enterprise & Employment**

Halton People into Jobs and the Employment team have been increasingly targeting priority wards and groups. With the withdrawal of JCP secondees the outreach programme had to be suspended for a while but has now been reconfigured as a core HPiJ activity.

The majority of funding for the division is generated externally. Many of these sources are coming to an end. Further work is being tendered for but the increasing use of prime contractors by Jobcentre Plus is making this more difficult to secure. (There is a real worry that there will be a proliferation of local providers all competing with each other for clients). This reduction in funding runs into £100,000s and as such the structure of the division is not tenable and will be re-organised into a slimmer version with even more focus on key groups.

The Council, along with the other 5 Local Authorities in Greater Merseyside, is a member of the Liverpool City Employment Strategy (CES) Pathfinder Steering Group. The CES Delivery Plan aims to focus public resources on the concentrations of worklessness and on the key priority groups. Increased partnership working is expected to pay dividends in the future but at the moment is very resource intensive for departmental managers.

This has been a very busy year for Enterprise. The Enterprise Development Officer was appointed, the private sector led Enterprise Board has been formed, a local entrepreneur has been appointed as Enterprise Champion and a new Enterprising Halton programme has been developed.

Enterprising Halton is delivering: enterprise enquiry service, the enterprise charter (enterprise training programme), enterprise outreach (business start up advice & guidance within the community), specialist support for women and people aged 50+, business start up grant, the Enterprise Academy (training seminar's for new businesses), social enterprise specialist support and the Enterprising Halton Challenge (annual competition). This demonstrates what can be achieved on modest amounts of funding and opportunities for any further expansion must be taken.

### **Adult Learning & Skills Development**

The academic year ending July 2007 has been another successful year for the team with the target number of 2013 learners being exceeded. This is particularly noteworthy given the 6% reduction in LSC. In achieving this 51% of provision was in Runcorn, 49% in Widnes and 57 venues were used. Provision was offered in 17 out of the 21 Halton wards (the 4 wards where no provision took place were Birchfield, Farnworth, Daresbury and Beechwood) but residents from every ward of the borough attended courses delivered by the Division. Enrolments for 2006/7 were 3416, an increase of nearly 2% on the 2006/7 target, which is an indication of the quality of service the Division offers.

Funding for academic year 2007/8 is at the same level as 2006/07. The LSC now commissions training and education, and negotiations about learner numbers and associated funding via the Performance and Modelling System (PAMS). As such, with frozen funding it is anticipated that performance will reduce in future years.

The Learner Enrolment process has been improved following feedback from all those involved in the enrolment process, including learners. Retention for learners is 88%, (8% above the service benchmark), indicating that the enrolment process was effective in guiding learners onto the most appropriate provision.

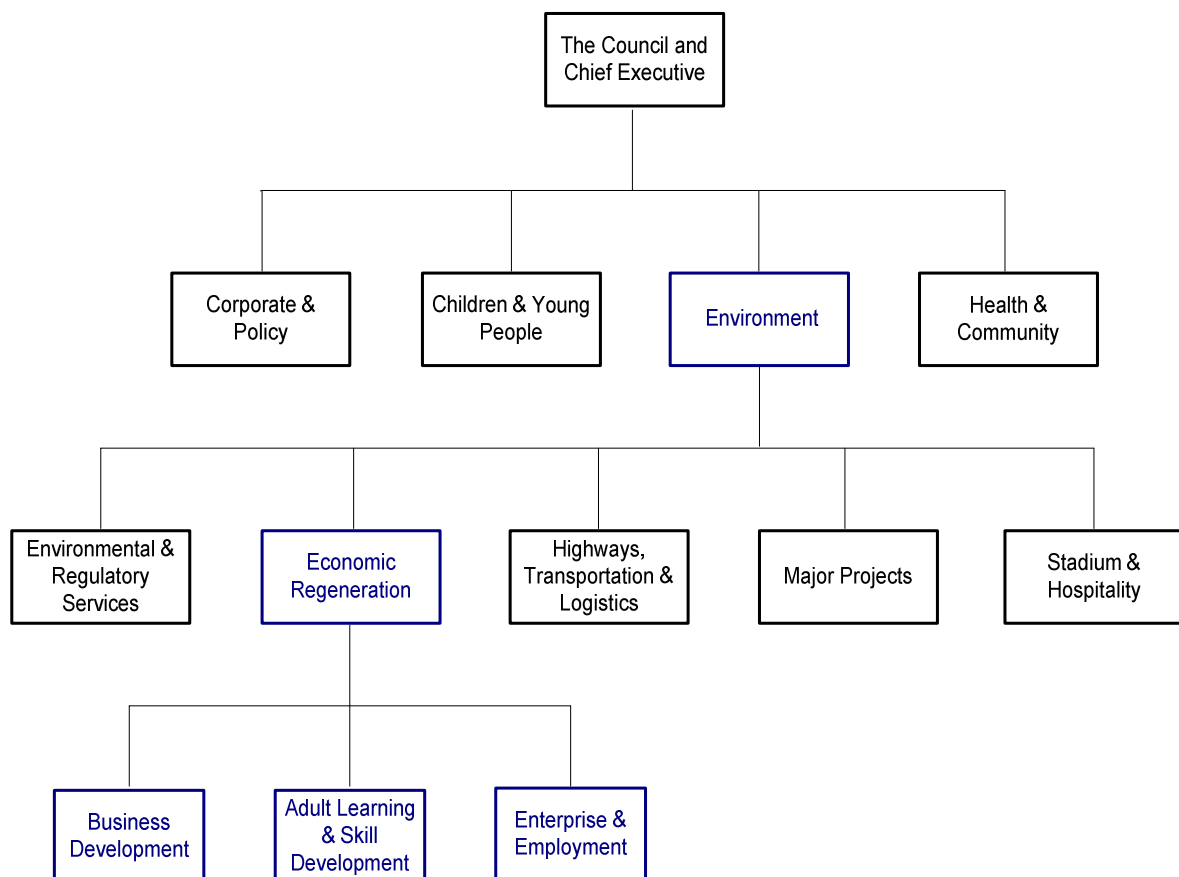
The Skills for Life Assessment Service was established during 2006/07 as a resource for the ELS SSP partnership and over 200 assessments of literacy and/or numeracy skills were completed. For 2007/8 it is anticipated that 87 individuals will achieve a national 'Skills for Life' qualification in literacy, numeracy or ESOL (7% increase).

Some 486 adults were engaged in Family Learning programmes and for next year this is likely to be the same or perhaps lower given the LSC funding freeze. There were 43 Family Literacy, Language and Numeracy (FLLN) programmes and 58 Wider Family Learning (FL). The service operated in a number of different venues including Children’s Centres, Women’s Refuge, Schools, Nurseries and Community Centres. 149 FLLN learners (57% of FLLN enrolments) received Open College Network accreditation and 12 FLLN learners (5% of FLLN enrolments) achieved success in either a literacy or numeracy National Test at the end of their programme. 35% of all learners who achieved Skills for Life qualifications during this period came through the Family Learning route.

The development of a parent programme to support school based social and emotional delivery (SEALs) has also proved successful in progressing parents onto other provision; of the 11 learners on programme, 2 progressed to a Working With Young Children programme, 1 enrolled on a CACHE Level 2 programme, 1 enrolled onto a foundation degree and 1 found employment

The service continues to lead on workforce & skills strategy development. A business skills survey will complete in March (250 companies) and much work has gone into developing a sector based approach for Logistics in support of the 3MG initiative. A number of courses are now being delivered direct to businesses with IT training as the most requested.

### 2.3 Organisation Structure



### **3.0 FACTORS AFFECTING THE SERVICE**

#### **3.1 External Factors**

##### **3.1.1 Political**

- The ongoing development by the NWDA to develop a sub-regional partnership for implementing its Regional Economic Strategy will mean more partnership working to ensure a fair share for Halton. This issue has been subject of a governance debate in the sub region and the ultimate results of this will need to be taken into account in the future.
- The expanded role of the Mersey Partnership in terms of economic policy, sector development, tourism and its replacement for Action Plan for the City Region.
- In the longer term the recasting of EU funding programmes will disadvantage Halton. Related to this is the recasting of the Assisted Areas map that will restrict the support we can give locally to businesses
- The government decision to procure New Deal providers at district wide level with a view to moving to regional contracting will continue to force many local authority providers out of this work. Additionally it is likely to result in increased fragmentation of service through multiple sub contractors.
- The long awaited government proposals to overhaul the New Deal programme will soon be available. It is understood all existing New Deals will end and one new super 'flexible' New Deal will be introduced.
- The regionalisation of the Business Link network by the NWDA is having a clear impact with reduced contact and partnership working
- The increasing need to focus effort on a number of floor targets coupled with the newly proposed PSAs.
- The increasingly short timescales given by government departments when inviting bids or requesting submissions is becoming more challenging.
- Increased commitment of officer resources in support of enhanced levels of scrutiny
- The government decision to scrap future rounds of the Local Enterprise Growth Initiative is a blow. Whilst Halton is a priority area for enterprise within the Regional Economic Strategy there will be no dedicated funding either from the government or the NWDA.
- Details are awaited off the NRF successor –the working neighbourhoods fund. It will be much smaller in scale and eligibility is to be more focused so it is not yet clear whether Halton will be able to access the fund.

- City Employment Growth Strategy Pathfinder – Progress is slowly being made but the partnership is having difficulty in engaging Jobcentre Plus – mainly due to JCP reorganisations and staff reductions. Related to this is the JCP decision to move Halton into the Warrington and Cheshire JCP district thus isolating it from the rest of the CES partnership. Formal objections were lodged at chief executive level but JCP proceeded anyway.
- The LSC has frozen its budgets for community learning yet again. This will see reductions in courses and increased charges for learners. As such, it is expected that learner numbers will fall. In a borough where we need to encourage adult learning this seems short sighted though we need to recognise this is due to the national agenda and not so much the local office.
- The evolution of Children's Centres has lead to a welcomed increased in funding for adult learning. This will enable more local courses being delivered to the needs of specific centres.

### 3.1.2 Economic Climate

The bulk (75%+) of the departmental expenditure is from non-council mainstream sources. This method of funding has been highly effective in delivering a programme of activity that meets the priorities of the corporate plan in terms of employment, learning & skills and urban renewal. However, in March 2008 a large number of these sources will cease.

The scale of the effects cannot be underestimated and will hit particularly hard on the employment and enterprise activity of the department. It is estimated that the department could **see budget reductions of £1.7m** (and a further £150,000 in December 2007). This equates to some 60% of the departmental budget. The services affected would be –

- Halton People into Jobs
- Employment Outreach team
- Supported Employment
- Employment Team
- Enterprise Development
- E-Halton
- Business Aftercare
- Business Parks Improvement Programme
- Skills Development

The department will continue to seek external funding wherever possible, but many of the goalposts have been moved, many sources will only be awardable at sub-regional or regional basis and in some instances funding will cease altogether. At this time, it is highly likely that the E-Halton team will cease in December 2008 and that the Employment Team and HPIJ will be merged on a reduced basis.

- Close proximity to the Merseyside Objective 1 transitional area and the related financial incentives on offer to businesses.
- Warrington's Omega site is now to proceed and thus will create increased competition for inward investment.

### **3.1.3 Social Factors**

- The government focus on worklessness has clear workload implications for HPIJ, the Employment Team and the Adult learning and Skills service.
- The increased commitment of resources to support area forums and neighbourhood management.
- The need to increasingly engage harder to reach adults into learning classes will be made more difficult due to LSC budget freezes.

### **3.1.4 Technological Developments**

The ability to use new technology as a way of improving service delivery is a major driver for business that means location is much more fluid than it used to be and investments do not now mean a company staying for life.

### **3.1.5 Legislative**

- Under the 2004 Civil Contingencies Act, Council's have a duty to promote business continuity to businesses and voluntary sector agencies in their administrative area. In taking this forward, Halton Council's Business Development Division in conjunction with the Risk Management Division, continues to play a lead role in discharging the Council's responsibilities under the Act.
- A new duty of economic development is under consideration by the government.

### **3.1.6 Environmental**

#### **Protecting our environment**

Awareness of Climate Change is growing and the Council is committed to taking a lead and setting an example in tackling the associated problems. A corporate Climate Change Action Plan is being prepared, but each department can make its own contribution.

Consideration will be given throughout the life of the Service Plan to ways in which support can be given to the Action Plan and to identify and implement opportunities to reduce any contribution to Climate Change and to promote best practice in the reduction of carbon emissions.

The Council has signed up to the Local Authority Carbon Management Programme in the early part of 2007/08. The programme will guide the Council through a systematic analysis of its carbon footprint, outline opportunities to help manage carbon emissions, develop Action Plans for realising carbon and financial savings; and embed carbon management into the authority's day-to-day business.

As part of the programme the Council has developed a Carbon Management Strategy and Implementation Plan to reduce energy bills and carbon emissions over the next five years. Through the Strategy and Implementation Plan, Council services will need to encourage closer examination of their policies around procurement, transport and the use of renewable energy.

### **3.2 Service Developments**

The department has undertaken and have been involved with a number of reviews during the course of 2007-08 and these have included PPB topic reviews.

#### **PPB topic reviews**

Adult Learning Post-Inspection Action Plan, with a focus on Skills for Life – reported and an action plan put in place (Employment Learning and Skills). The key recommendations were –

- Halton Borough Council re-commence provision of core funding to the Adult Learning & Skills Development Team;
  - a 'save to invest' approach is adopted within Halton Borough Council in terms of providing IT and Skills for Life training to employees;
  - more formal mechanisms are put in place whereby other services/teams within HBC can access Adult Learning & Skills Development provision;
  - full time tutors are employed, wherever possible, to ensure opportunities for developing and diversifying the service are enhanced;
  - the Adult Learning & Skills Development Team expands its languages provision to enhance and improve the delivery of English and other language skills in the borough, including supporting local schools (particularly primary) in offering a wider range of language choice; and
  - the Adult Learning & Skills Development Team liaises with the Learning & Skills Council and Job Centre Plus in supporting a Career Change Service for the over 40's, given the perceived lack of support for this age group in terms of making a decision to follow a new career path;
  - Halton People into Jobs reported and an action plan in place. (Employment Learning and Skills)
- 
- funding be secured to continue to deliver HPiJ services beyond 31 March 2008 be recommended as a key priority;
  - the identification of alternative, more accessible and suitable premises for HPiJ in Halton Lea, preferably a shop front and an additional HPiJ base in Widnes Town centre should be pursued;



- HPIJ should apply for the Matrix Excellence Award and use this as the basis of securing further external income, particularly from Jobcentre Plus and the Learning and Skills Council;
- The promotion of HPIJ as the preferred recruitment supplier to employing organisations in Halton should be championed by the Council and Halton Strategic Partnership;
- Funding be secured to continue the Enterprising Halton programme to stimulate Entrepreneurship and Business Start-up beyond 31 March 2008 be a priority;
- The potential of creating local jobs through the Council Procurement Strategy should be explored and a Topic Group to address this issue be established;
- Further employment opportunities for young people aged 16-19 years of age, particularly those 'not engaged in education, employment or training (NEET)' should continue to be developed i.e. Council Apprenticeship Programme, Care Leavers Pre-employment programme;
- The feasibility and costs associated with the Council introducing the Princes Trust Team Challenge, a personal development programme for young people aged 16-25 years provided by Cheshire Fire and Rescue Service should be explored; and
- The Government should re-cycle a set percentage of the first year savings when unemployed people find work back into employment schemes. This would enable such schemes to continue and would reward success as opposed to just paying for process.

Town Centre Management - to report March 2008 (Urban Renewal)

Procurement policy and its role in developing local employment opportunities – to report March 2008 (Employment Learning and Skills)

### **Surveys**

#### **Business Improvement Districts**

The proposals to establish BIDs on Astmoor and Halebank Industrial Estates were developed between July and October 2007. Each of the themes, and their content were selected following feedback from businesses derived from a number of BIDs consultations and events.

The consultations were undertaken in three stages. The first stage was a questionnaire/interview study undertaken in November 2006 (BID Feasibility Study). The second stage, involving meetings on the contents of the draft business plans with businesses on the two estates, was undertaken in September 2007. The third and final stage, in October 2007, was the launch of the business plans, again involving engagement with resident businesses at two specially commissioned launch events.

The outcome of the BIDs ballots on Astmoor and Halebank Industrial Estates were both positive and the BIDs themselves will become live as from April 2008.

### **Widnes Waterfront (Economic Development Zone) Study**

The survey was undertaken in February/March 2007 and covers the Widnes Waterfront Economic Development Zone, as well as the neighbouring industrial areas along with Shell Green, Johnsons Lane and Gorse Lane to the east.

The aim of the study was to assist the Council in determining priority actions within the area. This was to enable an expansion of the existing Business Parks Improvement Programme to the Widnes Waterfront area.

The study comprised a comprehensive consultation exercise that sought to obtain the views of businesses and property developers on the following issues:

- General views about the industrial estate.
- Transport and access.
- Inter-trading.
- Waste management and joint purchasing.
- About Widnes Waterfront and the services currently delivered.
- Local recruitment.
- Developing links with the community.
- Environmental management and pollution prevention.

Subsequent to the publication of the report, a meeting of businesses in the Widnes Waterfront area was convened in October 2007 to share the findings of the report and as a preliminary to establishing a business-led steering group to agree and drive forward priority actions identified in the report.

### **Procurement Survey**

During June and July 2007 a survey of local businesses was commissioned to address concerns being expressed by businesses concerning the ability to access business opportunities with the Council. Over 800 businesses were surveyed, with an exceptional response rate of circa 25%, comprising 105 businesses in Runcorn and 93 in Widnes. The issues identified by businesses as part of the survey included -

- No general notification of when tenders go out
- Additional insurance requirements
- Terms of the contract
- Seeming reluctance to place new companies on the tender lists
- Little feedback if unsuccessful

The results of the survey were fed back to the Council's Procurement and Commissioning Group who are considering the findings as a basis for developing an action plan to address the issues raised. The results will also be used to underpin some of the work being undertaken by the Employment, Learning and Skills Policy and Performance Board Scrutiny Topic Group, who are evaluating procurement policy and its role in developing local employment opportunities, as part of the 2007/08 scrutiny programme.

### **Business Perceptions Survey**

A second Business Perceptions Survey to ascertain the perceptions of employers in the area with regard to the local workforce, their understanding of current training opportunities and the skills that are likely to be required by their employees in the future, is to be undertaken by February 2008. It is expected that the findings from this survey will help inform the outcomes from the Scrutiny Topic process around skills in the borough

### **Benchmarking activities**

The service and Health & Community's Adults of Working Age Department have jointly commissioned consultants to develop an Employment Strategy and Implementation Plan for People with Disabilities. The aim of the strategy is to establish a Disability Employment Network that develops a collaborative approach with partners and stakeholders to introducing a more accessible employment pathway for people with disabilities. The consultants have been asked to identify and recommend national best practice that can be adapted and implemented locally.

### **Future considerations**

#### **Astmoor Industrial Study**

In response to an evaluation of the current and future supply of land in the borough, undertaken by the BE Group, which highlighted the poor amenity, image and under investment at Astmoor Industrial Estate, an officer group was established to develop an issues paper and options for improvement. This will be a pre-cursor to developing a full master planning exercise.

#### **Science Action Plan**

Following a meeting of partners and other interested parties, led by the Council's Chief Executive, a Science Work Programme/Action Plan has been developed that will seek to raise the profile of the science offer in the borough as a means to attracting additional investment to the area. The actions include:-

- Developing new centres/locations to support science business start-ups
- Developing support to assist new/emerging science business start and support for science businesses wishing to grow within or relocate to Halton
- Developing closer relationship between schools/Riverside College and science-based businesses
- Identifying jobs currently available in science-based businesses and matching competences to jobs
- Establishing a Strategic Science Board for Halton

#### **Economic and Tourism Development Strategy**

A review of the current Economic and Tourism Development Strategy is scheduled to be undertaken between January and March 2008, in preparation for drafting the new Strategy for the period 2008 to 2011, during

the spring/summer of 2008. However, as part of the recent sub national review the government is to consult on the future role of local authorities and the need to deliver economic assessments. As such, it may be wise to postpone this work pending that consultation.

### **Single Investment Agency**

The Single Investment Agency, established by the Mersey Partnership, primarily to secure business investment across the Merseyside sub-region at a substantially higher level than was previously the case, has not delivered any outcomes to date. A sales team was appointed in October 2007 to actively work with priority sectors in the region and it is envisaged that the benefits will start to accrue during 2008/09. The effectiveness and value for money of this team will need to be kept under close review as it is likely to cost Halton in excess of £50,000 p.a.

### **Lewis Carroll Visitor Centre**

Although this project is being managed by the Daresbury Parish Church Council, who has scaled down the original proposal to a more manageable product, the project is still being driven by a group that includes the Promotions and Tourism team and the External Funding Division of Halton Borough Council. Ongoing negotiations and various planning activities are underway to try and ensure the delivery of this much-needed facility in the borough.

### **ICT Investment for Growth Project**

This European funded project, that has been supporting local Small to Medium sized Enterprises (SME's) with the implementation of technologies to assist e-Business since 1998, is scheduled to close in December 2008, due to lack of continuation funding. The process of managing the closure will start with the loss of the Project Officer in July 2008, followed by the Senior Project Officer and Admin Assistant in December 2008.

### **Tourism Dispersal**

The tourism dispersal function, established in 2006, which is supporting and engaging tourism businesses in Halton with The Mersey Partnership (TMP) initiatives and other local tourism related activities, will come to an end in December 2008, again, due to lack of continuation funding.

### **Business Parks Improvement Programme**

The Business Parks Improvement Programme (BPIP), which has been assisting with security, landscaping, signage improvements etc on Astmoor, Halebank and Riverview Industrial estates since 2004 will also close on 31 March 2008, due to lack of continuation funding. Some elements of the work programme will continue, if there is a 'yes' vote in the BIDs ballots being undertaken with businesses on Astmoor and Halebank.

As a consequence, a review of the management arrangements for the Widnes Waterfront (EDZ) business led Steering Group, established in 2007/08, will be undertaken, as it is currently managed via the Business Parks Improvement Programme.

### **3MG Skills Assessment**

In line with the proposed development of the Mersey Multimodal Gateway (3MG), an audit of skills in the logistics sector was commissioned through the Employment, Learning & Skills SSP in July 2007. The assessment was undertaken to identify the potential job growth areas as a result of the 3MG expansion, together with highlighting any expected skills shortages in the logistics sector. During the assessment process, a takeover by the Stobart Group of the 2 main logistics companies located on the 3MG site (O'Connor Group of Companies and AHC Warehousing & Distribution) was announced. This will obviously have an impact on the training and employment opportunities in the logistics sector, and this will need to be explored more fully in 2008-09.

### **3.3 Efficiency Improvements**

**Cashable** – £14,355

It is confirmed that last years identified savings have been achieved.

### **3.4 National Regional and Sub-regional Focus**

#### **The Northern Way**

This is aimed at lifting productivity of the three northern regions (by £29b) and bringing the jobs, investment and quality housing that can create sustainable communities. The programme is now starting to roll out its activities across the regions.

#### **Regional Economic Strategy**

This strategy sets out the key economic activities for the next three years in the North West. There are important references to Halton's key projects of the Mersey Gateway and key investment/regeneration sites. It also identifies Halton as a priority for improvements in skill development and reductions in worklessness.

#### **Regional Spatial Strategy**

This is at inquiry stage and will ultimately replace Regional Planning Guidance (RPG). The contents and the impact it will have on the regeneration of Halton cannot be under estimated. The Halton priorities must be included to further the regeneration work delivered to date.

#### **Liverpool City Region Development Plan (CRDP) and Merseyside Action Plan (MAP)**

These documents set out the sub regional strategy and actions to support the Northern Way. The timetable for preparation and approval by government has recently been extended. Halton must continue to play an active role in the CRDP preparation to ensure the needs of the borough are included.

### **Skills Strategy (HM Government 2003)**

This document set out an ambitious agenda for tackling the long-standing weaknesses in the way young people and adults are equipped with the skills they need. The strategy aims to ensure that employers have the right skills to support the success of their businesses and that individuals have the skills they need to be both employable and personally fulfilled. The document made the distinction between 'learning for personal development', and 'first step' learning, leading to a level 2 qualification.

### **Skills: Getting on in Business, getting on in work (HM Government 2005)**

Following on from the Skills Strategy (July 2003), this White Paper sets out the Government's Plans for the next major phase of reform in making England a world leader in skills.

### **Foster Review: Realising the Potential (November 2005)**

This document provides a review of the future key strategic issues, challenges and opportunities facing further education colleges. The final report sets out a vision for FE colleges and a clear set of values.

### **Sub-National Review of Economic Regeneration**

This document places economic regeneration at the heart of the government agenda and advocates a locally lead approach that will strengthen the role of local authorities. It proposes a new economic development duty for Local Authorities and makes it clear that neighbourhood renewal should focus more on economic renewal.

### **Leitch Review final report (December 2006)**

The Government commissioned the Leitch Review to identify the UK's optimal skills mix in 2020 to maximise economic growth, productivity and social justice, and to consider the policy implications of achieving the level of change required. The final report was published in December 2006 and contains significant proposals to achieve a step change in skills levels for the country.

### **Business Support Simplification Programme.**

The government is rolling out a new framework designed to remove the confusion nationally of so many business support programmes. Within this there is a reduction from some 3000 nationally to less than 100. With Business Link being the prime gateway into publicly funded business support and Train to Gain being expanded there is real prospect of advancement in this area. It is important to note that in future all local schemes will be expected to conform to the new framework.

### **Opportunity, Employment and Progression**

Department of Work and Pensions (November 2007) – This sets out the principles of welfare and skills reform –

- A stronger framework of rights and responsibilities
- A personalised, responsive and more effective approach
- Not just jobs, but jobs that pay and offer retention and progression

- Partnership – the private, public and third sectors working together
- Targeting areas of high worklessness by devolving and empowering communities.

There will be a major push on integrating employment and skills, identifying barriers to sustainable employment and progression and organising welfare and skills systems around them. There is to be a new adult advancement and careers service with provision of systematic skills screening and support. There is to be a new legal entitlement to basic and intermediate skills and qualifications and the provision of new skills accounts. Increased emphasis will be on employers needs, more Local Employment Partnerships and more apprenticeships.

### **Ready for Work**

Department of Work and Pensions (December) – This sets out the next phase of welfare reform. Key elements include –

- Lone parents being encouraged and supported to return to work earlier (by October 2010 when the youngest child is 7)
- Employment and Support Allowance to replace Incapacity Benefit and the roll out of personal capability assessments.
- Increased personalisation for all jobseekers.
- A new better off in work credit to assure people on long term benefits that their weekly income will be at least £25 more than staying on out of work benefits
- An expanded programme of support for lone parents and disabled people

### **DWP Commissioning Strategy**

This is to be published in early 2008. The interim report (November 2007) explains the rationale for this as the need to spend the c£1 billion of employment provision effectively to produce the best outcomes for every customer. Key elements will include –

- Larger contracts delivered by top tier providers allowing for packages based on city regions
- Contracts increasingly linking to LAAs and MAAs
- Most business (c80%) will be with core providers – sub-contracting to smaller providers is envisaged
- Payment strategy will be more on sustainable job outcomes (6 months minimum)
- Different models of outcome payments will be tested.
- Increased emphasis on the customer experience

### **LSC's Annual Statement of Priorities**

Priority 1 – Creating demand for learning and skills;

Priority 2 – Transforming the Further Education system to meet demand; and

Priority 3 – Delivering better skills, better jobs, better lives.

## **3.5 Equality and Diversity**

Halton Council is committed to ensuring equality of opportunity within all aspects of its service delivery, policy development and as an employer. This

commitment is reflected in a range of policies, strategies and framework documents that underpin the work of the Council in its day-to-day operation and in the services it delivers.

In particular this is encapsulated in the adopted equal opportunities policy. This states that the Council 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; and, will combat discrimination throughout the organisation and will use its position of influence in the Borough, wherever possible, to help overcome discriminatory barriers.

Each year Equality Impact Assessments are conducted to examine the equality implications of all policies, procedures and practices. As a result an Equality Action Plan is developed to identify those issues that demand attention. This forms a contribution to the overall Corporate Equalities Plan.

Any high priority actions within the Equality Action Plan applicable to this service, that fall within the life of this plan, and that are yet to be completed, are detailed in section 6 of this service plan.

### **3.6 Unforeseen Developments**

Whilst every effort has been made to identify those developments that may influence or impact upon the service during the life of this plan the possibility exists that unforeseen developments may occur that need to be considered as and when they arise. Such developments will be detailed and commented upon as appropriate in the sections dealing with key developments or emerging issues within the relevant Service Plan Quarterly Monitoring Reports.

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of the unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

Each significant Programme has its own management and reporting procedures through, for example, the Castlefields Implementation Group and the 3MG Executive Sub-Board. These will be used to manage previously unforeseen developments.

All reports to the Policy and Performance Boards with the exception of Part II items, are publicly available documents and can be accessed through the Council's website at <http://www2.halton.gov.uk/>



## 4.0 RESOURCES

### 4.1 Budget Summary and Service Costs

Revenue Budget 2008/09 – to be inserted

Local Strategic Partnership Schemes 2008-09 to be inserted

External or Grant Funded Schemes 2008-09 to be inserted

### 4.2 Human Resource Requirements

As stated above, a substantial number of external funding streams that have underpinned the work of the department will cease in March 2008. The teams/activities most affected by this are -

- Halton people into Jobs (20 staff)
- Employment Initiatives Team (5 staff)
- Enterprise Development (1 staff)
- Business Parks Improvement (1 staff)
- Business Aftercare (1 staff)
- Supported employment (5 staff)
- Growing e-Halton (3 staff)

For more detailed information about any future staffing requirements detailed above, please refer to the appropriate Directorate Workforce plan.

Year	Business Development	Enterprise and Employment	Adult Learning & Skills Development	Number FTE
2007/08	15FTE	28FTE	21FTE	64
2008/09	11FTE	21FTE	21FTE	53

Due to the loss of substantial external funding in March 2008, this is the likely staff reduction unless alternate funding is obtained.

### 4.3 ICT Requirements

In addition to general maintenance and replacements-

The merger of the Employment Team and HPIJ may mean relocating all staff in to Rutland and thus the IT provision will need moving.

IT suite X 3 – equipment will need replacing every 4 years (next replacement due September 2008)

To replace the existing Clever Board at the Acorn Centre with a Smart Board (equivalent to that which is in the IT suite at Kingsway), enabling standardisation of teaching sessions in both centres

Relocation from Heath.

#### **4.4 Accommodation and Property Requirements**

It has been confirmed in the Accommodation Strategy that the department will vacate its offices in the Heath with a provisional date set for July 2008. Alternative premises will need to be identified. With the fluctuating numbers of the department as contracts are won/lost, any provision needs to be flexible enough to take up to an additional 10% more staff in some sections.

The cost of accommodation at Kingsway coupled with the reductions in funding for adult learning may necessitate a reduction in the amount of space taken.

The majority of the work that the Adult Learning & Skills Development service delivers takes place in outreach venues and the Team will continue to have some health and safety and risk assessment responsibilities within each of these venues. Review of venues used is ongoing, with a substantial amount of adult/family learning provision taking place in schools, community centres and Children's Centres.

A decision to develop the Acorn Centre into an additional Children's Centre (campus model) has been made within the Children & Young People Directorate. This may well have some implications for the accommodation available at the Acorn Centre in the future, however, the changes are more likely to be superficial rather than major structural changes.

## 5.0 SERVICE PERFORMANCE

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and / or its statutory responsibilities. The service utilises a variety of measures and targets to enable performance against the service plan to be tracked, monitored, and reported. Details of these measures and targets are given below.

- **Objectives and Key Milestones.** These show the major events in the work of the Department that are planned to take place during 2008–11, such as the launch of new initiatives progress on major projects or the delivery of business critical activity. Objectives and Milestones are clearly linked to the appropriate Key Areas of Focus in the Corporate Plan 2006-11.
- **National Performance Indicators.** This is a national set of 198 indicators that have been prescribed by Central Government that are intended to measure the extent to which authorities are operating effectively and efficiently and are delivering upon both national and local priorities.
- **Local Performance Indicators.** These are indicators that have been developed by the Council and any relevant non-statutory indicators that have been adopted from national or other sources.
- **Local Area Agreement.** The Local Area Agreement (LAA) is a three-year agreement based on Halton's Community Strategy. The second round LAA commenced on 1st April 2008, and included within it are improvement targets for the Borough of Halton to which both the Council, and its partners will contribute.

The LAA contains 86 key targets addressing all of the priority issues identified in both the Community Strategy, and the Council's Corporate Plan. Of the 86 key targets, 34 are mandatory and also included are the 12 LPSA targets to which the Council signed up.

Many of the objectives contained within the current service plans are designed to support the achievement of LAA targets. A full version of Halton's LAA can be viewed on the Halton Strategic Partnership Website at [http://www.haltonpartnership.net/site/images/stories//laa\\_final\\_\(march\\_2007\).pdf](http://www.haltonpartnership.net/site/images/stories//laa_final_(march_2007).pdf)

Progress against the achievement of LAA targets is reported to all stakeholders at regular intervals. Following the establishment of the LAA, plans are being formulated to ensure that in future years the LAA and the Council's service plans are completely aligned.

## 5.1 Service Objectives

(NB Other than by exception those service objectives and/or Key Milestones shown in *italics* will only be reported at Quarter 2 (half-year) and Quarter 4 (year-end.) – **NB Yet to be identified**)

Corporate Priority:	To be inserted
Key Area (s) Of Focus:	To be inserted

Service Objective:	ER 1 - To foster a culture of enterprise and entrepreneurship and make Halton an ideal place to start and grow economic activity
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Key Milestones		Responsible Officer		
2008 - 09	• <i>Enterprising Halton Competition Nov 2008. (AOF30)</i>	DM E&E		
	• <i>Secure continuation of Enterprise coaches Jun 2008. (AOF30)</i>	DM E&E		
	• <i>Enterprise week programme Nov 2008. (AOF30)</i>	DM E&E		
	• <i>Launch Enterprising Halton DVD Dec 2008. (AOF30)</i>	DM E&E		
2009 - 10	• <i>Enterprising Halton Competition Nov 2009. (AOF30)</i>	DM E&E		
	• <i>Enterprise Week programme Nov 2009. (AOF30)</i>	DM E&E		
2010 -11	• <i>Enterprising Halton Competition Nov 2010. (AOF30)</i>	DM E&E		
	• <i>Enterpsie Weeks Programme Nov 2010. (AOF30)</i>	DM E&E		
Risk Assessment	Initial	TBC	Linked Indicators	TBC
	Residual	TBC		

Corporate Priority:	To be inserted
Key Area (s) Of Focus:	To be inserted

Service Objective:	ER 2 - To develop a culture where learning is valued and raise skill levels throughout the adult population and in the local workforce
--------------------	--

Key Milestones		Responsible Officer		
2008 - 09	<ul style="list-style-type: none"> <li>Completed sector skills plan for logistics with first provision commencing <b>Sep 2008</b>. (AOF25 &amp; 26)</li> </ul>	DM ALSD		
	<ul style="list-style-type: none"> <li>Completed sector skills plan for Science with first provision commencing <b>Mar 2009</b>. (AOF25 &amp; 26)</li> </ul>	DM ALSD		
	<ul style="list-style-type: none"> <li>Recruitment of dedicated apprenticeship officer post <b>Jul 2008</b>. (AOF25 &amp; 26)</li> </ul>	DM E&E		
	<ul style="list-style-type: none"> <li>Halton Learner awards <b>May 2008</b>. (AOF25 &amp; 26)</li> </ul>	DM ALSD		
	<ul style="list-style-type: none"> <li>Delivery of 5 adult/family learning courses in each CYPAN area <b>Mar 2009</b>. (AOF15)</li> </ul>	DM ALSD		
2009 - 10	<ul style="list-style-type: none"> <li>Halton Learner Awards <b>May 2009</b>. (AOF25 &amp; 26)</li> </ul>	DM ALSD		
	<ul style="list-style-type: none"> <li>Sector Skills Plan completed and first provision commenced <b>Nov 2009</b>. (AOF25 &amp; 26)</li> </ul>	DM ALSD		
2010 -11	<ul style="list-style-type: none"> <li>Halton Learner Awards <b>May 2010</b>. (AOF25 &amp; 26)</li> </ul>	DM ALSD		
Risk Assessment	Initial	TBC	Linked Indicators	TBC
	Residual	TBC		

<b>Corporate Priority:</b>	<b>To be inserted</b>
<b>Key Area (s) Of Focus:</b>	<b>To be inserted</b>

<b>Service Objective:</b>	<b>ER 3 - To promote and increase employability of local people and remove any barriers to employment to get more people into work</b>
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<b>Key Milestones</b>		<b>Responsible Officer</b>		
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>Complete reconfiguration of E&amp;E division to embed outreach <b>Jul 2008.</b> (AOF27 &amp; 29)</li> </ul>	DM E&E		
	<ul style="list-style-type: none"> <li>Deliver targeted outreach campaigns (2 in each priority ward) <b>Mar 2009.</b> (AOF27 &amp; 29)</li> </ul>	DM E&E		
	<ul style="list-style-type: none"> <li>Launch pre-recruitment partnership <b>Jul 2008.</b> (AOF27 &amp; 29)</li> </ul>	DM E&E		
	<ul style="list-style-type: none"> <li>Complete Employment strategy for disabled and carers with launch of disability employment network <b>Sep 2008.</b> (AOF27 &amp; 29)</li> </ul>	DM E&E		
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Deliver targeted outreach campaign (2 in each priority ward) <b>Mar 2010.</b> (AOF27 &amp; 29)</li> </ul>	DM E&E		
<b>2010 -11</b>	<ul style="list-style-type: none"> <li>Deliver targeted outreach campaign (2 in each priority ward) <b>Mar 2011.</b> (AOF27 &amp; 29)</li> </ul>	DM E&E		
<b>Risk Assessment</b>	<b>Initial</b>	TBC	<b>Linked Indicators</b>	TBC
	<b>Residual</b>	TBC		

<b>Corporate Priority:</b>	<b>To be inserted</b>
<b>Key Area (s) Of Focus:</b>	<b>To be inserted</b>

<b>Service Objective:</b>	<b>ER 4 - To develop a strong, diverse, competitive and sustainable knowledge based economy</b>
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<b>Key Milestones</b>		<b>Responsible Officer</b>		
<b>2008 - 09</b>	• <i>Commence delivery of logistics campaign <b>Sep 2008.</b> (AOF13)</i>	DM BD		
	• <i>Deliver a new tourism promotion DVD <b>Nov 2008.</b> (AOF13)</i>	DM BD		
	• <i>Launch with SOG the Heath new build marketing programme <b>Jul 2008.</b> (AOF13)</i>	DM BD		
	• <i>Deliver Major events programme <b>Mar 2009.</b> (AOF13)</i>	DM BD		
	• <i>Deliver capital of culture youth event <b>Jul 2008.</b> (AOF13)</i>	DM BD		
<b>2009 - 10</b>	There are no milestones for this year.			
<b>2010 -11</b>	There are no milestones for this year.			
<b>Risk Assessment</b>	<b>Initial</b>	TBC	<b>Linked Indicators</b>	TBC
	<b>Residual</b>	TBC		

<b>Corporate Priority:</b>	<b>To be inserted</b>
<b>Key Area (s) Of Focus:</b>	<b>To be inserted</b>

<b>Service Objective:</b>	<b>ER 5 - To create and sustain a twenty first century business environment</b>
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<b>Key Milestones</b>		<b>Responsible Officer</b>		
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>Commence delivery of Widnes Industrial Area Action Plan <b>Dec 2008.</b> (AOF15)</li> </ul>	DM BD		
	<ul style="list-style-type: none"> <li>Complete Business Improvement District phase 1 actions (CCTV, security, signage) <b>Mar 2009.</b> (AOF15)</li> </ul>	DM BD		
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Complete feasibility study on Widnes Industrial BID <b>Mar 2010.</b> (AOF15)</li> </ul>	DM BD		
<b>2010 -11</b>	There are no milestones for this year.			
<b>Risk Assessment</b>	<b>Initial</b>	TBC	<b>Linked Indicators</b>	TBC
	<b>Residual</b>	TBC		



<b>Corporate Priority:</b>	<b>To be inserted</b>
<b>Key Area (s) Of Focus:</b>	<b>To be inserted</b>

<b>Service Objective:</b>	<b>ER 6 - To revitalise the town centres to create dynamic, well designed high quality commercial areas</b>
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<b>Key Milestones</b>		<b>Responsible Officer</b>		
<b>2008 - 09</b>	• <i>Deliver a continental market in widnes <b>Dec 2008.</b> (AOF15)</i>	DM BD		
	• <i>Launch a weekly Runcorn street market <b>Sep 2008.</b> (AOF15)</i>	DM BD		
	• <i>Deliver gum cleaning programme <b>Aug 2008.</b> (AOF15)</i>	DM BD		
	• <i>Deliver Christmas programme <b>Dec 2008.</b> (AOF15)</i>	DM BD		
<b>2009 - 10</b>	There are no milestones for this year.			
<b>2010 -11</b>	There are no milestones for this year.			
<b>Risk Assessment</b>	<b>Initial</b>	TBC	<b>Linked Indicators</b>	TBC
	<b>Residual</b>	TBC		

## 5.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
<b>Corporate Health</b>											
There are presently no indicators of this type identified for the service											
<b>Cost &amp; Efficiency</b>											
ER LI13	Cost per job created and/or safeguarded to which the authorities inward investment promotional activity has made a significant contribution. (£)(Audit Commission ECR18d)	CP4 AOF25	126	-	-	-	142	TBC	140	138	136
<b>Fair Access</b>											
There are presently no indicators of this type identified for the service											
<b>Quality</b>											
ER LI12	Percentage of business customers using the inward investment services (including aftercare) expressing satisfaction with the services & support provided (Audit Commission ECR18e)	CP2 AOF8	100	-	-	-	82	TBC	85	85	85
<b>Service Delivery</b>											
<b><u>ER LI1</u></b>	Number of local people into jobs	CP4 AOF22	671	-	-	-	300	TBC	180	180	180
<b><u>ER LI2</u></b>	Number of local people with disabilities into permitted/paid	CP4 AOF22	90	-	-	-	55	TBC	50	55	60

<sup>1</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
	work										
<b>ER LI3</b>	Number of learners accessing adult learning provision (Academic Year)	CP4 AOF20	3109	-	-	-	1952	TBC	1893	1836	1781
<b>ER LI4</b>	Number of learner enrolments (Academic Year)	CP4 AOF20	4402	-	-	-	3331	TBC	3231	3134	3040
<b>ER LI5</b>	Number of inward investment enquiries per annum	CP4 AOF25	294	-	-	-	300	TBC	280	250	250
<b>ER LI6</b>	Inward investment enquiry conversion rate (%)	CP2 AOF8	13.3	-	-	-	13	TBC	11.5	10	9
<b>ER LI7</b>	Contribution to the number of jobs created, as a direct result of the service/s being provided	CP4 AOF25	245	-	-	-	250	TBC	260	270	280
<b>ER LI8</b>	Contribution to the number of jobs safeguarded, as a direct result of the service/s being provided	CP4 AOF25	853	-	-	-	850	TBC	400	400	400
<b>ER LI9</b>	New business start-ups and self -employment starts	CP4 AOF25	10	-	-	-	15	TBC	60	65	70
ER LI10	No of day visitors per annum to the borough (Calendar year)	CP2 AOF8	NYA	-	-	-	0.02	TBC	0.02	0.02	0.02
ER LI11	Footfall in the town centres (millions)	CP2 AOF10	9.27	-	-	-	9.45	TBC	0.0002	0.0002	0.0002



### 5.3 Risk Management

Risk Management, which forms a key element of the strategic management and performance management processes of the Council a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

Risk assessments are the process by which departments identify those issues that are, or may be, likely to impede the delivery of service objectives. Such risks are categorised and rated in terms of both their probability, i.e. the extent to which they are likely to happen, and their severity i.e. the potential extent of their impact should they occur.

Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. Such numbers are then translated into a Low, Medium or High category.

Risk Score	Overall Level of Risk
1 – 4	LOW
5 – 10	MEDIUM
11 – 16	HIGH

Following such assessments a series of risk treatment measures are identified that will mitigate against such risks having an adverse impact upon the delivery of the departmental objectives.

Mitigation measures for those risks that were initially assessed as high have been included as an Appendix within this plan. As such their implementation will be monitored through the Quarterly Departmental Service Plan Monitoring Report process.

### 5.4 Equality Action Plan

No high priority actions have been identified

### 5.5 Local Area Agreement Targets

To be inserted when new LAA is agreed.

## 6.0 PERFORMANCE REPORTING

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and or delivering it's statutory responsibilities.

It is imperative that the Council and interested members of the public can keep track of how the Council and its Departments are progressing against objectives and targets, and that mechanisms are in place to enable councillors and managers to see whether the service is performing as planned.

As a result Departmental progress will be monitored through:

- **The day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Provision of Quarterly progress reports to Corporate and Directorate Management Teams;**
- **The inclusion of Quarterly Service Plan Monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**
- **Publication of Quarterly Service Plan monitoring reports on the Councils intranet site.**

In demonstrating it's commitment to exploiting the potential of Information and Communications Technology to improve the accessibility of its services and related information an extensive range of documentation, including this plan and it's associated quarterly monitoring reports, are available via the Council's website

<http://www2.halton.gov.uk/content/councilanddemocracy/council/plansandstrategies>

Additionally information and assistance can be accessed through any of the Council's Halton Direct Link facilities (HDL) or the Council's libraries.

## **7.0 STATUTORY AND NON STATUTORY PLANS**

The following plans and strategy documents are relevant to this service plan:

Community Strategy

Halton BVPP 2007/08

Halton Economic Development and Tourism Strategy 2005-2008

Halton Employment Strategy and Action Plan 2006

Halton Enterprise Strategy and Action Plan 2006

Halton Workforce and Skills Strategy and Action Plan 2006

## **Appendix 1 – High Risks and Associated Mitigation Measures**

To be inserted on completion.



## **Appendix 2 – Equality Impact Assessments – High Priority Actions**

There are no high priority actions for this service.

**Halton Corporate Plan (2006 – 2011) – Council Priorities and Key Areas of Focus.**

**A Healthy Halton**

<b>1</b>	Improving the future health prospects of Halton residents, particularly children, through the encouragement of an improved dietary intake and the availability of nutritionally balanced meals within schools and other Council establishments.
<b>2</b>	Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.
<b>3</b>	Delivering programmes of education to improve the health of Halton residents.
<b>4</b>	Helping people to manage the effects of ill health, disability and disadvantage.
<b>5</b>	Actively managing the environmental factors that are detrimental to good health.
<b>6</b>	Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.
<b>7</b>	Providing services and facilities to maintain existing good health and well-being.

**Halton's Urban Renewal**

<b>8</b>	Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business.
<b>9</b>	Maintaining and developing local transport networks that meet the needs of resident's, businesses and visitors to Halton.
<b>10</b>	Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.
<b>11</b>	Maintaining levels of affordable housing provision within Halton that provides for quality and choice and meets the needs and aspirations of existing and potential residents.
<b>12</b>	Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.

## Children & Young People in Halton

13	Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
14	To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood.
15	To deliver effective services to children and families by making best use of available resources
16	To provide transport facilities that meets the needs of children & young people in Halton accessing education and training.
17	Provide an effective transition for young people from school to employment, through opportunities for work related learning, and post 16 education, voluntary and community work.
18	To reduce the conception rate amongst women under 18 by providing awareness, education and relevant support
19	To ensure a safe environment for children where they are supported and protected from abuse and neglect

## Employment, Learning & Skills in Halton

20	To increase self-confidence and social inclusion by providing opportunities to adults to engage in basic skills learning.
21	To improve access to employment by providing opportunities to enhance employability skills and knowledge
22	Working with employers to identify and secure opportunities for the unemployed.
23	To provide transport facilities that meets the needs of those people in Halton accessing employment and training.
24	To sustain current employment levels by providing practical and financial advice and assistance to those from disadvantaged groups
25	To increase employment opportunities and business start ups in Halton, by developing an enterprise culture

## A Safer Halton

26	Actively encouraging socially responsible behaviour by engaging with Halton's young people and by providing opportunities for them to access and take part in affordable leisure time activities.
27	Reducing the physical effects of anti-social and criminal behaviour
28	Providing and maintaining a highways and footpath network that is safe, accessible, and meets the needs and expectations of those living, working or visiting in Halton.
29	Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.
30	Improving the social and physical well-being of those groups most at risk within the community

## Corporate Effectiveness & Efficient Service Delivery

31	Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.
32	Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access.
33	Ensuring that we are properly structured organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.
34	Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders
35	Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.
36	Ensuring that the Council's land and property portfolio is managed efficiently
37	Ensuring that Council buildings are safe and accessible, meet the needs of service users and the organisation, and comply with legislative requirements
38	Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery.
39	Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information
40	Ensuring that the Council has the right people with the right skills and who are informed and motivated and provided with opportunities for personal development and engagement.



# Environmental and Regulatory Services

## **SERVICE PLAN**

**April 2008 to March 2011**

**Advanced Draft FEB 2008**

## **Contents**

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### *Appendices*

- 1. Service Objectives – High Risks and Mitigation Measures*
- 2. Equality Impact Assessments – High priority actions*
- 3. Corporate Priorities and Key Areas of Focus.*

## 1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified [6 key priorities](#), and a number of associated key Areas of Focus, which, as detailed within the Council's Corporate Plan, are: -

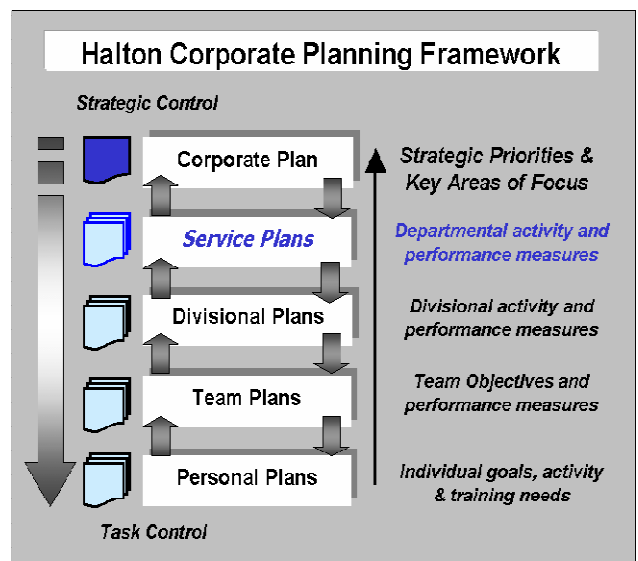
- **A Healthy Halton**
- **Halton's Urban Renewal**
- **Halton's Children & Young People**
- **Employment, Learning & Skills in Halton**
- **A Safer Halton**
- **Corporate Effectiveness & Business Efficiency**

Departmental Service Plans form an integral part of the authority's corporate planning framework, as illustrated below.

This framework ensures that the Council's operational activities are complementary to the delivery of its community aspirations and legal and statutory responsibilities.

Departmental Service Plans are primary documents that communicate:

- The existing and future influences that have informed the shaping of service delivery in the medium term.
- The existing and projected resources that are, or may, be required to deliver services.
- Departmental Service Objectives and Key Milestones that are to be delivered over the next three years.
- Those national and local performance indicators for which the department has a responsibility to report.



Such plans, and the Quarterly Service Plan Monitoring Reports that flow from them, are an essential tool in enabling the public, Elected Members, Senior Management, and staff how well Council departments are performing and what progress is being made in relation to improving the quality of life within the borough and service provision for local people, businesses and service users.

The Strategic Priority and those Areas of Focus that have been most significant in the development of this plan are detailed below: -

Strategic Priority 1:

**A Healthy Halton**

Area of Focus (2)

Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.

Area of Focus (5)

Actively managing the environmental factors that are detrimental to good health.

Strategic Priority 2:

**Halton's Urban Renewal**

Area of Focus (10)

Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.

Area of Focus (12)

Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.

Strategic Priority 5:

**A Safer Halton**

Area of Focus (27)

Reducing the physical effects of anti-social and criminal behaviour

Area of Focus (29)

Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.



Strategic Priority 6:

**Corporate Effectiveness & Efficient Service Delivery**

Area of Focus (31)

Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.

Area of Focus (35)

Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.

## 2.0 SERVICE PROFILE

### 2.1 Purpose

The Environmental and Regulatory Services Department was created on the 1st April 2006, with the purpose of co-ordinating a number of key services which share, as part of their wider objectives, improving the environmental quality of the borough. In particular, the service aims to support and deliver on the corporate objective/vision of providing a modern and high quality urban environment, which is safer and more attractive and which provides for a better quality of life for the boroughs residents.

Within the Department there are four Divisions,

Environmental Health, Enforcement and Building Control  
Landscape Services  
Planning and Policy  
Waste Management Services

These Divisions contribute to the Departments objectives in the following ways,

#### *Environmental Health, Enforcement and Building Control*

Ensures that, through monitoring, regulation and enforcement and advice, residents and businesses can enjoy an environment which is, so far as possible, safe and without risks to their health or welfare.

Ensures high standards in construction work, protecting the health and safety of people in or about buildings and making sure that the requirements of people with disabilities are met.

Provides an enforcement service to ensure a fair and transparent development control system so that proposed development conforms to the development plan and current planning policies.

#### *Landscape Services*

Manages the Borough's 'Natural Assets', by providing safe and attractive parks and open spaces for the enjoyment of the people of Halton and by providing an advice and maintenance service for the other Departments of the Council.

Provides neighbourhood cleansing Streetscene Services.

Nature Conservation including woodland management & local nature reserves

*Planning and Policy*

Development Control

- The processing of planning applications.
- Enforcement action on breaches of planning control.
- Defending appeals against Council planning decisions, land charge searches on planning matters.
- Guidance, design advice & preparation of supplementary planning guidance.
- Encouraging business development and ensuring accurate interpretation of statutes.

Spatial Planning

- The preparation, adoption and monitoring of the Local Development Framework (LDF).
- Development Plan Documents
- Listed building and conservation advice.
- Preparation of Town Centre Strategies, and input into Regional Spatial Strategies.

Survey and Monitoring

- Production of the Evidence Base for the Local Development Framework (LDF).
- Production of statutory monitoring reports assessing the progress of the LDF, the performance of planning policy, land use changes and performance management indicators.
- Management of department data, information and systems, corporate Geographical Information Systems (GIS), graphics and cartography.
- Ordnance Survey Liaison.
- Local Land and Property Gazetteer custodianship.

*Waste Management*

The Department is responsible for developing and delivering strategies to enable the Council to meet its statutory obligations as a principle Litter, Waste Collection and Disposal Authority. Broadly, the Division is responsible for:

- Strategic Waste Management Planning and Strategy Development
- Management of Externally Funded Projects
- Domestic Waste Disposal and Recycling Contracts
- Recycling and Household Waste Centres
- Neighbourhood Recycling Facilities
- Kerbside Recycling Collection Services
- Household Domestic Refuse and Bulky Items Collection
- Commercial Refuse Collection
- Fly Tipping Removal
- Litter Prevention and Legislation Enforcement

- Nuisance and Abandoned Vehicles Removal
- Education and Promotion of Recycling and Waste Minimisation
- Building Cleaning Services and the Management of Public Conveniences

It is becoming increasingly clear that to adapt to the changing pace of new regulation, as well as budgetary pressures, that further refinements to the structures will be required throughout the next 12 months.

## **2.2 Key Messages**

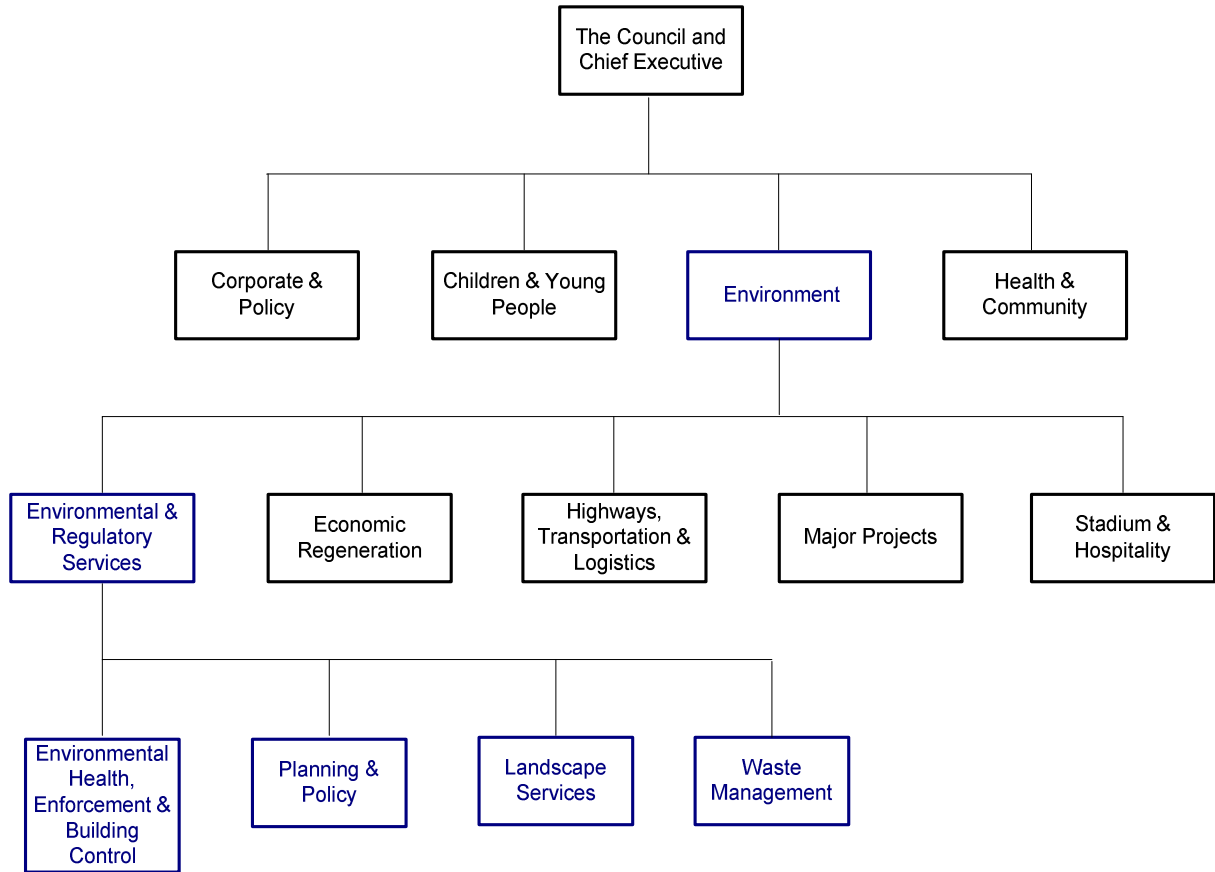
- 2.2.1 The level of burden placed upon the Service through increasing Regulation continues to grow, as does the expectation of service users. A consistent level of demand upon all aspects of the Departments services has remained throughout the last 12 months against a backdrop in many cases of reduced capacity, with the result of reduced performance levels in certain service areas. Re-dressing this situation will be a key focus during the next 12 months.
- 2.2.2 Under the contaminated land provisions contained in Part IIA of the Environmental Protection Act 1990, and the associated Statutory Guidance, local authorities are required to take a strategic approach to inspecting their areas and to describe and publish this in a written strategy. The Inspection Strategy document was published in July 2001. Since publication of the Strategy a number of key tasks have been completed, primarily associated with the collation, management and assessment of data relating to Contaminated Land. Historical data from maps and reports has been collated and stored using the Council's Geographical Information System. Using the GIS potentially contaminated sites have been identified and significant progress has been made in risk screening and prioritisation of land for detailed assessment.
- 2.2.3 As part of our duties under the Environment Protection Act, the Department has been monitoring nitrogen dioxide and particulate matter in several areas in Widnes. Our results show that in some areas the levels are exceeding the objectives, i.e. the pollution levels are higher than what's allowed. DEFRA are recommending that the council consider declaring Air Quality Management Areas at these locations, work on which will continue.
- 2.2.4 There has been a shift in Government Policy on food law enforcement. Previously local authorities have been required to pursue a regime focussed on regulatory outputs. However, there is now an expectation that enforcement is integrated with the work of other agencies to address broader health related outcomes such as heart disease and obesity.
- 2.2.5 The Food Safety Service within environmental health enabled residents of Halton to view risk ratings for all food establishments within the Borough. The service used the risk rating system used to calculate inspection frequencies and convert this into a three star rating system. Each premises was star rated on the council web site giving consumers an indication of the standard of the premises. Risk ratings are reviewed after every inspection as

will the star rating. Each premises received a certificate of their star rating to display but this cannot be made obligatory.

- 2.2.6 All enclosed public places and work places in the Borough became smokefree from 1 July 2007. The legislation applies to nearly all enclosed or substantially enclosed work places where more than one person works whether paid or unpaid. These included offices, factories, shops, pubs, bars, public transport and work vehicles, which are used by more than one person. Volunteering organisations are also covered by the legislation so if, for example, a village hall is holding an event staffed by volunteers, the organiser has a duty of care to ensure the venue is smokefree. The law also means that indoor workplace smoking rooms must disappear. The department produced an enforcement protocol and using resources made available from the department of health embarked on extensive publicity and communication exercises to ensure a smooth introduction of this new regime.
- 2.2.7 The waste management agenda is moving at a great pace and there are powerful economic, environmental, legislative and policy drivers for continued change, including the Waste Strategy for England 2007, the Landfill Directive and the Landfill Tax Escalator. The revised National Waste Strategy set enhanced national household waste recycling and composting targets. In the past, national targets have been translated into different targets at a local level and the Council must continue to increase levels of recycling to meet future targets that are likely to be imposed upon the authority. In order to meet the requirements of the EU Landfill Directive, implemented in England through the Landfill Allowance Trading Scheme (LATS), Waste Disposal Authorities were set diminishing limits on the levels of biodegradable waste permitted to be disposed of at landfill sites. This legislation continues to represent the most significant driver for change, and the one that has the greatest financial impact upon the authority. The department plans to meet future targets, and minimise future cost increases, through delivering a programme of waste reduction initiatives and recycling services, and through the procurement of new residual waste treatment facilities.
- 2.2.8 There has been and continues to be a problem with recruiting staff across the professional regulatory domain which has the potential for affecting the Departments ability to deliver a challenging agenda. There is only a finite pool of available qualified labour to tap into and replacing staff members almost always involves poaching from neighbouring authorities. The end of temporary funding streams such as the Planning Delivery Grant scheme does not help this situation.
- 2.2.9 The Planning and Compulsory Purchase Act 2004 and European Union Regulations, introduced requirements to prepare sustainability appraisals and 'Appropriate Assessment' of the impact on the environment and nature conservation. Similarly, tests of 'soundness' for the Local Development Framework (the replacement Unitary Development Plan) require considerably more public consultation and a more rigorous evidence base.

These requirements have put additional pressures on existing resources and again have the potential to impact upon service delivery.

### 2.3 Organisation Structure



### 3.0 FACTORS AFFECTING THE SERVICE

#### 3.1 External Factors

Key Developments	Timeframe	Comment(s)
<b><i>Political</i></b>		
Liveability Agenda	<b>Ongoing</b>	An integral aspect of meeting the Government's Liveability agenda is the prevention of environmental crime and enforcement of illegal activity such as littering, flytipping and other forms of environmental nuisance. The department will continue to tackle these issues through a co-ordinated approach to its enforcement activities, supported by the delivery of education and awareness raising campaigns.
Climate Change	<b>Ongoing</b>	<p>The management of over 70 hectares of woodland the Department contributes towards reducing carbon emissions by creating a healthy tree stock that is able to fix carbon that has been released into the atmosphere.</p> <p>Waste management activities generate CO2 and methane. The department has a vital role to play in helping to tackle climate change by meeting the aims, objectives and targets contained within its Municipal Waste Management Strategy.</p>
Strong and Prosperous Communities	<b>Ongoing</b>	The Local Government White Paper was published in October 2006. The White Paper builds on the progress in improving the quality of our public services to turn reform into lasting transformation. The Department has restructured and will continue to re-format to deliver quality services.
Building Control	<b>Ongoing</b>	The Future of Building Control published by Department for Communities and Local Government in March 07, acknowledges the Building Regulations ensure that our buildings are safe, sustainable and make a direct contribution to tackling climate change. The delivery of the service and enforcement of the regulations in the coming 12 months will change radically and presents a challenge to the service.
Waste	<b>Ongoing</b>	The developing partnership with the Merseyside

Management		Authorities to deliver future waste management facilities, and the potential wider implications of the Liverpool City Region, will impact upon aspects of the department's services during the life of this plan.
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<b><i>Economic</i></b>		
Better regulation.	<b>Ongoing</b>	As a result of Central Government commissioned reviews the National Audit Office (NAO) will be working with regulators and the Better Regulation Executive (BRE) to develop a process/measure for assessing the performance of regulatory services.
Staffing	<b>Ongoing</b>	The end of temporary funding such as the Planning Delivery Grant will impact the capacity of the service in coming years. Exit strategies have been developed for posts funded by temporary streams. There is a hope that a replacement grant, known as Housing and Planning Delivery Grant, will allow these posts to be continued.
Waste Management	<b>Ongoing</b>	The cost of dealing with waste will rise significantly in the coming years due to the need to implement more complex and comprehensive waste collection and recycling services. New waste treatment facilities will be required to avoid landfill disposal methods.

<b><i>Social</i></b>		
<i>Reformed public services-</i>	<b>Ongoing</b>	The Department is focussed on providing a modern "joined up" service, Many of the requests for assistance received involve a multi-agency response. It is anticipated that these partnerships will become increasingly important.
<i>Work-life balance-</i>	<b>Ongoing</b>	Use of flexible hours and working from home has been used to retain essential staff and skills whilst at the same time accommodating changing work patterns. This is seen as a key challenge for a service where customer expectations are high.
Improving public health and reducing	<b>Ongoing</b>	Production of the Local Development Framework by the Planning Division will implement the land use aspects of the Community Strategy and Local Area



health inequalities and deprivation		Agreements. Through the LDF the Department will help to tackle many of the issues leading to poor health and deprivation. The Department contributes to the promotion of healthy lifestyles by providing quality public parks, children's play areas, safe pedestrian routes and sports fields. The public health agenda requires professionals working within environmental health to position themselves to ensure that their role and skills are understood and valued by other professionals and stakeholders.
The <i>Population and People</i>	<b>Ongoing</b>	Halton's population is changing. The younger and economically active households are leaving the Borough creating implications for services such as schools and an ageing population remains with increasing care and support needs. The challenge for Service, especially Planning, will be to make Halton a more attractive and affordable place for young people and families to live and work; and provide access to the necessary services and facilities required by an older population.
Accessible Waste Services	<b>Ongoing</b>	Working closely with the Community and Voluntary sector the Waste Division plans to deliver services that reflect particular local circumstance (e.g. low car ownership) in order to ensure ease of access to waste recycling services and facilities to all residents of the borough.

<b><i>Technological</i></b>		
Mobile working	<b>Ongoing</b>	Much of the Departments workforce is mobile. Accompanied by the right technology some tasks could be completed in the field. To enable the Department to achieve this vision the technology needs to be dependable, secure, and staff are trained and prepared for the cultural changes that flexible and remote working will involve.
PARSOL, eGovernment and Management Information Systems	<b>Ongoing</b>	Planning and Regulatory Services Online (PARSOL) have published e-Service Delivery Standards for Planning, Environmental Health and Building Control. They are designed to help professionals to deliver faster, more joined-up and integrated services. The Department will continue to follow best practice initiatives in this area. To ensure

		continued cost effective and efficient service deliver, the department will invest in Vehicle management systems, data capture and surveillance equipment.
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<b>Legislative</b>		
<i>Planning for a Sustainable Future</i>	<b>Ongoing</b>	<p>The Planning White Paper of May 2007 sets out detailed proposals for reform of the planning system to improving the speed, responsiveness and efficiency in land use planning, and to reform major infrastructure planning. The Government proposes that new legislation and regulations to implement these reforms will take place by the end of 2007 and during 2008.</p> <p>The Government's Housing Green Paper published of July 2007 seeks views on the Government's proposals to increase the supply of housing, to provide well designed and greener homes that are supported by infrastructure and to provide more affordable homes to buy or rent.</p>
The Planning and Compulsory Purchase	<b>Ongoing</b>	<p>The Planning and Compulsory Purchase Act 2004 and European Union Regulations, introduced requirements to prepare sustainability appraisals and 'Appropriate Assessment' of the impact on the environment and nature conservation. Tests of 'soundness' for the Local Development Framework require considerably more public consultation and a more rigorous evidence base. These requirements increase the financial cost of producing plans and increase the timescales for their completion.</p>
Waste Management	<b>Ongoing</b>	<p>Meeting legislative and policy requirements will continue to guide the activities of the department, and have a continued and significant impact upon resources.</p> <p>The new 'Regulatory Enforcement Sanction Bill' allows local authorities to impose 'civil penalties' for environmental offences, and includes the powers to recover local authority costs. The department will contribute to both local and national campaigns aimed at effecting behavioural change, through public participation and enforcement, all of which is associated with central Government policy forming the Crime and Disorder Partnership.</p>

### **Protecting our environment**

Awareness of Climate Change is growing and the Council is committed to taking a lead and setting an example in tackling the associated problems. A corporate Climate Change Action Plan is being prepared, but each department can make its own contribution.

Consideration will be given throughout the life of the Service Plan to ways in which support can be given to the action plan and to identify and implement opportunities to reduce any contribution to Climate Change and to promote best practice in the reduction of carbon emissions.

The Council has signed up to the Local Authority Carbon Management Programme in the early part of 2007/08. The programme will guide the Council through a systematic analysis of its carbon footprint, outline opportunities to help manage carbon emissions, develop Action Plans for realising carbon and financial savings; and embed carbon management into the authority's day-to-day business.

As part of the programme the Council has developed a Carbon Management Strategy and Implementation to reduce energy bills and carbon emissions over the next five years. Through the Strategy and Implementation Plan, Council services will need to encourage closer examination of their policies around procurement, transport and the use of renewable energy.

The Department is currently updating the Council's Municipal Waste Management strategy, a document that will provide an overarching framework to inform the development of waste prevention and recycling plans. The services and initiatives contained within these plans will be implemented throughout the life of this plan to ensure that level of bio-degradable waste sent to landfill for disposal is continually reduced.

Under the contaminated land provisions contained in Part IIA of the Environmental Protection Act 1990, and the associated Statutory Guidance, local authorities are required to take a strategic approach to inspecting their areas and to describe and publish this in a written strategy. The strategy provides inspection arrangements and procedures, but also a justification for, and transparency in, Halton's decisions on how they will inspect their areas for contaminated land. Outside of the formal Contaminated Land process several large projects are also addressing significant Contaminated Land problems. The key project and the focus of considerable resource now and over the next five years is the Mersey Gateway Bridge. This and other large developments are anticipated to tackle many of the potentially contaminated sites; therefore whilst not formally part of the Part IIA process they do form a significant part of the workload for the contaminated land team over the next five years.

The Environment Act 1995 imposes an ongoing obligation on local authorities to review and assess the current, and likely future, air quality in their areas against nationally determined air quality objectives. Local authorities are required to issue an order for any area where air quality standards are not being met, designating it an air quality management area (AQMA). Where a local authority has declared an AQMA they must carry out further assessments and draw up an action plan specifying the measures to be carried out and the timescale to improve air quality in the area to within the prescribed objective limits

### **3.2 Service Developments**

In February 2008 the Landscape Services Division was restructured so that it can focus in its key areas of delivery in the coming decade. The new structure gives a clear management focus to Design and Conservation, Parks Management, Streetscene Services and delivery of external contract works.

Landscape related industry awards show through independent assessment and verification that the service continued to reach standards that are amongst the highest nationally. Green Flag awards gained and retained,

Hough Green Park, 6th year of award  
Pickering's Pasture LNR, 7th year of award  
Runcorn Hill Park and LNR, 8th year of award  
Rock Park, 4th year of award  
Victoria Park, 1st year of award  
Wigg Island, 2nd year of award

The Department is a member of the APSE Performance Network through which it benchmarks its performance against other similar authorities. The APSE Performance Report produced in December 2007 and based upon performance data collected during the financial year 2006/7 shows that the Division is in the highest Quartile for quality of service delivered, in the lowest Quartile for price per hectare, one of the most productive services in terms of number of hectares managed per employee and provides the cheapest landscape maintenance service on its highway estate.

The Planning Division has been implementing the Local Development Scheme, a 3-year project plan for the production of development plan and supplementary planning documents that together form the Local Development Framework (LDF). Over the next three years it is expected that the Core strategy part of the LDF and attendant planning documents will be progressed. Progress will be reported in the statutory Annual Monitoring Report and quarterly reports where necessary. In order to fulfil statutory requirements the LDF must be accompanied by a robust and sound evidence base to fully justify the policy produced. As part of this evidence base detailed land use compendiums, covering all land uses, were completed together with a multitude of other studies including strategic flood risk assessments, strategic housing land availability assessment, employment land study, habitat regulations assessment and sustainability appraisal. These documents form an essential part of the scrutiny and review process. To ensure wide consultation and transparency the evidence base has been made available to the corporate geographical information systems (GIS) and also has been made available through the Council's website and public access GIS. The production of the LDF and the evidence base will remain key Department priorities in the future.

A major task for the Department over the next two years will be the processing and consultation on the forthcoming planning application for the Mersey Gateway transport scheme. This will be followed by preparation for a public inquiry and will have considerable resource implications for staff time.

The Council has made significant progress in performance in recent years and these are reflected in improved recycling and composting rates that have risen to 25% in 2006/7. In October 2007 the department introduced a pilot kerbside multi-material recycling collection service to approximately 6,000 properties. It

is planned to expand this service to all remaining properties in Halton over the next 2-3 years as part of a Waste Action Plan, that will also see the expansion of other neighbourhood recycling initiatives. The services and initiatives within the Waste Action Plan will see the Council's recycling performance increasing to at least 30% by 2010. It is acknowledged that this minimum target falls behind the national ambition but is an acknowledgement of local circumstance and resources available to meet this agenda. It is imperative that Halton finds cost effective methods of diverting waste from landfill disposal and this challenge will continue over the lifetime of this service plan, endorsing the appearance of this issue under Key Messages.

### **3.3 Efficiency Improvements**

As a result of the integration of the Environmental Health, Planning, Waste and Landscape services in July 2006, the structure of the department was fundamentally changed to maximise functional relationships, avoid duplication and to maximise efficiencies.

Efficiency gains as well as budgetary savings were delivered through further changes to the delivery of combined enforcement and regulation. In addition, a review of special support and administrative needs is underway. The process involves surveying staff to establish where standard and repetitive tasks can be automated or aggregated to free officer time. As a consequence the role of support staff will be re-engineered. In 2008/09 net savings of £120,000 will be delivered as part of the on-going restructuring of the Department focusing on the Waste and Landscape Divisions during 2008/9.

The Department will benefit from both financial and quality efficiencies as a result of working in Partnership with the Merseyside authorities for the procurement of long-term waste management contracts. We will continue to strengthen and formalise joint arrangements with those authorities, and other suitable partners, where efficiencies can be gained. In particular economies of scale will be sought in the procurement of joint waste facilities.

Further work will be carried out during the coming 12 months to explore the benefits of delivering further services in partnership with neighbouring authorities or by external agencies. Areas to be considered are: Planning Policy Development; Building Control; Pest Control.

### **3.4 National, Regional & Sub-Regional Focus**

The outcome of the Review of Enforcement in Environmental Regulation, undertaken by DEFRA, is to be tough on serious offenders, but to give enforcers the flexibility to deal more proportionately with businesses that try to protect the environment. It has looked at enforcement processes for existing regulations, from the actions of courts and enforcers like local authorities, to how the wider community can assist effective enforcement. The community includes individuals, community groups, national non-governmental organisations and businesses.

The Department has been involved in the strategic development of a new unit for 'Urban Spaces' called CAFE Space (Commission for Architecture and the Built Environment) that will champion the role of urban parks and green spaces, provide a national voice and potentially secure greater resources. Development of CAFE Space will be monitored to determine how Halton can benefit from any initiatives it produces.

The Department has also been involved in setting up a regional North West Parks and Green Spaces Forum, the objectives of which are similar to those of CAFE Space but with a specific regional and local authority focus.

Issues arising in the new RSS (Regional Spatial Strategy) are of significant importance to Halton and our LDF (Local Development Framework). The RSS will be used, together with the UDP (Unitary Development Plan), to determine planning applications. It is essential to ensure that the RSS reflects Halton's corporate policies, plans and objectives.

The RSS, together with Merseyside Authorities Joint Waste Development Plan will also affect the provision of waste management and treatment facilities in the region, Merseyside, and Halton. The type, scale and location of such facilities will have a direct impact upon the Councils waste management strategy, and associated costs.

The Waste Strategy for England 2007, has set new national targets for recycling and composting as follows:

- To recycle or compost at least 40% of household waste by 2010
- To recycle or compost at least 50% of household waste by 2020

Proposals to meet these targets include,

- Placing greater focus on waste prevention.
- Developing a recycling and re-use culture, having people see waste as a resource.
- Recovering more resources from business waste.
- Securing technologically efficient investment in the treatment of Waste
- Measures to promote recycling in public spaces

Recent Government consultations have also included detailed financial incentives for members of the public to recycle. The Council's Waste Strategy will take account of the proposals and ensure consistency with the Regional Waste Management Strategy (RWMS).

There is a strong commitment in the North West region towards adopting and adhering to sustainable development principles in all aspects of regional activities. The 'Action for Sustainability' programme (coordinated by the North West Regional Assembly) represents a regional framework and provides a strategic basis for the promotion of relevant issues within the region. The programme has identified key areas of priority as:-

- Energy & Climate Change
- Sustainable Consumption & Production
- Natural Resource Protection & Environmental Enhancement
- Sustainable Communities

### **3.5 Equality and Diversity**

Halton Council is committed to ensuring equality of opportunity within all aspects of its service delivery, policy development and as an employer. This commitment is reflected in a range of policies, strategies and framework documents that underpin the work of the Council in its day-to-day operation and in the services that it delivers.

This commitment is encapsulated in the equal opportunities policy that the Council has adopted. The policy sets out the Council's approach to promoting equal opportunities; valuing diversity and encouraging fairness and justice; and providing equal chances for everyone in Halton to work, learn and live free from discrimination and victimisation. The Council will combat discrimination throughout the organisation and will use its position of influence in the Borough, wherever possible, to help to identify and overcome discriminatory barriers that may exist.

Each year Departments undertake Equality Impact Assessments to examine the equality implications of all of their policies, procedures and practices. As a result an Equality Action Plan is developed to identify those issues that demand attention. This forms a contribution to the overall Corporate Equalities Plan.

As a result of such assessments any high priority actions that have been identified, that fall within the life of this plan, are detailed in section 5.

### **3.6 Unforeseen Developments**

Whilst every effort has been made to identify those significant developments that may influence or impact upon the service during the life of this plan the possibility exists that unforeseen developments may occur that need to be considered as and when they arise. Such developments will be detailed and commented upon as appropriate in the sections dealing with key developments or emerging issues within the relevant Service Plan Quarterly Monitoring Reports.

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of any unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

All reports to the Policy and Performance Boards, with the exception of Part II items, are publicly available documents and can be accessed through the Council's website at <http://www2.halton.gov.uk/>



## 4.0 RESOURCES

### 4.1 Budget Summary and Service Costs

**Insert extracts from budget book**

### 4.2 Human Resource Requirements

Table: Number of F.T.E. Staff

	<b>Environment al Health, Enforcement &amp; Building Control</b>	<b>Planning &amp; Policy</b>	<b>Landscape Services</b>	<b>Waste Management</b>
2007 / 08	46	25	128	268
2008 / 09	44	24	126	260

The significant changes that will affect the operation of the Department over the next 3 years as a result of the in external influences as detailed in Para 4.1 will affect the resource requirements of the Department, however, the details of those requirements are not yet know. During 2008/2009 on-going internal re-organisations within the Waste and Landscape Divisions will start to be implemented which may impact upon overall staffing numbers.

### 4.3 ICT Requirements

There is a need to ensure that the best return on investment in systems and annual maintenance is achieved. Core Department software, including GIS, requires updating to allow legislative changes to be incorporated, functionality extended, 'bugs' to be fixed, and each system keep pace with technological progress as system vendors such as Microsoft and Oracle de-support their older systems.

Key elements in terms of significant new hardware, software, training and ICT staff resources over the next three years will include:

- Further investment in the PARSOL (Planning and Regulatory Services Online) software 'tool kit' to improve accessibility of Planning, Building Control and Environmental Health services.
- Improved internal standards and streamlining of data collection for service monitoring and management particularly in the areas of waste disposal and in green space management.
- Improved on-line payments for documents, regulatory applications and other services.
- Expansion and development of mobile technology for site inspection work for Environmental Health, Enforcement, Streetscene and Building

Control. The technology will provide in-office systems to those in the field allowing data processing to be carried out 'on-the-job'.

- Full electronic document retrieval, record and workflow management system in Development Control, Spatial Planning and Building Control. This will use the in-house CSD system produced by ICT.
- Some Divisions will need to upgrade their core Windows 2000 software to Windows XP to allow core business software to be supported by vendors.

#### **4.4 Accommodation and Property Requirements**

- The Planning Policy and Environmental Health Divisions are located in Rutland House and has no short -term accommodation needs.
- The long-term operational requirements of the Waste and Landscape Divisions are being currently being reviewed, however, it is intended to relocate Waste Managements management and support officers to Rutland House during 2008/09.

The development of services delivery models, in particular considerations of joint delivery protocols with nearby authorities may influence requirements.

## 5.0 SERVICE PERFORMANCE

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and / or its statutory responsibilities. The service utilises a variety of measures and targets to enable performance against the service plan to be tracked, monitored, and reported. Details of these measures and targets are given below.

- **Objectives and Key Milestones.** These show the major events in the work of the Department that are planned to take place during 2008–11, such as the launch of new initiatives progress on major projects or the delivery of business critical activity. Objectives and Milestones are clearly linked to the appropriate Key Areas of Focus in the Corporate Plan 2006-11.
- **National Performance Indicators.** This is a national set of 198 indicators that have been prescribed by Central Government that are intended to measure the extent to which authorities are operating effectively and efficiently and are delivering upon both national and local priorities.
- **Local Performance Indicators.** These are indicators that have been developed by the Council and any relevant non-statutory indicators that have been adopted from national or other sources.
- **Local Area Agreement.** The Local Area Agreement (LAA) is a three-year agreement based on Halton's Community Strategy. The second round LAA commenced on 1<sup>st</sup> April 2008, and included within it are improvement targets for the Borough of Halton to which both the Council, and its partners will contribute.

The LAA contains 86 key targets addressing all of the priority issues identified in both the Community Strategy, and the Council's Corporate Plan. Of the 86 key targets, 34 are mandatory and also included are the 12 LPSA targets to which the Council signed up.

Many of the objectives contained within the current service plans are designed to support the achievement of LAA targets. A full version of Halton's LAA can be viewed on the Halton Strategic Partnership Website at [http://www.haltonpartnership.net/site/images/stories//laa\\_final\\_\(march\\_2007\).pdf](http://www.haltonpartnership.net/site/images/stories//laa_final_(march_2007).pdf)

Progress against the achievement of LAA targets is reported to all stakeholders at regular intervals. Following the establishment of the LAA, plans are being formulated to ensure that in future years the LAA and the Council's service plans are completely aligned.

## 5.1 Service Objectives –

(NB Other than by exception those service objectives and/or Key Milestones shown in *italics* will only be reported at Quarter 2 (half-year) and Quarter 4 (year-end.)

<b>Corporate Priority:</b>	<b>A Healthy Halton A Safer Halton</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 2</b> Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles. <b>AOF 29</b> Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.

<b>Service Objective:</b>	<b>EAR 1 - Continue Borough-wide Playground Refurbishment Project to ensure compliance with national standard.</b>
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Key Milestones		Responsible Officer		
2008 - 09	<ul style="list-style-type: none"> <li>Establish funding and agree 2 playground refurbishments (which will take place in the financial year 08/09). <b>Jun 2008.</b> (AOF2 &amp; 29)</li> </ul>	Divisional Manager Landscape Services		
	<ul style="list-style-type: none"> <li><i>Monitor and report the success of playground refurbishment. <b>Mar 2009.</b></i> (AOF2 &amp; 29)</li> </ul>	Divisional Manager Landscape Services		
2009 - 10	<ul style="list-style-type: none"> <li>Establish funding and agree 2 playground refurbishments (which will take place in the financial year 09/10). <b>Jun 2009.</b> (AOF2 &amp; 29)</li> </ul>	Divisional Manager Landscape Services		
	<ul style="list-style-type: none"> <li><i>Monitor and report the success of playground refurbishment. <b>Mar 2010.</b></i> (AOF2 &amp; 29)</li> </ul>	Divisional Manager Landscape Services		
2010 - 11	<ul style="list-style-type: none"> <li>Establish funding and agree 2 playground refurbishments (which will take place in the financial year 10/11). <b>Jul 2010.</b> (AOF2 &amp; 29)</li> </ul>	Divisional Manager Landscape Services		
	<ul style="list-style-type: none"> <li><i>Monitor and report success of playground refurbishment. <b>Mar 2011.</b></i> (AOF2 &amp; 29)</li> </ul>	Divisional Manager Landscape Services		
<b>Risk Assessment</b>	<b>Initial</b>	Medium	<b>Linked Indicators</b>	EAR LI1
	<b>Residual</b>	Medium		

<b>Corporate Priority:</b>	<b>A Healthy Halton Halton's Urban Renewal A Safer Halton</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 2</b> Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles. <b>AOF 12</b> Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces. <b>AOF 29</b> Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.

<b>Service Objective:</b>	<b>EAR 2 - Continue to improve Parks, Sports Grounds, Open Spaces and Local Nature Reserves (LNR's).</b>
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<b>Key Milestones</b>		<b>Responsible Officer</b>						
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>Secure 8 Green Flag Awards (1. Hough Green Park, 2. Pickerings Pasture LNR, 3. Phoenix Park, 4. Rock Park, 5. Runcorn Hill Park &amp; LNR, 6. Victoria Park, 7. Victoria Promenade, 8. Wigg Island Community Park). <b>Jul 2008.</b> (AOF2 &amp; 12)</li> </ul>	Divisional Manager, Landscape Services						
	<ul style="list-style-type: none"> <li>Secure funding, from the National Lottery Fund, for Runcorn Hill Park &amp; LNR restoration. <b>Jun 2008.</b> (AOF2 &amp; 12)</li> </ul>	Divisional Manager, Landscape Services						
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Secure 9 Green Flag Awards (This will be achieved by submitting an additional site, Runcorn Town Hall Park, for the award). <b>Aug 2009.</b> (AOF29 &amp; 12)</li> </ul>	Divisional Manager, Landscape Services						
	<ul style="list-style-type: none"> <li>Secure funding to deliver the Wild About Halton Programme. (The programme promotes the nature reserves in Halton and in particular the engagement of the local community with biodiversity). <b>Apr 2009.</b> (AOF29 &amp; 12)</li> </ul>	Divisional Manager, Landscape Services						
<b>2010 -11</b>	<ul style="list-style-type: none"> <li>Secure 10 Green Flag Award Parks (This will be achieved by submitting an additional site, Spike Island, for the award). <b>Aug 2010.</b> (AOF29 &amp; 12)</li> </ul>	Divisional Manager, Landscape Services						
	<ul style="list-style-type: none"> <li><i>Extend Oxmoor LNR in partnership with adjacent landowners including United Utilities by six hectares. This will provide additional species rich habitat which would be available for public use. <b>Mar 2011.</b> (AOF29 &amp; 12)</i></li> </ul>	Divisional Manager, Landscape Services						
<b>Risk Assessment</b>	<table border="1"> <tr> <td><b>Initial</b></td> <td>Medium</td> <td rowspan="2"><b>Linked Indicators</b></td> <td rowspan="2">EAR LI13</td> </tr> <tr> <td><b>Residual</b></td> <td>Medium</td> </tr> </table>	<b>Initial</b>	Medium	<b>Linked Indicators</b>	EAR LI13	<b>Residual</b>	Medium	
<b>Initial</b>	Medium	<b>Linked Indicators</b>	EAR LI13					
<b>Residual</b>	Medium							

<b>Corporate Priority:</b>	<b>Halton's Urban Renewal</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 10</b> Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.

<b>Service Objective:</b>	<b>EAR 3 - To prepare and adopt a local development framework (LDF) and to review the LDF on a regular basis ensuring that an up to date development plan is available (statutory requirement). To achieve this by producing the following targets:-</b>
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<b>Key Milestones</b>		<b>Responsible Officer</b>		
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>Adoption of the Planning for Risk SPD. (This document decides how new developments, which could create significant potential off site accidental risks, should be balanced against the benefits they will bring). <b>Apr 2008.</b> (AOF10)</li> </ul>	Divisional Manager, Planning Services		
	<ul style="list-style-type: none"> <li>Adoption of the Core Strategy. (The Core Strategy will set out a vision, spacial objectives and core ploicies for the future development of the Borough to 2021). <b>Jan 2009.</b> (AOF10)</li> </ul>	Divisional Manager, Planning Services		
	<ul style="list-style-type: none"> <li>Adoption of the Southern Widnes Regeneration Area SPD. (This document provides the policies and proposals for the comprehensive development/redevelopment of the Southern Widnes area). <b>Mar 2009.</b> (AOF10)</li> </ul>	Divisional Manager, Planning Services		
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Adoption of the Greening the Legacy SPD. (This will set out the strategy to "green" brownfield sites within Halton which are presently unsuitable/uneconomic for built development due to contamination, as well as the details for planning agreements). <b>Jul 2009.</b> (AOF10)</li> </ul>	Divisional Manager, Planning Services		
<b>2010 -11</b>	There are no milestones for this year.			
<b>Risk Assessment</b>	<b>Initial</b>	High	<b>Linked Indicators</b>	No indicators
	<b>Residual</b>	Medium		

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Efficient Service Delivery</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 31</b> Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.

<b>Service Objective:</b>	<b>EAR 4 - Implementation of actions to meet the objectives of the Council's Waste Management Strategy</b>
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	<b>Key Milestones</b>	<b>Responsible Officer</b>
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>Extension to kerbside multi-material recycling service. (The new scheme will see the existing paper collection scheme, in designated areas, increased from four-weekly to fortnightly collections to include cardboard, plastic bottles, cans, glass bottles and jars). By no later than <b>Sep 2008</b>. (AOF31)</li> </ul>	Divisional Manager, Waste Management
	<ul style="list-style-type: none"> <li>Extension to kerbside green waste collection service. (The extension will cover an additional 3000 homes). <b>Jun 2008</b>. (AOF31)</li> </ul>	Divisional Manager, Waste Management
	<ul style="list-style-type: none"> <li>Extension to the network of neighbourhood recycling 'Bring Sites'. (These are sites where residents can bring materials to be recycled e.g. glass,paper, but no shoes or light bulbs. An additional two sites will be implemented). <b>Oct 2008</b>. (AOF31)</li> </ul>	Divisional Manager, Waste Management
	<ul style="list-style-type: none"> <li>Development and delivery of a co-ordinated Environmental Education Campaign. (This will promote environmental stewardship to residents and businesses). <b>Oct 2008</b>. (AOF31)</li> </ul>	Divisional Manager, Waste Management
	<ul style="list-style-type: none"> <li>Extension to wheeled bin kerbside paper recycling collection service (the extension will provide blue bins to all suitable properties) by no later than <b>Mar 2009</b>. (AOF31)</li> </ul>	Divisional Manager, Waste Management
	<ul style="list-style-type: none"> <li>Introduction of pilot kerbside battery recycling collection scheme. By no later than <b>Oct 2008</b>. (AOF31)</li> </ul>	Divisional Manager, Waste Management
	<ul style="list-style-type: none"> <li>Develop a Waste Prevention Strategy. <b>Sep 2008</b>. (AOF31)</li> </ul>	Divisional Manager, Waste Management
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Extension of kerbside multi-material recycling service to all properties. <b>Sep 2009</b>. (AOF31)</li> </ul>	Divisional Manager, Waste Management

	<ul style="list-style-type: none"> <li>Extension to the network of neighbourhood recycling 'Bring Sites'. (An additional 2 sites will be implemented). <b>Oct 2009.</b> (AOF31)</li> </ul>	Divisional Manager, Waste Management		
	<ul style="list-style-type: none"> <li>Extension of the kerbside battery recycling collection scheme. <b>Oct 2009.</b> (AOF31)</li> </ul>	Divisional Manager, Waste Management		
<b>2010 -11</b>	There are no milestones for this year.			
<b>Risk Assessment</b>	<b>Initial</b>	High	<b>Linked Indicators</b>	EAR LI9, 10, 11 & 12
	<b>Residual</b>	Medium		



<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Efficient Service Delivery</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 35</b> Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.

<b>Service Objective:</b>	<b>EAR 5 - To procure waste management facilities/services to meet the requirements of the Council's Municipal Waste Management Strategy.</b>
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Key Milestones			Responsible Officer	
2008 - 09	<ul style="list-style-type: none"> <li>Commencement of new Waste Management and Recycling Contract. (This contract will allow economies of scale to be derived in waste transfer, recycling and household waste sites as Halton joins in joint procurement with the other Merseyside Authorities). <b>Oct 2008.</b> (AOF35)</li> </ul>		Divisional Manager, Waste Management	
2009 - 10	<ul style="list-style-type: none"> <li>Preferred bidder selected for Resource Recover Contract. (This relates to residual waste left over after other treatments. This contract is part of the joint Merseyside Contract being procured by the Merseyside Authorities). <b>Mar 2010.</b> (AOF35)</li> </ul>		Divisional Manager, Waste Management	
2010 -11	<ul style="list-style-type: none"> <li>Resource Recover contract awarded to preferred bidder. <b>01/05/2010.</b> (AOF35)</li> </ul>		Divisional Manager, Waste Management	
Risk Assessment	Initial	High	Linked Indicators	EAR LI9, 10 & 11
	Residual	Medium		

<b>Corporate Priority:</b>	<b>A Safer Halton</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 27</b> Reducing the physical effects of anti-social and criminal behaviour <b>AOF 29</b> Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.

<b>Service Objective:</b>	<b>EAR 6 - To develop and publish an integrated Environmental Nuisance Prevention and Enforcement Strategy. (This strategy will allow a co-ordinated response from the Service to reported nuisances and their remedy. A key aim is the attendance of one officer to deal with all nuisance issues on site).</b>
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<b>Key Milestones</b>			<b>Responsible Officer</b>	
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>Develop a Strategy in consultation with relevant HBC officers and external agencies and other stakeholders. <b>Jan 2009.</b> (AOF27 &amp; 29)</li> </ul>		Divisional Manager, Waste Management	
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Implement actions to meet the commitments of the Strategy. <b>Mar 2010.</b> (AOF27 &amp; 29)</li> </ul>		Divisional Manager, Waste Management	
	<ul style="list-style-type: none"> <li>Review and update Strategy as necessary. <b>Mar 2010.</b> (AOF27 &amp; 29)</li> </ul>		Divisional Manager, Waste management	
<b>2010 -11</b>	<ul style="list-style-type: none"> <li>Continue to implement actions to meet the commitments of the Strategy. <b>Mar 2011.</b> (AOF27 &amp; 29)</li> </ul>		Divisional Manager, Waste Management	
	<ul style="list-style-type: none"> <li>Review and update Strategy as necessary. <b>Mar 2011.</b> (AOF27 &amp; 29)</li> </ul>		Divisional Manager, Waste Management	
<b>Risk Assessment</b>	<b>Initial</b>	Medium	<b>Linked Indicators</b>	NI 195, NI 196
	<b>Residual</b>	Medium		

<b>Corporate Priority:</b>	<b>A Safer Halton</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 29</b> Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.

<b>Service Objective:</b>	<b>EAR 7 - Carry out local Streetscene environmental improvements. (Street Scene is part of the Council's Environment Directorate that incorporates a number of services that have an important impact on the "street" and public open spaces in terms of their appearance and condition. It is one of the few services that in some way affects everyone using the Borough. Keeping our streets and our open spaces looking clean and tidy and well maintained).</b>
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<b>Key Milestones</b>			<b>Responsible Officer</b>	
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>Undertake 20 small scale environmental improvements. Will include items such as installation of new street furniture, repair of existing street furniture and improvements to soft landscape. <b>Dec 2008.</b> (AOF29)</li> </ul>		Divisional Manager Landscape Services	
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Undertake 20 small scale environmental improvements. Items will include installation of new street furniture, refurbishment of existing street furniture and small scale soft landscape improvements. <b>Dec 2009.</b> (AOF29)</li> </ul>		Divisional Manager Landscape Services	
<b>2010 -11</b>	<ul style="list-style-type: none"> <li>Undertake 20 small scale environmental improvements. Items to include installation of new street furniture, refurbishment of existing street furniture and small scale soft landscape improvements. <b>Dec 2010.</b> (AOF29)</li> </ul>		Divisional Manager Landscape Services	
<b>Risk Assessment</b>	<b>Initial</b>	Low	<b>Linked Indicators</b>	No relevant indicators
	<b>Residual</b>	Low		

<b>Corporate Priority:</b>	<b>A Healthy Halton</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 5</b> Actively managing the environmental factors that are detrimental to good health.

<b>Service Objective:</b>	<b>EAR 8 - Impement the Contaminated Land Inspection Strategy. Take a strategic approach to inspecting the borough for potentially contaminated land under the provisions contained in Part IIA of the Environmental Protection Act 1990, and to describe and publish this in a written strategy.</b>
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Key Milestones			Responsible Officer
2008 - 09	<ul style="list-style-type: none"> <li>Continue to identify and classify potentially contaminated sites from available data. <b>Mar 2009.</b> (AOF5)</li> </ul>		Principal Contaminated Land Officer
	<ul style="list-style-type: none"> <li>Continue comparing the potentially contaminative land uses to information on pathways and receptors and categorise into risk categories A B and C. (Ordered and rational manner to identify and prioritise sites. Categories are a broad risk assessment with A as the highest category and 1400 potential sites). <b>Mar 2009.</b> (AOF5)</li> </ul>		Principal Contaminated Land Officer
	<ul style="list-style-type: none"> <li>Complete the identification of the Group A, B and C sites. <b>Mar 2009.</b> (AOF5)</li> </ul>		Principal Contaminated Land Officer
	<ul style="list-style-type: none"> <li>Commence detailed inspections of high risk sites (group A) <b>Mar 2009.</b> (AOF5)</li> </ul>		Principal Contaminated Land Officer
2009 - 10	<ul style="list-style-type: none"> <li>Continue detailed inspection of sites commencing with risk group A. <b>Mar 2010.</b> (AOF5)</li> </ul>		Principal Contaminated Land Officer
2010 -11	<ul style="list-style-type: none"> <li>Complete the detailed inspection of 25% of the Group A sites. ( Once inspections are complete it will be necessary to decide on levels of risk presented by each site and either implement remediation or prioritise down to a lower category). <b>Mar 2011.</b> (AOF5)</li> </ul>		Principal Contaminated Land Officer
	<ul style="list-style-type: none"> <li>Review the Contaminated Land Inspection Strategy originally produced in 2001, and last reviewed in 2006. <b>Sep 2010.</b> (AOF5)</li> </ul>		Principal Contaminated Land Officer
<b>Risk Assessment</b>	<b>Initial</b>	Medium	<b>Linked Indicators</b>
	<b>Residual</b>	Low	

## 5.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
<b>Corporate Health</b>											
There are presently no indicators of this type identified for the service											
<b>Cost &amp; Efficiency</b>											
There are presently no indicators of this type identified for the service											
<b>Fair Access</b>											
There are presently no indicators of this type identified for the service											
<b>Quality</b>											
EAR LI13	Resident satisfaction with parks and open spaces (Previously BVPI 119e)	CP2 AOF12	77	77	73	67.5	N/a	N/a	TBC	TBC	TBC
EAR LI14	Score against a checklist of enforcement best practice for Environmental Health (Previously BVPI 166b)	CP1 AOF7	82.35	100	100	100	100	TBC	100	100	100
EAR LI2	Greenstat-Survey, satisfaction with the standard of cleanliness and maintenance of parks and green spaces.	CP2 AOF12 CP5 AOF29	77	-	-	-	84	TBC	88	90	92
EAR LI3	Number of Green Flag Awards for Halton.	CP2 AOF12	6	-	-	-	8	TBC	9	10	11
EAR LI7	% of residents satisfied with the cleansing standards in Halton.	CP1 AOF7	68.8	-	-	-	72	TBC	75	80	85

<sup>1</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
NI 182	Satisfaction of business with local authority regulation services	CP6 AOF32	N/a	-	-	-	N/a	N/a	TBC	TBC	TBC
<b>Service Delivery</b>											
<b><u>EAR LI9</u></b>	% of household waste arisings sent for recycling (Previously BVPI 82ai)	CP1 AOF7	14.57	22.87	19.23	15.78	15	TBC	16	17	18
<b><u>EAR LI10</u></b>	% of household waste arisings composted or sent for treatment by anaerobic digestion (Previously BVPI 82bi)	CP1 AOF7	10.43	15.53	10.21	5.48	11	TBC	12	12	12
<b><u>EAR LI11</u></b>	% of household waste arisings landfilled (Previously BVPI 82di)	CP1 AOF7	75	55.62	65.24	71.68	74	TBC	72	71	70
<b><u>EAR LI12</u></b>	% of households served by a kerbside collection of at least 2 recyclables (Previously BVPI 91b)	CP1 AOF7	61.3	100	98.6	93.45	61.3	61.3	80	100	100
EAR LI15	Identifying Contaminated Land: Sites of potential concern with land contamination (Previously BVPI 216a)	CP5 AOF30	258	-	-	-	1393	TBC	TBC	TBC	TBC
EAR LI16	Identifying Contaminated Land: % of sites with information to decide if remediation is necessary (Previously BVPI 216b)	CP5 AOF30	9	10	4	2	1	TBC	TBC	TBC	TBC

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
EAR LI17	% of pollution control improvements to existing installations completed on time (Previously BVPI 217)	CP5 AOF30	90	100	100	93	90	100	90	90	90
EAR LI18	% of new reports of abandoned vehicles investigated within 24 hours of notification (Previously BVPI 218a)	CP5 AOF27	74.92	98.55	92.54	82	95	TBC	95	95	95
<u>EAR LI1</u>	% of playgrounds that conform to national standards for locally equipped areas.	CP2 AOF12 CP5 AOF29	66	-	-	-	77.7	TBC	80	85	90
<u>EAR LI5</u>	% of incidents of offensive graffiti responded to within 24 hours of notification.	CP5 AOF27	82.35	-	-	-	95	TBC	95	95	95
<u>EAR LI6</u>	% of incidents of fly-tipping responded to within 48 hours.	CP5 AOF27	96.41	-	-	-	98	TBC	98	98	98
<u>EAR LI8</u>	Greenstat-Survey, Satisfaction with the standard of maintenance of trees, flowers and flower beds.	CP2 AOF12 CP5 AOF29	N/a	-	-	-	N/a	TBC	75	80	85
NI 189	Flood and coastal erosion risk management	CP2 AOF8		-	-	-					
NI 190	Achievement in meeting standards for the control system for animal health	CP1 AOF7		-	-	-					

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
NI 191	Residual household waste per head	CP1 AOF7		-	-	-					
NI 192	Household waste recycled and composted	CP1 AOF7		-	-	-					
NI 193	Municipal waste land filled	CP1 AOF7		-	-	-					
NI 195	Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)	CP5 AOF29		-	-	-					
NI 196	Improved street and environmental cleanliness – fly tipping	CP5 AOF29		-	-	-					
NI 197	Improved local biodiversity – active management of local sites	CP2 AOF12		-	-	-					
NI 184	Food establishments in the area which are broadly compliant with food hygiene law	CP1 AOF7	N/A	-	-	-	N/A	N/A	0.8	TBC	TBC
NI 154	Net additional homes provided	CP2 AOF11		-	-	-					



Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
NI 155	Number of affordable homes delivered (gross)	CP2 AOF11		-	-	-					
<b><u>NI 157</u></b>	Processing of planning applications as measured against targets for 'major', 'minor' and 'other' application types	CP2 AOF10		-	-	-					
<b><u>NI 159</u></b>	Supply of ready to develop housing sites	CP2 AOF11		-	-	-					
<b><u>NI 170</u></b>	Previously developed land that has been vacant or derelict for more than 5 years	CP2 AOF8		-	-	-					

### 5.3 Risk Management

Risk Management, which forms a key element of the strategic management and performance management processes of the Council a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

Risk assessments are the process by which departments identify those issues that are, or may be, likely to impede the delivery of service objectives. Such risks are categorised and rated in terms of both their probability, i.e. the extent to which they are likely to happen, and their severity i.e. the potential extent of their impact should they occur.

Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. Such numbers are then translated into a Low, Medium or High category.

Risk Score	Overall Level of Risk
1 – 4	LOW
5 – 10	MEDIUM
11 – 16	HIGH

Following such assessments a series of risk treatment measures are identified that will mitigate against such risks having an adverse impact upon the delivery of the departmental objectives.

Mitigation measures for those risks that were initially assessed as high have been included as an Appendix within this plan. As such their implementation will be monitored through the Quarterly Departmental Service Plan Monitoring Report process.

### 5.4 Equality Action Plan

No high priority actions have been identified within the Departmental Equality Action Plan.

### 5.5 Local Area Agreement Targets

LPSA Target 7 - Environmental Health & Building Control Division

Outcome

Improving health and well-being

Indicators by which performance will be measured

Increase the number of people reporting to NHS stop smoking services who had set a quit date and who are not smoking at the four weeks review from 850 (05/06) to 2000 (08/09).

## 6.0 PERFORMANCE REPORTING

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and or delivering it's statutory responsibilities.

It is imperative that the Council and interested members of the public can keep track of how the Council and its Departments are progressing against objectives and targets, and that mechanisms are in place to enable councillors and managers to see whether the service is performing as planned.

As a result Departmental progress will be monitored through:

- **The day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Provision of Quarterly progress reports to Corporate and Directorate Management Teams;**
- **The inclusion of Quarterly Service Plan Monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**
- **Publication of Quarterly Service Plan monitoring reports on the Councils intranet site.**

In demonstrating it's commitment to exploiting the potential of Information and Communications Technology to improve the accessibility of its services and related information an extensive range of documentation, including this plan and it's associated quarterly monitoring reports, are available via the Council's website

<http://www2.halton.gov.uk/content/councilanddemocracy/council/plansandstrategies>

Additionally information and assistance can be accessed through any of the Council's Halton Direct Link facilities (HDL) or the Council's libraries.

## 7.0 STATUTORY AND NON STATUTORY PLANS

The following plans and strategy documents are relevant to this service plan:

[Community Strategy](#)

Halton BVPP 2007/08

The Councils Waste Strategy

The Unitary Development Plan

Local Development Framework

Local Development Scheme

Natural Assets Strategy

Biodiversity Strategy

Contaminated Land Inspection Strategy

## Appendix 1 – High Risks and Associated Mitigation Measures

Objective Reference	High Risk Identified	Control Measure	Deadline	Responsible Officer
<b>EAR 3</b>	Production of unsound plans resulting in abortive costs and repetition of work.	Consultation with relevant internal officers and external experts to ensure proper evaluation of requirements to pass tests of soundness	08/04/2008	Divisional Manager Planning and Policy
	Risk of changes to central/regional & Local Authority Governed Policy affecting the agreed strategy.	Final strategies should be flexible to account for such changes and continual monitoring of policy should be maintained to keep abreast of any potential changes	08/04/2008	Divisional Manager Planning and Policy
	Failure to produce strategy could jeopardise future government funding e.g. planning delivery grant.	Ensure delivery of strategies in line with government requirements.	08/04/2008	Divisional Manager Planning and Policy
<b>EAR 4</b>	Overall failure to meet the commitments of the Waste Management Strategy	Waste Action Plans to be developed to meet performance targets	08/09/2008	Divisional Manager, Waste Management
		Monitoring and control measures in place to ensure that targets and pledges are met.	08/09/2008	Divisional Manager, Waste Management
	Unwillingness of Public to participate will result in targets not being met	Sufficient resources in place to deliver a continual and comprehensive consultation, promotional and educational campaigns.	Ongoing	Divisional Manager, Waste Management
<b>EAR 5</b>	Failure to meet recycling targets and the requirements of the European Landfill Directive - Leading to financial penalties.	Proper procurement process to ensure waste management infrastructure in place, and continual monitoring of performance against targets	08/07/2008	Divisional Manager, Waste Management
	Failure to identify and develop	Proper consideration of options and	08/09/2008	Divisional

Objective Reference	High Risk Identified	Control Measure	Deadline	Responsible Officer
	potential partnerships - Leading to missed opportunities, loss of potential economies of scale and targets not being met.	negotiations with potential partners to ensure that partnership arrangements are delivered that reflect the best interests of the Council		Manager, Waste Management

## **Appendix 2 – Equality Impact Assessments – High Priority Actions**

No high priority actions have been identified within the Departmental Equality Action Plan.



**Halton Corporate Plan (2006 – 2011) – Council Priorities and Key Areas of Focus.**

**A Healthy Halton**

<b>1</b>	Improving the future health prospects of Halton residents, particularly children, through the encouragement of an improved dietary intake and the availability of nutritionally balanced meals within schools and other Council establishments.
<b>2</b>	Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.
<b>3</b>	Delivering programmes of education to improve the health of Halton residents.
<b>4</b>	Helping people to manage the effects of ill health, disability and disadvantage.
<b>5</b>	Actively managing the environmental factors that are detrimental to good health.
<b>6</b>	Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.
<b>7</b>	Providing services and facilities to maintain existing good health and well-being.

**Halton's Urban Renewal**

<b>8</b>	Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business.
<b>9</b>	Maintaining and developing local transport networks that meet the needs of resident's, businesses and visitors to Halton.
<b>10</b>	Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.
<b>11</b>	Maintaining levels of affordable housing provision within Halton that provides for quality and choice and meets the needs and aspirations of existing and potential residents.
<b>12</b>	Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.

## Children & Young People in Halton

13	Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
14	To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood.
15	To deliver effective services to children and families by making best use of available resources
16	To provide transport facilities that meets the needs of children & young people in Halton accessing education and training.
17	Provide an effective transition for young people from school to employment, through opportunities for work related learning, and post 16 education, voluntary and community work.
18	To reduce the conception rate amongst women under 18 by providing awareness, education and relevant support
19	To ensure a safe environment for children where they are supported and protected from abuse and neglect

## Employment, Learning & Skills in Halton

20	To increase self-confidence and social inclusion by providing opportunities to adults to engage in basic skills learning.
21	To improve access to employment by providing opportunities to enhance employability skills and knowledge
22	Working with employers to identify and secure opportunities for the unemployed.
23	To provide transport facilities that meets the needs of those people in Halton accessing employment and training.
24	To sustain current employment levels by providing practical and financial advice and assistance to those from disadvantaged groups
25	To increase employment opportunities and business start ups in Halton, by developing an enterprise culture

## A Safer Halton

26	Actively encouraging socially responsible behaviour by engaging with Halton's young people and by providing opportunities for them to access and take part in affordable leisure time activities.
27	Reducing the physical effects of anti-social and criminal behaviour
28	Providing and maintaining a highways and footpath network that is safe, accessible, and meets the needs and expectations of those living, working or visiting in Halton.
29	Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.
30	Improving the social and physical well-being of those groups most at risk within the community

## Corporate Effectiveness & Efficient Service Delivery

31	Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.
32	Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access.
33	Ensuring that we are properly structured organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.
34	Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders
35	Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.
36	Ensuring that the Council's land and property portfolio is managed efficiently
37	Ensuring that Council buildings are safe and accessible, meet the needs of service users and the organisation, and comply with legislative requirements
38	Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery.
39	Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information
40	Ensuring that the Council has the right people with the right skills and who are informed and motivated and provided with opportunities for personal development and engagement.



# Exchequer and Customer Services

## **SERVICE PLAN**

**April 2008 to March 2011**

**Advanced Draft FEB 2008**

## **Contents**

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### *Appendices*

*8.0 Corporate Priorities and Key Areas of Focus.*

## 1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified [6 key priorities](#), and a number of associated key Areas of Focus, which, as detailed within the Council's Corporate Plan, are: -

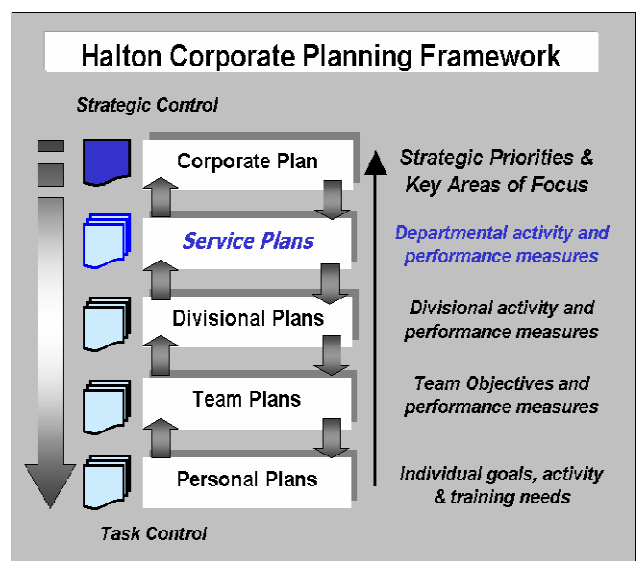
- **A Healthy Halton**
- **Halton's Urban Renewal**
- **Halton's Children & Young People**
- **Employment, Learning & Skills in Halton**
- **A Safer Halton**
- **Corporate Effectiveness & Business Efficiency**

Departmental Service Plans form an integral part of the authority's corporate planning framework, as illustrated below.

This framework ensures that the Council's operational activities are complementary to the delivery of its community aspirations and legal and statutory responsibilities.

Departmental Service Plans are primary documents that communicate:

- The existing and future influences that have informed the shaping of service delivery in the medium term.
- The existing and projected resources that are, or may, be required to deliver services.
- Departmental Service Objectives and Key Milestones that are to be delivered over the next three years.
- Those national and local performance indicators for which the department has a responsibility to report.



Such plans, and the Quarterly Service Plan Monitoring Reports that flow from them, are an essential tool in enabling the public, Elected Members, Senior Management, and staff how well Council departments are performing and what progress is being made in relation to improving the quality of life within the borough and service provision for local people, businesses and service users.

## **2.0 SERVICE PROFILE**

### **2.1 Purpose**

The Department exists to provide central support services to the Council; the delivery of the Council's customer focused services to Halton residents through Halton Direct Link and the management and administration of Council Tax and Benefits.

The Department is responsible for:

#### Revenues and Benefits

The Division is responsible for the administration and collection of Council Tax, Non-domestic Rates, Residual Poll Tax and Sundry Debtor accounts, the administration of Housing and Council Tax Benefits and the provision of a Welfare Rights Service.

Revenues and Benefits operations have a high public profile and consequently the services provided are critical to the effectiveness and image of the Council.

#### Customer Services

Customer Services are responsible for the provision of a customer interface that provides for community access to Council services and information through single points of contact to include One Stop Shops, a Corporate Call/Contact Centre and digital access through TV and the Council's Internet & Intranet Service.

Customer Services has a pivotal role in helping to deliver central government's 'e-Government' agenda and the Council's aim of improving access to services to meet the social shift toward a 24 hour / 7 day economy.

The provision, and future extension, of the Halton Direct Link facility allows members of the public to readily access all of the services that the Council provides from a single point of access. Additionally the efficient and effective provision of the Revenues and Benefits administration provides to those most in need the assistance to which they have a legitimate entitlement

#### Exchequer Services

Exchequer Services is responsible for the Council's Insurance provision, holding strong links with Risk Management. The Finance Support Section carries out the Council's statutory services for the Concessionary Travel Scheme, the Right to Buy and Mortgages function.

In addition to processing Car Mileage claims and Car Loans, the Division is responsible for the purchasing and distribution of stationery, equipment, computer consumables and the management and distribution of controlled stationery.

Within Exchequer Services sits the Procurement Advice & Information Unit, a small team that coordinates the Council's devolved procurement function. Through this unit the Council has developed a long-term procurement strategy that is regularly reviewed and thus accommodates change and innovation.

## **2.2 Key Messages**

### Customer Services

The 12 months to April 2008 will have seen some major changes to Halton Direct Link and the delivery of Customer Services in the borough. In December 2006 a new in-house developed CRM system was implemented. This system has allowed Halton Direct Link to take on further services as well as permitting the development of services for other back office initiatives such as Integrated Children's Services. In October 2007 HDL started to handle all Emergency Duty Team (EDT) telephone calls for St. Helens MBC as well as Halton's Social Care Directorates and will continue to examine opportunities for sharing /delivering services for other organizations..

HDL will continue to contribute to the development of a Customer Service Charter and a Customer Service Strategy for the Council. HDL will also continue to work closely with service areas of the council to extend service provision through One Stop Shops and the Contact Centre, enabling greater access to services on a 24/7 basis. The Contact Centre, working closely with all Directorates plans to examine the feasibility of dealing with paper mail through HDL and introducing workflow management across the Council. HDL will also be looking at further opportunities to introduce outbound call campaigns, which can for example promote services, improve take up and collect revenue.

### Revenues & Benefits

The Revenues and Benefits Division continues to adapt to the environment of change in which it operates. The Benefits Section was again awarded 4 star excellent score by the independent Benefit Fraud Inspectorate and continued to produce top quartile performance. 2008 will see the introduction of the new Local Housing Allowance, which is part of the government's agenda for modernising the welfare state.

There are also major changes to Business Rates legislation planned for 2008. The main area will be the introduction of an Empty Property Rate. Opportunities for collaborative working are continually explored. The



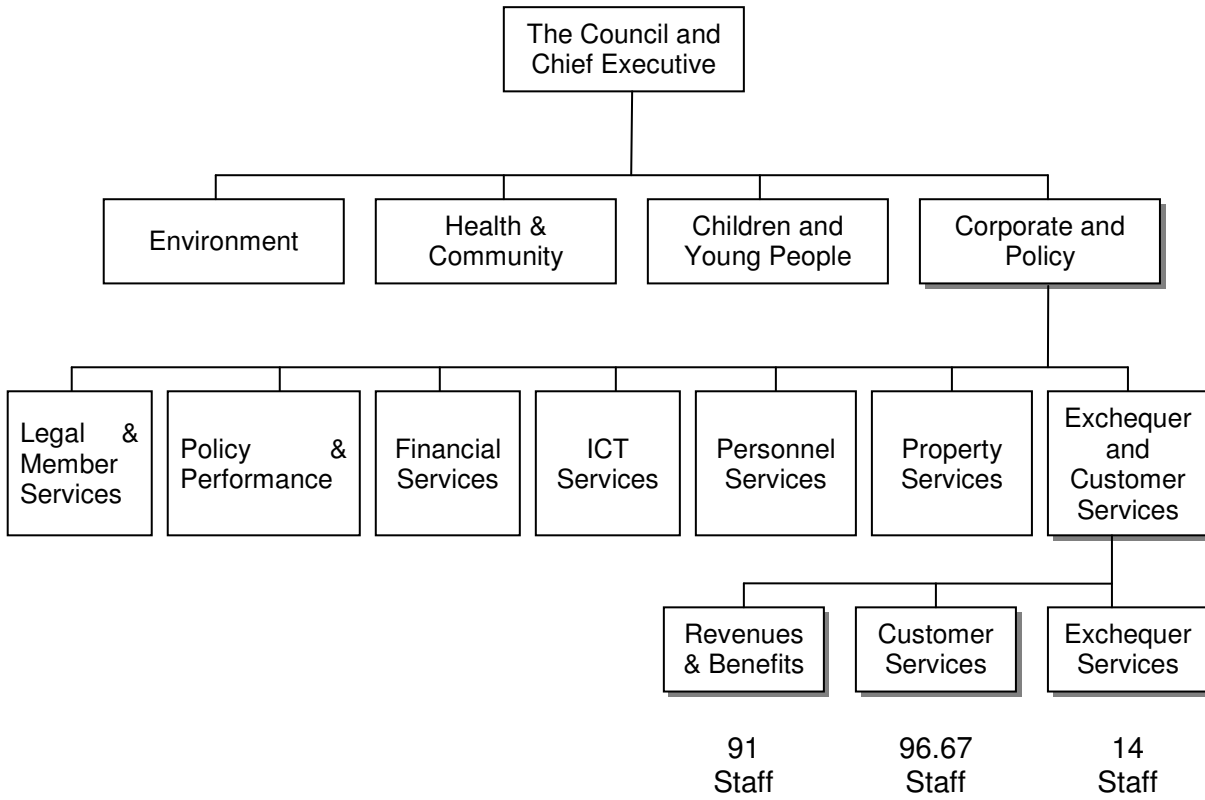
Division now offers training for several authorities across the County with regard to the IRRV professional qualification. The number of authorities accessing this service is growing and 2008 should see the first staff attaining this qualification. The advantages of sharing information have also been developed by the Division and 2008 will see the first full year of sharing household details with the Education Directorate to streamline the application process for Free School Meals.

#### Exchequer Services

The Division will continue to examine ways of delivering efficiency gains through streamlining service delivery and promoting improved procurement across the authority. The unit has produced a number of standard documents, clear protocols and help and information on corporate procurement strategy.

Detailed examination of Council spend is being coordinated through the unit and the results of this analysis will enable Halton to deliver better and more effective procurement of goods and services for Halton.

### 2.3 Organisation Structure



### 3.0 FACTORS AFFECTING THE SERVICE

#### 3.1 External Factors

Key Developments	Timeframe	Comment(s)
<b>Economic</b>		
Budget pressures/ CSR07	2008/11	Full impact upon the service not yet known. Expectation by Government for all authorities to make efficiency savings
<b>Social</b>		
24/7 access to services	2008/11	Changing business and user expectation towards 24/7 access and service availability.
<b>Technological</b>		
Extension of home working initiative within the Revenues & Benefits Division	2008	R&B has been the leaders on the home working initiative.  In September the majority of the visiting team have now operate from home. It is anticipated by the end of the year that it will be rolled out fully across the Division.  R&B has introduced the Kirona mobile working solution, which integrates fully with the back office system.
New Version of Revenues & Benefits	2008	2008 will see the introduction of an updated version of the R&B system.
HDL facilities	2008	Requirement to develop in conjunction with ICT / Directorates appropriate e-solutions
<b>Legislative</b>		
Local Housing Allowance	2008	April 2008 will see the introduction of the Local Housing Allowance for Housing Benefit.
Changes to Empty Property Rate Relief legislation	2008	Work is already taking place for the introduction of the Empty Property Rate Relief which will effect Business in Halton from April 2008

**13. Protecting our environment**

Awareness of Climate Change is growing and the Council is committed to taking a lead and setting an example in tackling the associated problems. A corporate Climate Change Action Plan is being prepared, but each department can make its own contribution.

Consideration will be given throughout the life of the Service Plan to ways in which support can be given to the action plan and to identify and implement opportunities to reduce any contribution to Climate Change and to promote best practice in the reduction of carbon emissions.

The Council will sign up to the Local Authority Carbon Management Programme in the early part of 2007/08. The programme will guide the Council through a systematic analysis of its carbon footprint, outline opportunities to help manage carbon emissions, develop Action Plans for realising carbon and financial savings; and embed carbon management into the authority's day-to-day business.

As part of the programme the Council will develop a Carbon Management Strategy and Implementation Plan by March 2008 to reduce energy bills and carbon emissions over the next five years. Through the Strategy and Implementation Plan, Council services will need to encourage closer examination of their policies around procurement, transport and the use of renewable energy.

**3.2 Service Developments**

The Benefit Fraud Inspectorate, as part of the Comprehensive Performance Assessment process, carried out an independent re-assessment of the Revenues and Benefits service and in 2007 and again assessed the service as "Excellent".

**3.3 Efficiency Improvements**Customer Services

The opening of two new HDL One Stop Shops has enabled the service to introduce Payment Kiosks in place of the traditional cashiering service. Efficiency savings have resulted and further consideration will be given to introducing this facility in to the main HDL shops in Runcorn & Widnes. The introduction of the online payments facility and the telephone payment option via the HDL Contact Centre has also resulted in efficiency savings.

### Revenues & Benefits

The Revenues & Benefits Division continues to look at innovative ways of working. Home working has been extended to Visiting Staff. Importantly processing staff will be offered home working at the start of 2008. Mobile working has been further developed with the introduction of the KIRONA mobile working solution, which enables field staff to have unfettered access to the back office system for updating claims.

An improved method for processing applications for Free School Meals will be introduced in December. The enhanced service will see the reuse of information held by the division to streamline the application process. This will be of great benefit to the customer, the Council and schools admin teams

### Exchequer Services

Better procurement has resulted in savings in Insurance, the Council's Stationary and Furniture Contracts. Savings have also resulted from the introducing Procurement Cards for Catering. Reviews of various Corporate contracts will result in savings from better procured Advertising, Postal Services, Office Equipment, Travel and recruitment of Agency staff. Directorates are looking to utilise existing framework agreements where possible to achieve contract savings

Savings in productive time have resulted from improved working practices in processing of job vacancy details and the processing of invoices.

## **3.4 National Regional and Sub-regional Focus**

The Revenues and Benefits Division was granted IRRV Centre of Accreditation status. This enabled the service to offer in house training to staff to enable them to achieve a professional qualification. This service has now offered to other Local Authorities in Cheshire. Several Authorities have taken advantage of this and send staff to Halton for formal training each month.

## **3.5 Equality and Diversity**

Halton Council is committed to ensuring equality of opportunity within all aspects of its service delivery, policy development and as an employer. This commitment is reflected in a range of policies, strategies and framework documents that underpin the work of the Council in its day-to-day operation and in the services that it delivers.

This commitment is encapsulated in the equal opportunities policy that the Council has adopted. The policy sets out the Council's approach to promoting equal opportunities; valuing diversity and encouraging fairness and justice; and providing equal chances for everyone in Halton to work, learn and live free from discrimination and victimisation.

The Council will combat discrimination throughout the organisation and will use its position of influence in the Borough, wherever possible, to help to identify and overcome discriminatory barriers that may exist.

Each year Departments undertake Equality Impact Assessments to examine the equality implications of all of their policies, procedures and practices. As a result an Equality Action Plan is developed to identify those issues that demand attention. This forms a contribution to the overall Corporate Equalities Plan.

As a result of such assessments any high priority actions that have been identified, that fall within the life of this plan, are detailed in section 5 -.

### **3.6 Unforeseen Developments**

Whilst every effort has been made to identify those significant developments that may influence or impact upon the service during the life of this plan the possibility exists that unforeseen developments may occur that need to be considered as and when they arise. Such developments will be detailed and commented upon as appropriate in the sections dealing with key developments or emerging issues within the relevant Service Plan Quarterly Monitoring Reports.

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of any unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

All reports to the Policy and Performance Boards, with the exception of Part II items, are publicly available documents and can be accessed through the Council's website at <http://www2.halton.gov.uk/>

## 4.0 Resources

### 4.1 Budget Summary and Service Costs

#### **INFORMATION TO FOLLOW**

### 4.2 Human Resource Requirements

The table below identifies the staffing levels within the department for both 2006 – 07 and 2007 – 08. It is not envisaged at this stage that there will be any additional human resource requirements within the Department for the period to 2011.

Year	Revenues & Benefits	Customer Services	Exchequer Services	Total
2006 - 07	91	96.67	14	<b>201.67</b>
<b>2007 - 08</b>	<b>91</b>	<b>96.67</b>	<b>14</b>	<b>201.67</b>

### 4.3 ICT Requirements

It is not envisaged at the time of writing this plan that the department will require any additional ICT resources to the period to 2011.

### 4.4 Accommodation and Property Requirements

It is not envisaged at the time of writing this plan that the department will require any additional accommodation and property resources to the period to 2011

## 5.0 Service Performance

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and / or its statutory responsibilities. The service utilises a variety of measures and targets to enable performance against the service plan to be tracked, monitored, and reported. Details of these measures and targets are given below.

- **Objectives and Key Milestones.** These show the major events in the work of the Department that are planned to take place during 2008–11, such as the launch of new initiatives progress on major projects or the delivery of business critical activity. Objectives and Milestones are clearly linked to the appropriate Key Areas of Focus in the Corporate Plan 2006-11.
- **National Performance Indicators.** This is a national set of 198 indicators that have been prescribed by Central Government that are intended to measure the extent to which authorities are operating effectively and efficiently and are delivering upon both national and local priorities.
- **Local Performance Indicators.** These are indicators that have been developed by the Council and any relevant non-statutory indicators that have been adopted from national or other sources.
- **Local Area Agreement Targets.** The Local Area Agreement (LAA) is a three-year agreement based on Halton's Community Strategy. The second round LAA commenced on 1<sup>st</sup> April 2008, and included within it are improvement targets for the Borough of Halton to which both the Council, and its partners will contribute.

The LAA contains 86 key targets addressing all of the priority issues identified in both the Community Strategy, and the Council's Corporate Plan. Of the 86 key targets, 34 are mandatory and also included are the 12 LPSA targets to which the Council signed up.

Many of the objectives contained within the current service plans are designed to support the achievement of LAA targets. A full version of Halton's LAA can be viewed on the Halton Strategic Partnership Website at [http://www.haltonpartnership.net/site/images/stories//laa\\_final\(march 2007\).pdf](http://www.haltonpartnership.net/site/images/stories//laa_final(march%202007).pdf)

Progress against the achievement of LAA targets is reported to all stakeholders at regular intervals. Following the establishment of the LAA, plans are being formulated to ensure that in future years the LAA and the Council's service plans are completely aligned.



## 5.1 Service Objectives –

(NB Other than by exception those service objectives and/or Key Milestones shown in *italics* will only be reported at Quarter 2 (half-year) and Quarter 4 (year-end.)

<b>Corporate Priority:</b>	<b>Corporate Effectiveness and Business Efficiency</b>
<i>Key Area Of Focus:</i>	<b>TBA</b>

<b>Service Objective: ECS O1</b>	Home working					
Key Milestone(s) 08/09)	<ul style="list-style-type: none"> <li>Have staff signed up for scheme by 31<sup>st</sup> March 2008</li> </ul>					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> <li>Monitor operational working of scheme, deal with staffing, Union and Personnel aspects of scheme.</li> </ul>					
Key Milestone(s) (10/11)	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>					
<b>Risk Assessment</b>	Initial	<b>TBA</b>	<b>Responsible Officer</b>	<b>TBA</b>	<b>Linked Indicators</b>	
	Residual	<b>TBA</b>				

<b>Service Objective: ECS O2</b>	Business Improvement Districts					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> <li>Set up project team</li> <li>Staff training on legislation</li> <li>Purchase and install new BIDS software</li> <li>Staff training on software</li> <li>Bill properties in BID area</li> </ul>					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> <li>Bill and take recovery action on Bids</li> <li>Monitor effectiveness of scheme with regard to collection</li> </ul>					
Key Milestone(s) (10/11)	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>					
<b>Risk Assessment</b>	Initial	<b>TBA</b>	<b>Responsible Officer</b>	<b>TBA</b>	<b>Linked Indicators</b>	
	Residual	<b>TBA</b>				

<b>Corporate Priority:</b>	<b>Corporate Effectiveness and Business Efficiency</b>
<i>Key Area Of Focus:</i>	<b>TBA</b>

<b>Service Objective: ECS O3</b>	Implementation of Local housing allowance					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> <li>• Purchase new system software, install and test</li> <li>• Staff training on both system and legislation</li> <li>• General awareness for all key stakeholders (RSLs, local landlords, claimants etc.)</li> </ul>					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> <li>• Administer HB under the new rules for relevant claims</li> <li>• Monitor impact of direct payments to claimants</li> <li>• Monitor impact on overpayments</li> <li>• Liaise with key stakeholders to risk assess impact on all relevant parties.</li> </ul>					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>					
<b>Risk Assessment</b>	Initial	<b>TBA</b>	<b>Responsible Officer</b>	<b>TBA</b>	<b>Linked Indicators</b>	
	Residual	<b>TBA</b>				

<b>Corporate Priority:</b>	<b>Corporate Effectiveness and Business Efficiency</b>
<i>Key Area Of Focus:</i>	<b>TBA</b>

<b>Service Objective: ECS O4</b>	<b>Implementation of Empty Property Relief</b>				
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> <li>• Install new software</li> <li>• Test and train staff on system and legislation</li> <li>• Publicity for scheme to local businesses</li> <li>• Bill businesses</li> </ul>				
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> <li>• Continue to bill and collect monies on Empty properties</li> <li>• Liaise with affected businesses</li> <li>• Risk assess impact on collection</li> </ul>				
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>				
<b>Risk Assessment</b>	Initial	<b>TBA</b>	<b>Responsible Officer</b>	<b>TBA</b>	<b>Linked Indicators</b>
	Residual	<b>TBA</b>			

<b>Corporate Priority:</b>	<b>Corporate Effectiveness and Business Efficiency</b>
<i>Key Area Of Focus:</i>	<b>TBA</b>

<b>Service Objective: ECS O5</b>	<b>Move all staff to new Revenues &amp; Benefits software (Version 6)</b>					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> <li>• Plan of action for transfer</li> <li>• Train all new staff on new version of system</li> <li>• Assess and monitor impact of new system</li> </ul>					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> <li>• Draw up plan for the transition for all staff to new system</li> <li>• Train staff on new version</li> <li>• Assess and monitor impact of new system</li> </ul>					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>					
<b>Risk Assessment</b>	Initial	<b>TBA</b>	<b>Responsible Officer</b>	<b>TBA</b>	<b>Linked Indicators</b>	
	Residual	<b>TBA</b>				

<b>Corporate Priority:</b>	<b>Corporate Effectiveness and Business Efficiency</b>
<i>Key Area Of Focus:</i>	<b>TBA</b>

<b>Service Objective: ECS O6</b>	<b>Rollout NVQ to Cheshire LAs</b>					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> <li>Carry out presentations to interested LAs</li> <li>Assess current Halton staff on scheme</li> </ul>					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> <li>Sign up new LAs to scheme</li> <li>Carry out workshops and assessments for new LAs</li> </ul>					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>					
<b>Risk Assessment</b>	Initial	<b>TBA</b>	<b>Responsible Officer</b>	<b>TBA</b>	<b>Linked Indicators</b>	
	Residual	<b>TBA</b>				

<b>Corporate Priority:</b>	<b>Corporate Effectiveness and Business Efficiency</b>
<i>Key Area Of Focus:</i>	<b>TBA</b>

<b>Service Objective: ECS O7</b>	<b>To continue to promote and introduce more effective procurement</b>					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> <li>Further develop ongoing spend analysis identifying for potential saving</li> </ul>					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> <li>Determine areas of spend for further investigation</li> </ul>					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>					
<b>Risk Assessment</b>	Initial	<b>TBA</b>	<b>Responsible Officer</b>	<b>TBA</b>	<b>Linked Indicators</b>	
	Residual	<b>TBA</b>				

<b>Corporate Priority:</b>	<b>Corporate Effectiveness and Business Efficiency</b>
<i>Key Area Of Focus:</i>	<b>TBA</b>

<b>Service Objective: ECS 08</b>	<b>Continue to develop appropriate e-solutions in conjunction with ICT / Directorates to further enhance service delivery through HDL</b>					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> <li>Review available service options</li> <li>Continue BPR</li> </ul>					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> <li>APR onwards - Introduce further Directorate services into HDL</li> <li>Develop in house CSD system for use across Council</li> <li>Rollout Invoice scanning</li> </ul>					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>					
<b>Risk Assessment</b>	Initial	<b>TBA</b>	<b>Responsible Officer</b>	<b>TBA</b>	<b>Linked Indicators</b>	
	Residual	<b>TBA</b>				

<b>Corporate Priority:</b>	<b>Corporate Effectiveness and Business Efficiency</b>
<i>Key Area Of Focus:</i>	<b>TBA</b>

<b>Service Objective: ECS 09</b>	<b>Examine implications/implementation of “Government Gateway”</b>					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> <li>Feb 08 - Undertake risk analysis</li> </ul>					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> <li>July 08 - Implement pilot services</li> <li>July – Mar implement across authority as necessary</li> </ul>					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>					

Risk Assessment	Initial	TBA	Responsible Officer	TBA	Linked Indicators	
	Residual	TBA				

## 5.2 Performance Indicators and Targets (Statutory & Local Indicators)<sup>1</sup>:

Ref <sup>2</sup>	Description	Corp. Plan Priority	Halton 2006 / 7 Actual	2006 / 07 Quartiles <sup>3</sup> (All England)			Halton 2007 / 8 Target	Halton 2007 / 8 Actual	Halton Targets		
				Top	Middle	Bottom			08 / 09	09 / 10	10 / 11

### Corporate Health

<b><u>ECSLI 01</u></b> (BVPI 8)	The percentage of undisputed invoices which were paid in 30 days	CP 6	97.08	97.00	95.00	91.00	97.00	TBA	98.00	99.00	TBA
<b><u>ECSLI 02</u></b> (BVPI 9)	Proportion of Council Tax collected	CP 6	95.98	98.48	97.67	96.49	96.80	TBA	96.85	96.90	TBA
<b><u>ECSLI 03</u></b> (BVPI 10)	The percentage of Business Rates which should have been received during the year that were received	CP 6	99.84	99.30	98.97	98.43	98.80	TBA	98.85	98.90	TBA

<sup>1</sup> BVPI's are replaced by the National Indicator Data Set (NIS) from April 2008.

<sup>2</sup> Key Indicators are identified by an **underlined reference in bold type**.

<sup>3</sup> No quartile data is available for local performance indicators

<b>NI 14</b>	Average number of customer contacts per received customer request.	CP 6	New for 2008				New for 2008	New for 2008	TBA	TBA	TBA
<b>NI 180</b>	Changes in HB / CTB entitlements during the year.	CP 6	New for 2008				New for 2008	New for 2008	TBA	TBA	TBA

Ref	Description	Corp. Plan Priority	Halton 2006 / 7 Actual	2006 / 07 Quartiles (All England)			Halton 2007 / 8 Target	Halton 2007 / 8 Actual	Halton Targets		
				Top	Middle	Bottom			08 / 09	09 / 10	10 / 11

<b>Quality</b>
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ECCLI 04	% Of fairer charging assessments completed within 10 days of referral	CP 1 AOF 6	97.90				98.00	TBA	98.00	98.00	TBA
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<b>Service Delivery</b>
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<b>ECCLI 05</b> (BVPI 78a)	Average time for processing new claims (Housing & Council Tax Benefit)	CP 6	27 Days	24.5 Days	23.7 Days	33.8 Days	24 Days	TBA	23 Days	22 Days	TBA
<b>ECCLI 06</b> (BVPI 78b)	Average time for processing notifications of changes in circumstances	CP 6	5 Days	7.8 Days	11.0 Days	15.6 Days	7 Days	TBA	6 Days	5.5 Days	TBA
NI 181	Time taken to process HB / CTB claims and change events	CP 6	New for 2008				New for 2008	New for 2008	TBA	TBA	TBA



### 5.3 Risk Management

Risk Management, which forms a key element of the strategic management and performance management processes of the Council, is a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

Risk assessments are the process by which departments identify those issues that are, or may be, likely to impede the delivery of service objectives. Such risks are categorised and rated in terms of both their probability, i.e. the extent to which they are likely to happen, and their severity i.e. the potential extent of their impact should they occur.

Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. Such numbers are then translated into a Low, Medium or High category.

Risk Score	Overall Level of Risk
1 – 4	LOW
5 – 10	MEDIUM
11 – 16	HIGH

Following such assessments a series of risk treatment measures are identified that will mitigate against such risks having an adverse impact upon the delivery of the departmental objectives.

Mitigation measures for those risks that were initially assessed as high have been included as an Appendix within this plan. As such their implementation will be monitored through the Quarterly Departmental Service Plan Monitoring Report process.

### 5.4 Equality Action Plan

No high priority actions have been identified as a result of undertaking departmental Impact Equality Assessments.

### 5.5 Local Area Agreement Targets

2008 LAA is presently under development – any relevant information to be inserted once agreement has been finalised.

## 6.0 Performance Reporting

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and or delivering it's statutory responsibilities.

It is imperative that the Council and interested members of the public can keep track of how the Council and its Departments are progressing against objectives and targets, and that mechanisms are in place to enable councillors and managers to see whether the service is performing as planned.

As a result Departmental progress will be monitored through:

- **The day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Provision of Quarterly progress reports to Corporate and Directorate Management Teams;**
- **The inclusion of Quarterly Service Plan Monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**
- **Publication of Quarterly Service Plan monitoring reports on the Councils intranet site.**

In demonstrating it's commitment to exploiting the potential of Information and Communications Technology to improve the accessibility of its services and related information an extensive range of documentation, including this plan and it's associated quarterly monitoring reports, are available via the Council's website at <http://www2.halton.gov.uk/content/councilanddemocracy/council/plansandstrategies>

Additionally information and assistance can be accessed through any of the Council's Halton Direct Link facilities (HDL) or the Council's libraries.

## 7.0 Statutory and Non-statutory Plans

**INFORMATION TO FOLLOW**

**Halton Corporate Plan (2006 – 2011) – Council Priorities and Key Areas of Focus.**

**A Healthy Halton**

<b>1</b>	Improving the future health prospects of Halton residents, particularly children, through the encouragement of an improved dietary intake and the availability of nutritionally balanced meals within schools and other Council establishments.
<b>2</b>	Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.
<b>3</b>	Delivering programmes of education to improve the health of Halton residents.
<b>4</b>	Helping people to manage the effects of ill health, disability and disadvantage.
<b>5</b>	Actively managing the environmental factors that are detrimental to good health.
<b>6</b>	Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.
<b>7</b>	Providing services and facilities to maintain existing good health and well-being.

**Halton's Urban Renewal**

<b>8</b>	Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business.
<b>9</b>	Maintaining and developing local transport networks that meet the needs of resident's, businesses and visitors to Halton.
<b>10</b>	Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.
<b>11</b>	Maintaining levels of affordable housing provision within Halton that provides for quality and choice and meets the needs and aspirations of existing and potential residents.
<b>12</b>	Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.

## Children & Young People in Halton

13	Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
14	To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood.
15	To deliver effective services to children and families by making best use of available resources
16	To provide transport facilities that meets the needs of children & young people in Halton accessing education and training.
17	Provide an effective transition for young people from school to employment, through opportunities for work related learning, and post 16 education, voluntary and community work.
18	To reduce the conception rate amongst women under 18 by providing awareness, education and relevant support
19	To ensure a safe environment for children where they are supported and protected from abuse and neglect

## Employment, Learning & Skills in Halton

20	To increase self-confidence and social inclusion by providing opportunities to adults to engage in basic skills learning.
21	To improve access to employment by providing opportunities to enhance employability skills and knowledge
22	Working with employers to identify and secure opportunities for the unemployed.
23	To provide transport facilities that meets the needs of those people in Halton accessing employment and training.
24	To sustain current employment levels by providing practical and financial advice and assistance to those from disadvantaged groups
25	To increase employment opportunities and business start ups in Halton, by developing an enterprise culture

## A Safer Halton

26	Actively encouraging socially responsible behaviour by engaging with Halton's young people and by providing opportunities for them to access and take part in affordable leisure time activities.
27	Reducing the physical effects of anti-social and criminal behaviour
28	Providing and maintaining a highways and footpath network that is safe, accessible, and meets the needs and expectations of those living, working or visiting in Halton.
29	Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.
30	Improving the social and physical well-being of those groups most at risk within the community

## Corporate Effectiveness & Efficient Service Delivery

31	Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.
32	Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access.
33	Ensuring that we are properly structured organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.
34	Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders
35	Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.
36	Ensuring that the Council's land and property portfolio is managed efficiently
37	Ensuring that Council buildings are safe and accessible, meet the needs of service users and the organisation, and comply with legislative requirements
38	Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery.
39	Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information
40	Ensuring that the Council has the right people with the right skills and who are informed and motivated and provided with opportunities for personal development and engagement.



# Financial Services Department

## **SERVICE PLAN**

**April 2008 to March 2011**

**Advanced Draft FEB 2008**

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### ***Appendices***

8.0 <i>Corporate Priorities and Key Areas of Focus.</i>	
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## 1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified [6 key priorities](#), and a number of associated key Areas of Focus, which, as detailed within the Council's Corporate Plan, are: -

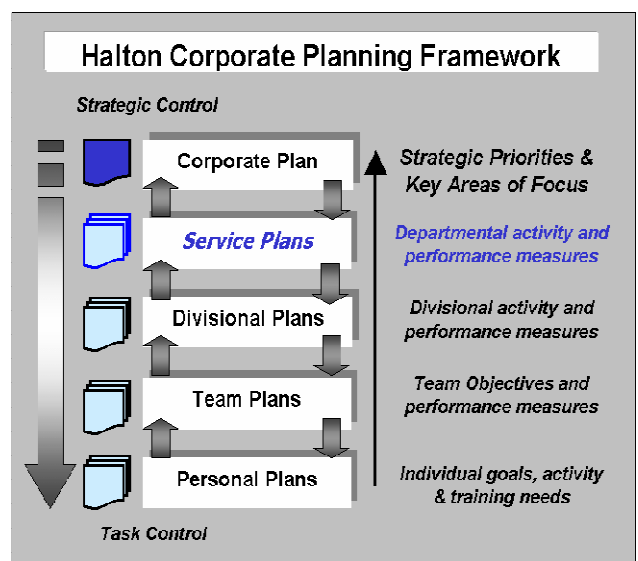
- **A Healthy Halton**
- **Halton's Urban Renewal**
- **Halton's Children & Young People**
- **Employment, Learning & Skills in Halton**
- **A Safer Halton**
- **Corporate Effectiveness & Business Efficiency**

Departmental Service Plans form an integral part of the authority's corporate planning framework, as illustrated below.

This framework ensures that the Council's operational activities are complementary to the delivery of its community aspirations and legal and statutory responsibilities.

Departmental Service Plans are primary documents that communicate:

- The existing and future influences that have informed the shaping of service delivery in the medium term.
- The existing and projected resources that are, or may, be required to deliver services.
- Departmental Service Objectives and Key Milestones that are to be delivered over the next three years.
- Those national and local performance indicators for which the department has a responsibility to report.



Such plans, and the Quarterly Service Plan Monitoring Reports that flow from them, are an essential tool in enabling the public, Elected Members, Senior Management, and staff how well Council departments are performing and what progress is being made in relation to improving the quality of life within the borough and service provision for local people, businesses and service users.



The Strategic Priority and associated Areas of Focus that have been most influential in the development of the service plan are

Strategic Corporate Priority 6:

**Corporate effectiveness and efficient service delivery**

*Key Area of Focus 34*

***Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders.***

## 2.0 SERVICE PROFILE

### 2.1 Purpose

The main purpose of the Department is to manage the financial affairs of the Council to bring maximum financial benefit wherever possible by ensuring the effective utilisation of existing resources and identifying opportunities to generate additional resources.

In addition, the Department provides the support to enable the Operational Director – Financial Services to carry out his statutory duty (under S151 Local Government Act 1972) of ensuring the proper administration of the Council's financial affairs. This duty exists to protect the Council, Councillors, all staff, and ultimately the Council taxpayer and general public.

The main activities undertaken by the Department are:

#### Accountancy

Providing a proper record of how the Council has spent its money and to provide a record of the Council's assets and liabilities.

Ensuring that resources are allocated over agreed operational areas and that appropriate cost centres exist to record their transactions.

Ensuring that the Council's capital expenditure is planned and that longer-term finance is raised to meet it.

Ensuring that the Council's revenue expenditure is properly planned over the medium term and that the Council's income is adequate to meet its planned revenue expenditure.

Ensuring that cash flows are monitored on a daily basis, surplus cash maximised and invested successfully with borrowings and interest payments minimised.

Monitoring the revenue budget, capital programme, and all externally funded expenditure.

Ensuring Councillors, Strategic Directors and their staff have sufficient financial information to make informed decisions of the financial consequences of policy issues.

Providing financial information, including management accounting and costing data, available to support Operational Directors in the control of their budgets and spending.

Ensuring schools receive budget management and financial administration under the terms of the service legal agreement.

### Internal Audit

Internal Audit is an independent appraisal function within the Council. The Internal Audit Division is responsible for:

- a) Providing assurance to management that:
  - Internal control systems (including risk management and governance arrangements) are adequate and functioning efficiently and effectively;
  - The policies and procedures established by management are complied with, are appropriate in current circumstances, and are not wasteful;
  - The accounting records, and associated financial systems, form a reliable basis for the production of the financial statements.
- b) Drawing the attention of management to, and recommending remedial action to address:
  - Deficiencies in the systems of control; and
  - Instances of duplicated functions, wastage and inefficiency.
- c) Providing advice on audit related matters including suspected fraud or corruption.
- d) Providing advice on risk and control issues in regard to systems development.
- e) Providing assurance to the Council's S151 officer on the Council's system of internal control in support of the Council's Annual Governance Statement.

In ensuring the effective utilisation and attraction of the financial resources available to it the Financial Services Department underpins all aspects of the Council's work. Ultimately this results in benefits for all those who live, work or visit the borough.

## **2.2 Key Messages**

The Council's finances are well managed, reflected by a record of spending within budget, with balances and reserves at a reasonable level and the Council well on target to hit its Gershon target. This is confirmed by the Audit Commission who, in January 2008, assessed the Council's Use of Resources as "performing well – consistently above minimum standards (scoring 3 out of 4). Despite the bar being raised each year the overall score has remained unchanged for 6 years. Nevertheless an action plan has been developed to address the issues to continue to make improvements in all aspects of the Department's work.

The new Corporate Area Assessment for 2009 will bring changes to the Use of Resources assessment and work will commence to ensure the score is maintained.

The Lyons Review reported during (2007) and concluded that the council tax “was not broken” but was under too much pressure. The review identified a series of recommendations and the Government responded within the Comprehensive Spending Review (CSR07). This covered the period 2008/09 to 2010/11 and was published in October 2007. With priority given to education and health there was less for other services. Real growth for local government was limited to 1% over the period and when PFI was stripped out there will be no real growth in 2009/10 and 2010/11. Coupled with the uncertain economic outlook and the prospect of inflation it looks like difficult times ahead.

The grant settlement also covers the same 3-year period as CSR07, which should be an aid to financial planning. The grant is the major source of finance to the Council and the Government has reviewed the grant distribution methodology. Working closely with SIGOMA, the Merseyside authorities and other Unitary authorities the Government were lobbied to change the methodology to make the distribution fairer.

An area of particular concern related to the so called “double damping” of social services spending which limited the amount of grant coming to many authorities, including Halton. The provisional financial settlement, announced in December 2007, removed this anomaly. As a result Halton’s has received a grant increase slightly above average.

The Council also receives government funding through specific grants. The most important of which is Dedicated Schools Grant, which is ring-fenced for schools and related services. In addition the Council receives other grants, known as Specific Grants, which are made by Government to support specified services.

With ever increasing spending pressures from new legal duties and alongside increased costs from such things as the waste agenda, the children’s agenda, the ageing population and the pay and grading review, as well as public expectations for new and improved services, means difficult choices will have to be made to balance the budget given pressures from Government to keep down council tax rises.

Against this background maximising efficiency is going to be critical in generating additional resources. CSR07 has set a more challenging target of 3% cashable savings in each of the next three years. It will become progressively more and more difficult to achieve these gains without changing the way the Council does its business. With this in mind the Council has brought in KPMG as its efficiency partner to undertake a review and identify suitable opportunities for efficiency improvements to enable the Council to do more for the same or less money. In addition the council has established an Invest to Save Fund and a number of energy efficiency schemes have already been approved.

An important part of the Use of Resources assessment looks at how the Council's financial management links to the strategic management of the Council, how it is integrated with strategy and corporate management, supports council priorities and delivers value for money. The Council's financial systems and processes are tested on an annual basis and they are found to be robust and provide reliable information for the Council's financial statements.

The Business Efficiency Board became the Council's audit committee during 2006 and Internal Audit now provides the Board with quarterly updates on the work and performance of Internal Audit.

A Financial Management Standard & Toolkit has been developed by the DfES for schools. The Standard is intended to help schools in evaluating the quality of their financial management and to aid in training staff to become better financial managers. All the Borough's high schools achieved the standard by April 2007. Primary and special schools are to be assessed against the Standard over 2008/2009 and 2009/2010. Internal Audit has been accredited by the DfES to undertake external assessments and is working with schools to help them achieve the Standard.

In 2008, the Council will be required to produce its first Annual Governance Statement that will declare the degree to which it meets the new CIPFA/SOLACE Governance Framework. The Framework is intended to be followed as best practice for developing and maintaining a local code of governance and for discharging accountability for the proper conduct of public business. The work of Internal Audit in reviewing the Council's control environment will form part of the assurance framework that underpins the Annual Governance Statement.

The Council's financial management system "Agresso" is now able to provide financial information to budget holders within 10 days of the month end. This is a significant improvement on the previous system and work is ongoing to improve it even further. In addition summarised revenue and capital information is provided to Operational Directors quarterly to aid the monitoring of spending against budgets. This information is incorporated in the quarterly performance monitoring reports to Policy and Performance Boards and brought together to report the overall position to Management Team and the Executive Board Sub Committee.

The Council has a major capital programme, although it is expected that spending will slip into next year. As well as the major developments of Mersey Gateway, Widnes Waterfront, Castlefields and 3MG the Council is Wave 6 of the Building Schools for the Future programme, which would provide £60-80m of investment in the borough's secondary schools. Given its scale, the monitoring and management of capital expenditure will be given greater focus to ensure time limited external funding is maximised and spending is in line with the programme.

Over many years the Department has been very successful in managing the Council's cash resources. There has been continual reduction in the cost of borrowing and in addition the return on funds invested has outperformed the benchmark. In this way treasury management has made additional resources available to services in Halton. The recent fluctuations in the money market, known as the "credit crunch", have made the investment of cash more volatile. Prudential borrowing has also been used, such as on the acquisition of the new refuse collection fleet, to make significant revenue savings.

The Council's accounts continue to be published within the timescales set by Government. As the reporting requirements get ever more complex this continues to be a major challenge to the Department and is achieved with the co-operation of all Directorates across the Council. The accounts have been given a clean bill of health by the Audit Commission.

A major new statistical return was introduced by Government this year, known as the "Whole of Government Accounts"; its aim is to produce one set of accounts for the whole of the public sector. It was successfully introduced in the year and has been subject to external audit.

The Halton Local Strategic Partnership is about to enter into a Local Area Agreement (LAA) with the Government. It is a three-year agreement that will involve the pooling of a number of existing grant regimes by Government into a single LAA grant. The Council will act as the accountable body for the LAA and this will involve distributing and accounting for the Area Based Grant Funding passed on to other partner organisations. As such, the LAA will have significant impact on the work of the Department in terms of establishing and maintaining robust governance, accounting, monitoring and auditing arrangements.

## **2.3 Organisation Structure**

**STRUCTURE CHART TO BE INSERTED**

### 3.0 FACTORS AFFECTING THE SERVICE

#### 3.1 External Factors

Key Developments	Timeframe	Comment(s)
<b>Political</b>		
1. Regeneration Activity	2008/11	Manage funding and cash flows of major developments including Mersey Gateway, Castlefields, Widnes Waterfront and 3MG
2. CPA/ Use of Resources	2008/11	New CAA Test
3. Waste Agenda	2008/11	Continue to provide financial advice and information in support of the major procurement to be undertaken in partnership with MWDA.
4. Building Schools for the Future	2008/11	Arrangements for supporting the financial aspects and the financial implications of BSF need to be established, as Halton has been included in BSF Wave 6.
<b>Economic</b>		
5. Efficiency Review	2008/11	Target increased to 3% cashable savings.
6. Budget Pressures	2008/11	Increasing public expectation across all services for improvements and new developments coupled with increasing costs yet at the same time the increase threat of capping from Government to minimise Council Tax increase.
7. Formula Grant (RSG)	2008/11	Continue to work with our partners to lobby for fairer distribution.
<b>Social</b>		
8. Existing / new Partnership arrangements	2008/11	These arrangements often result in more complex accounting and governance arrangements being required.

<b><i>Technological</i></b>		
9. Development of Agresso	<b>2008/11</b>	Developing the range and use of financial information available from the Agresso system, including a major upgrade of the software to bring about improved functionality.
10. E-Government	<b>2008/11</b>	Advice on new controls as business processes change. Particular developments include e-procurement, continued implementation of Trent, and developments in revenues and benefits to reflect Business Improvement Districts and the implementation of Local Housing Allowance.
11. Implementation of new audit management system	<b>2008/9</b>	Internal Audit is planning to implement a new audit management system in 2008/9. This will provide electronic working papers which will result in improved efficiency in delivering the audit service.

<b><i>Legislative</i></b>		
12. Children's Act and Associated Guidance	<b>2008/11</b>	Introduction of Children's Trust and Pooled budgets.
13. Accounting Developments	<b>2008/11</b>	Statements of Recommended Accounting Practice are issued annually, which determine the extent and format of the Council's accounting statements and provide the basis against which they are audited.
14. Annual Governance Statement	<b>2008/11</b>	In 2008, the Council will be required to produce its first Annual Governance Statement that will declare the degree to which it meets the new CIPFA/SOLACE Governance Framework. The work of Internal Audit in reviewing the Council's control environment will form part of the assurance framework that underpins the Annual Governance Statement.



*Environmental**2008 on***13. Protecting our environment**

Awareness of Climate Change is growing and the Council is committed to taking a lead and setting an example in tackling the associated problems. A corporate Climate Change Action Plan is being prepared, but each department can make its own contribution.

Consideration will be given throughout the life of the Service Plan to ways in which support can be given to the action plan and to identify and implement opportunities to reduce any contribution to Climate Change and to promote best practice in the reduction of carbon emissions.

The Council will sign up to the Local Authority Carbon Management Programme in the early part of 2007/08. The programme will guide the Council through a systematic analysis of its carbon footprint, outline opportunities to help manage carbon emissions, develop Action Plans for realising carbon and financial savings; and embed carbon management into the authority's day-to-day business.

As part of the programme the Council will develop a Carbon Management Strategy and Implementation Plan by March 2008 to reduce energy bills and carbon emissions over the next five years. Through the Strategy and Implementation Plan, Council services will need to encourage closer examination of their policies around procurement, transport and the use of renewable energy.

**3.2 Service Developments**

Under the 2007 CPA the Use of Resources assessment was more stringent and focused on financial management and how this links and supports the strategic management of the Council. The Council scored 3 out of 4 (performing well). There are a few areas for further development and an action plan has been developed to make further improvements in the financial management of the Council.

The department received high levels of satisfaction and positive feedback from a recent client survey. Internal Audit regularly receives high levels of satisfaction following audit reviews. Both the Accountancy and Internal Audit Divisions are members of CIPFA Benchmarking Clubs. The overall cost of Halton's accountancy function is below the average for unitary councils. In terms of Internal Audit, the last benchmarking exercise also showed staffing costs to be below average when compared to other unitary authorities.

Internal Audit has continued to work in partnership with the Audit Commission to ensure an efficient and effective use of the overall audit resource. In the Annual Governance report from the 2006/7 audit, the Audit Commission commented *'We work closely with Internal Audit and place assurance upon their work where we can. As last year, their work has once again provided us with assurance on the reliability of internal control procedures within material financial information systems'*.

### **3.3 Efficiency Improvements**

Over many years the Department has been successful in absorbing additional responsibilities without increasing staffing levels. The development of Agresso is a major example of improved efficiency and its continued development will help budget management across the Council. Other examples of improved efficiency include the introduction of pooled budgets such as Adults with Learning Difficulties, the Whole of Government Accounts initiative and the LAA. However, it has to be recognised that given their intangible dominant nature such efficiency gains can be extremely difficult to quantify in financial terms.

Internal Audit is to combine the Financial Management Standards in Schools assessments with its usual school audit reviews, which should generate additional income of £10,000 each year. In addition, Internal Audit has a wider role in terms of identifying opportunities to improve efficiency through the course of its normal audit work.

The implementation of a new audit management IT system will radically change internal audit working practices leading to a more efficient audit process. It is intended that the new software will be implemented and developed during 2008/9.

### **3.4 National Regional and Sub-regional Focus**

The Executive Board Member for Corporate Services is a member of the Executive Committee of SIGOMA – Special Interest Group of Municipal Authorities (outside London), which represents 48 Local Authorities in most of England's urban areas outside the capital. SIGOMA provides a forum for discussion at the highest political level on matters of common concern and provides a means of channelling views to Government and the Local Government Association.

The Department represents the Council on the Merseyside Directors of Finance Group and Cheshire Chief Finance Officers Group. These Groups are valuable ways of sharing information and developing solutions to the emerging financial issues faced by the authority.

The proposed development of the Liverpool City Region would result in new financial relationships and if implemented would require the examination of the Council's existing financial transactions with Cheshire based bodies.

### **3.5 Equality and Diversity**

Halton Council is committed to ensuring equality of opportunity within all aspects of its service delivery, policy development and as an employer. This commitment is reflected in a range of policies, strategies and framework documents that underpin the work of the Council in its day-to-day operation and in the services that it delivers.

This commitment is encapsulated in the equal opportunities policy that the Council has adopted. The policy sets out the Council's approach to promoting equal opportunities; valuing diversity and encouraging fairness and justice; and providing equal chances for everyone in Halton to work, learn and live free from discrimination and victimisation. The Council will combat discrimination throughout the organisation and will use its position of influence in the Borough, wherever possible, to help to identify and overcome discriminatory barriers that may exist.

Each year Departments undertake Equality Impact Assessments to examine the equality implications of all of their policies, procedures and practices. As a result an Equality Action Plan is developed to identify those issues that demand attention. This forms a contribution to the overall Corporate Equalities Plan.

As a result of such assessments any high priority actions that have been identified, that fall within the life of this plan, are detailed in section 5.

### **3.6 Unforeseen Developments**

Whilst every effort has been made to identify those significant developments that may influence or impact upon the service during the life of this plan the possibility exists that unforeseen developments may occur that need to be considered as and when they arise. Such developments will be detailed and commented upon as appropriate in the sections dealing with key developments or emerging issues within the relevant Service Plan Quarterly Monitoring Reports.

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of any unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

All reports to the Policy and Performance Boards, with the exception of Part II items, are publicly available documents and can be accessed through the Council's website at <http://www2.halton.gov.uk/>

## 4.0 Resources

### 4.1 Budget Summary and Service Costs

	<b>Annual Budget £'000</b>
<b>Expenditure</b>	
Employees	1,454
Premises	82
Supplies and Services	95
Transport	51
Support Services	222
<b>Total Expenditure</b>	<b>1,904</b>
<b>Income</b>	
Support Services	-1,765
SLA to Schools	-140
<b>Total Income</b>	<b>-1,905</b>
<b>Net Departmental Revenue Budget</b>	<b>-1</b>

### 4.2 Human Resource Requirements

Year	Divisional Staffing Levels <sup>1</sup>		
	Accountancy	Audit	Total
2007 / 08	26	11	<b>37</b>
<b>2008 / 09</b>	<b>26</b>	<b>11</b>	<b>37</b>

It is not anticipated at the time of writing this plan that staffing levels within the department will be subject to change to the period to 2011.

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<sup>1</sup> Full time equivalent

### **4.3 ICT Requirements**

There is a high degree of expertise in the use of personal computers in the Department and this will continue to be developed to maximise the use of computing facilities.

The Accountancy Division was one of the first areas of the Council to be successfully integrated into the full "Citrix" environment.

The Agresso system provides the Department with a state of the art financial management system that should meet the needs of the Council for the foreseeable future. The system is likely to undergo a major upgrade during 2008/09 as part of Agresso's approach to continuous development and in order to ensure the Council maximises the benefit from its investment in the system.

The Trent system implementation is set to continue over the next 12 months, which should significantly improve the financial information available for budgeting purposes.

Internal Audit is in the process of replacing its audit management system. This will lead to the use of electronic working papers and facilitate more efficient and flexible working arrangements.

### **4.4 Accommodation and Property Requirements**

At the present time, there are no foreseeable additional property requirements for Financial Services during the lifetime of this plan.

Should any unforeseen developments arise that necessitate additional requirements, these will be reported either by exception or through the normal quarterly reporting cycle.

## 5.0 Service Performance

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and / or its statutory responsibilities. The service utilises a variety of measures and targets to enable performance against the service plan to be tracked, monitored, and reported. Details of these measures and targets are given below.

- **Objectives and Key Milestones.** These show the major events in the work of the Department that are planned to take place during 2008–11, such as the launch of new initiatives progress on major projects or the delivery of business critical activity. Objectives and Milestones are clearly linked to the appropriate Key Areas of Focus in the Corporate Plan 2006-11.
- **National Performance Indicators.** This is a national set of 198 indicators that have been prescribed by Central Government that are intended to measure the extent to which authorities are operating effectively and efficiently and are delivering upon both national and local priorities.
- **Local Performance Indicators.** These are indicators that have been developed by the Council and any relevant non-statutory indicators that have been adopted from national or other sources.
- **Local Area Agreement Targets.** The Local Area Agreement (LAA) is a three-year agreement based on Halton's Community Strategy. The second round LAA commenced on 1<sup>st</sup> April 2008, and included within it are improvement targets for the Borough of Halton to which both the Council, and its partners will contribute.

The LAA contains 86 key targets addressing all of the priority issues identified in both the Community Strategy, and the Council's Corporate Plan. Of the 86 key targets, 34 are mandatory and also included are the 12 LPSA targets to which the Council signed up.

Many of the objectives contained within the current service plans are designed to support the achievement of LAA targets. A full version of Halton's LAA can be viewed on the Halton Strategic Partnership Website at [http://www.haltonpartnership.net/site/images/stories//laa\\_final\(march 2007\).pdf](http://www.haltonpartnership.net/site/images/stories//laa_final(march%202007).pdf)

Progress against the achievement of LAA targets is reported to all stakeholders at regular intervals. Following the establishment of the LAA, plans are being formulated to ensure that in future years the LAA and the Council's service plans are completely aligned.

## 5.1 Service Objectives

(NB Other than by exception those service objectives and/or Key Milestones shown in *italics* will only be reported at Quarter 2 (half-year) and Quarter 4 (year-end).)

<b>Corporate Priority: 6</b>	<b>Corporate Effectiveness and Business Efficiency</b>					
Key Area Of Focus: 34	<i>Attracting and Managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders.</i>					
<b>Service Objective: FS O1</b>	<b>Set the Revenue Budget, Capital Programme and recommend Council Tax</b>					
Key Milestone(s) (08 - 09)	<ul style="list-style-type: none"> <li>Report Medium Term Financial Forecast to Executive Board <b>November 2008</b>.</li> <li>Report to Council in March <b>2009</b></li> </ul>					
Key Milestone(s) (09 - 10)	<ul style="list-style-type: none"> <li>Report Medium Term Financial Forecast to Executive Board <b>November 2009</b>.</li> <li>Report to Council in March <b>2010</b></li> </ul>					
Key Milestone(s) (10 - 11)	<ul style="list-style-type: none"> <li>Report Medium Term Financial Forecast to Executive Board <b>November 2010</b>.</li> <li>Report to Council in March <b>2011</b></li> </ul>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Operational Director	<b>Linked Indicators</b>	FSLI
	Residual	Medium				

<b>Corporate Priority: 6</b>	<b>Corporate Effectiveness and Business Efficiency</b>					
Key Area Of Focus: 34	<i>Attracting and Managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders.</i>					
<b>Service Objective: FS O2</b>	<b>To effect financial prudence by assisting managers to control their budgets by monitoring spending and providing timely and accurate financial reports</b>					
Key Milestone(s) (08 - 09)	<ul style="list-style-type: none"> <li>• Provide <b>monthly</b> financial reports to budget holders within 8 days of month end (<b>CA</b> – Chief Accountant).</li> <li>• Provide quarterly financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports (<b>GA</b> – Group Accountant).</li> <li>• Provide quarterly monitoring reports on the overall budget to Executive Board Sub Committee. (<b>CA</b>)</li> </ul>					
Key Milestone(s) (09 - 10)	<ul style="list-style-type: none"> <li>• Provide <b>monthly</b> financial reports to budget holders within 8 days of month end (<b>CA</b>).</li> <li>• Provide quarterly financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports (<b>GA</b>).</li> <li>• Provide quarterly monitoring reports on the overall budget to Executive Board Sub Committee. (<b>CA</b>)</li> </ul>					
Key Milestone(s) (10 - 11)	<ul style="list-style-type: none"> <li>• Provide <b>monthly</b> financial reports to budget holders within 8 days of month end (<b>CA</b>).</li> <li>• Provide quarterly financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports (<b>GA</b>).</li> <li>• Provide quarterly monitoring reports on the overall budget to Executive Board Sub Committee. (<b>CA</b>)</li> </ul>					
<b>Risk Assessment</b>	Initial	Low	<b>Responsible Officer</b>	Chief Accountant	<b>Linked Indicators</b>	
	Residual	Low				



<b>Corporate Priority: 6</b>	<b>Corporate Effectiveness and Business Efficiency</b>
Key Area Of Focus: 34	<i>Attracting and Managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders.</i>

<b>Service Objective: FS O4</b>	<b>Provide for public accountability by reporting the Councils stewardship of public funds and its financial performance in the use of resources by preparing the final accounts as required by statute and in accordance with the latest accounting standards.</b>					
Key Milestone(s) (08 / 09)	<ul style="list-style-type: none"> <li>• Complete the Draft Abstract of Accounts and report to the Business Efficiency Board by <b>30<sup>th</sup> June 2008.</b></li> <li>• Publish the Abstract of Accounts by <b>30<sup>th</sup> September 2008.</b></li> </ul>					
Key Milestone(s) (09 / 10)	<ul style="list-style-type: none"> <li>• Complete the Draft Abstract of Accounts and report to the Business Efficiency Board by <b>30<sup>th</sup> June 2009.</b></li> <li>• Publish the Abstract of Accounts by <b>30<sup>th</sup> September 2009.</b></li> </ul>					
Key Milestone(s) (10 / 11)	<ul style="list-style-type: none"> <li>• Complete the Draft Abstract of Accounts and report to the Business Efficiency Board by <b>30<sup>th</sup> June 2010.</b></li> <li>• Publish the Abstract of Accounts by <b>30<sup>th</sup> September 2010.</b></li> </ul>					
<b>Risk Assessment</b>	Initial	N/A	<b>Responsible Officer</b>	Chief Accountant	<b>Linked Indicators</b>	
	Residual	N/A				

<b>Service Objective: FS O5</b>	<b>Make best use of cash resources available to the Council and meet its statutory responsibility by setting, implementing and monitoring the Treasury Management Policy</b>					
Key Milestone(s) (08 / 09)	<ul style="list-style-type: none"> <li>• Establish treasury Management Policy and report to the Executive Board Sub-Committee by <b>April 2008.</b></li> <li>• Provide monitoring reports to the Executive Board Sub-Committee <b>on a quarterly basis.</b></li> </ul>					
Key Milestone(s) (09 / 10)	<ul style="list-style-type: none"> <li>• Establish treasury Management Policy and report to the Executive Board Sub-Committee by <b>April 2009.</b></li> <li>• Provide monitoring reports to the Executive Board Sub-Committee <b>on a quarterly basis.</b></li> </ul>					
Key Milestone(s) (10 / 11)	<ul style="list-style-type: none"> <li>• Establish treasury Management Policy and report to the Executive Board Sub-Committee by <b>April 2010.</b></li> <li>• Provide monitoring reports to the Executive Board Sub-Committee <b>on a quarterly basis.</b></li> </ul>					
<b>Risk Assessment</b>	Initial	N/A	<b>Responsible Officer</b>	Operational Director	<b>Linked Indicators</b>	
	Residual	N/A				

<b>Corporate Priority: 6</b>	<b>Corporate Effectiveness and Business Efficiency</b>
Key Area Of Focus: 34	<i>Attracting and Managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders.</i>

<b>Service Objective: FS 06</b>	<b>Ensure that the Capital Programme is affordable, prudent, and sustainable by setting and monitoring prudential borrowing indicators.</b>					
<i>Key Milestone(s) (08 / 09)</i>	<ul style="list-style-type: none"> <li>• Report prudential indicators to Council in <b>March 2008.</b></li> <li>• Provide monitoring reports to the Executive Board Sub-Committee <b>on a quarterly basis</b></li> </ul>					
<i>Key Milestone(s) (09 / 10)</i>	<ul style="list-style-type: none"> <li>• Report prudential indicators to Council in <b>March 2009.</b></li> <li>• Provide monitoring reports to the Executive Board Sub-Committee <b>on a quarterly basis</b></li> </ul>					
<i>Key Milestone(s) (10 / 11)</i>	<ul style="list-style-type: none"> <li>• Report prudential indicators to Council in <b>March 2010.</b></li> <li>• Provide monitoring reports to the Executive Board Sub-Committee <b>on a quarterly basis</b></li> </ul>					
<b>Risk Assessment</b>	Initial	N/A	<b>Responsible Officer</b>	Operational Director	<b>Linked Indicators</b>	
	Residual	N/A				

<b>Corporate Priority: 6</b>	<b>Corporate Effectiveness and Business Efficiency</b>					
Key Area Of Focus: 34	<i>Attracting and Managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders.</i>					
<b>Service Objective: FS 07</b>	<b>Provide an independent and objective opinion of the Council's control environment by evaluating its effectiveness in achieving the Council's objectives.</b>					
<i>Key Milestone(s) (08 / 09)</i>	<ul style="list-style-type: none"> <li>• Obtain approval from the Business Efficiency Board for the Internal Audit Plan for 2008/9 <b>June 2008.</b></li> <li>• Carry out sufficient audit work across the whole of the organisation to ensure that a confident, evidence based audit opinion can be provided on the Council's control environment. A commentary on the audit work undertaken will be provided in <b>quarterly</b> progress reports to Business Efficiency Board.</li> <li>• Provide an overall opinion on the Council's system of internal control in the Internal Audit Annual Report (2007/8) to the Business Efficiency Board <b>June 2008.</b></li> </ul>					
<i>Key Milestone(s) (09 /10)</i>	<ul style="list-style-type: none"> <li>• Obtain approval from the Business Efficiency Board for the Internal Audit Plan for 2009/10 <b>June 2009.</b></li> <li>• Carry out sufficient audit work across the whole of the organisation to ensure that a confident, evidence based audit opinion can be provided on the Council's control environment. A commentary on the audit work undertaken will be provided in <b>quarterly</b> progress reports to Business Efficiency Board.</li> <li>• Provide an overall opinion on the Council's system of internal control in the Internal Audit Annual Report (2008/9) to the Business Efficiency Board <b>June 2009.</b></li> </ul>					
<i>Key Milestone(s) (10 / 11)</i>	<ul style="list-style-type: none"> <li>• Obtain approval from the Business Efficiency Board for the Internal Audit Plan for 2010/11 <b>June 2010.</b></li> <li>• Carry out sufficient audit work across the whole of the organisation to ensure that a confident, evidence based audit opinion can be provided on the Council's control environment. A commentary on the audit work undertaken will be provided in <b>quarterly</b> progress reports to Business Efficiency Board.</li> <li>• Provide an overall opinion on the Council's system of internal control in the Internal Audit Annual Report (2009/10) to the Business Efficiency Board <b>June 2010.</b></li> </ul>					
<b>Risk Assessment</b>	Initial	N/A	<b>Responsible Officer</b>	Chief Internal Auditor	<b>Linked Indicators</b>	FSLI6, FSLI 7
	Residual	N/A				

## 5.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref <sup>2</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles <sup>3</sup> (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
<b>Corporate</b>											
<b><u>FSLI 1</u></b>	Receive an unqualified audit opinion on the accounts.	CP 6 AOF 34	Yes				Yes	Yes	Yes	Yes	Yes
FSLI 2	Receive positive comment (annually) from the External Auditor relating to the financial standing of the Council and the systems of internal financial control.	CP 6 AOF 34	Yes				Yes	Yes	Yes	Yes	Yes
FSLI 3	Receive positive comment (annually) from the External Auditor concerning reliability of internal audit work.	CP 6 AOF 34	Yes				Yes	Yes	Yes	Yes	Yes
FSLI 4	Maintain the Use of Resources scores achieved in CPA last year.	CP 6 AOF 34	3 out of 4				3 out of 4	3 out of 4	Maintain 3 out of 4		

<sup>2</sup> Key Indicators are identified by an **underlined reference in bold type**.

<sup>3</sup> No quartile data is available for local performance indicators

Ref <sup>4</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles <sup>5</sup> (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11

### Cost & Efficiency

NI 179	Value of cashable efficiency gains	CP6 AOF 34	New PI from 2008				New PI from 2008	New PI from 2008	<b>TBA</b>	<b>TBA</b>	<b>TBA</b>
FSLI 5	Achieve investment returns for the year higher than benchmark	CP6 AOF 34	4.80%					<b>TBA</b>	<b>TBA</b>	<b>TBA</b>	<b>TBA</b>

### Quality

FSLI 6	Undertake the external assessment for 75% of the Council's schools undergoing the Financial Management Standard in Schools (FMSiS) accreditation process.	CP6 AOF 34	N/A				N/A	N/A	75 %	75 %	75
FSLI 7	Maintain the number of (% of all) schools buying back financial services.	CP6 AOF 32	48 (100%)				48 (100%)	48 (100%)	48 (100%)	48 (100%)	48 (100%)

<sup>4</sup> Key Indicators are identified by an **underlined reference in bold type**.

<sup>5</sup> No quartile data is available for local performance indicators

Ref <sup>6</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles <sup>7</sup> (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
<b>Service Delivery</b>											
FSLI 8	Issue 75% of draft audit reports within 15 working days of completing the audit fieldwork.	CP6 AOF 34	80 %				75 %	<b>TBA</b>	75%	75%	75%

<sup>6</sup> Key Indicators are identified by an **underlined reference in bold type**.

<sup>7</sup> No quartile data is available for local performance indicators

### 5.3 Risk Management

Risk Management, which forms a key element of the strategic management and performance management processes of the Council, is a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

Risk assessments are the process by which departments identify those issues that are, or may be, likely to impede the delivery of service objectives. Such risks are categorised and rated in terms of both their probability, i.e. the extent to which they are likely to happen, and their severity i.e. the potential extent of their impact should they occur.

Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. Such numbers are then translated into a Low, Medium or High category.

Risk Score	Overall Level of Risk
1 – 4	LOW
5 – 10	MEDIUM
11 – 16	HIGH

Following such assessments a series of risk treatment measures are identified that will mitigate against such risks having an adverse impact upon the delivery of the departmental objectives.

Mitigation measures for those risks that were initially assessed as high have been included as an Appendix within this plan. As such their implementation will be monitored through the Quarterly Departmental Service Plan Monitoring Report process.

### 5.4 Equality Action Plan

As a result of undertaking a departmental Equality Impact Assessment no high priority actions have been identified for the service for the period 2008 - 09.

### 5.5 Local Area Agreement Targets

2008 LAA is presently under development – any relevant information to be inserted once agreement has been finalised.

## 6.0 Performance Reporting

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and or delivering it's statutory responsibilities.

It is imperative that the Council and interested members of the public can keep track of how the Council and its Departments are progressing against objectives and targets, and that mechanisms are in place to enable councillors and managers to see whether the service is performing as planned.

As a result Departmental progress will be monitored through:

- **The day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Provision of Quarterly progress reports to Corporate and Directorate Management Teams;**
- **The inclusion of Quarterly Service Plan Monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**
- **Publication of Quarterly Service Plan monitoring reports on the Councils intranet site.**

In demonstrating it's commitment to exploiting the potential of Information and Communications Technology to improve the accessibility of its services and related information an extensive range of documentation, including this plan and it's associated quarterly monitoring reports, are available via the Council's website at

<http://www2.halton.gov.uk/content/councilanddemocracy/council/plansandstrategies>

Additionally information and assistance can be accessed through any of the Council's Halton Direct Link facilities (HDL) or the Council's libraries.

## 7.0 Statutory and Non-statutory Plans

Internal Audit Plan



**Halton Corporate Plan (2006 – 2011) – Council Priorities and Key Areas of Focus.**

**A Healthy Halton**

<b>1</b>	Improving the future health prospects of Halton residents, particularly children, through the encouragement of an improved dietary intake and the availability of nutritionally balanced meals within schools and other Council establishments.
<b>2</b>	Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.
<b>3</b>	Delivering programmes of education to improve the health of Halton residents.
<b>4</b>	Helping people to manage the effects of ill health, disability and disadvantage.
<b>5</b>	Actively managing the environmental factors that are detrimental to good health.
<b>6</b>	Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.
<b>7</b>	Providing services and facilities to maintain existing good health and well-being.

**Halton's Urban Renewal**

<b>8</b>	Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business.
<b>9</b>	Maintaining and developing local transport networks that meet the needs of resident's, businesses and visitors to Halton.
<b>10</b>	Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.
<b>11</b>	Maintaining levels of affordable housing provision within Halton that provides for quality and choice and meets the needs and aspirations of existing and potential residents.
<b>12</b>	Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.

## Children & Young People in Halton

13	Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
14	To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood.
15	To deliver effective services to children and families by making best use of available resources
16	To provide transport facilities that meets the needs of children & young people in Halton accessing education and training.
17	Provide an effective transition for young people from school to employment, through opportunities for work related learning, and post 16 education, voluntary and community work.
18	To reduce the conception rate amongst women under 18 by providing awareness, education and relevant support
19	To ensure a safe environment for children where they are supported and protected from abuse and neglect

## Employment, Learning & Skills in Halton

20	To increase self-confidence and social inclusion by providing opportunities to adults to engage in basic skills learning.
21	To improve access to employment by providing opportunities to enhance employability skills and knowledge
22	Working with employers to identify and secure opportunities for the unemployed.
23	To provide transport facilities that meets the needs of those people in Halton accessing employment and training.
24	To sustain current employment levels by providing practical and financial advice and assistance to those from disadvantaged groups
25	To increase employment opportunities and business start ups in Halton, by developing an enterprise culture

## A Safer Halton

26	Actively encouraging socially responsible behaviour by engaging with Halton's young people and by providing opportunities for them to access and take part in affordable leisure time activities.
27	Reducing the physical effects of anti-social and criminal behaviour
28	Providing and maintaining a highways and footpath network that is safe, accessible, and meets the needs and expectations of those living, working or visiting in Halton.
29	Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.
30	Improving the social and physical well-being of those groups most at risk within the community

## Corporate Effectiveness & Efficient Service Delivery

31	Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.
32	Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access.
33	Ensuring that we are properly structured organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.
34	Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders
35	Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.
36	Ensuring that the Council's land and property portfolio is managed efficiently
37	Ensuring that Council buildings are safe and accessible, meet the needs of service users and the organisation, and comply with legislative requirements
38	Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery.
39	Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information
40	Ensuring that the Council has the right people with the right skills and who are informed and motivated and provided with opportunities for personal development and engagement.



## Health & Partnerships

# SERVICE PLAN

**April 2008 to March 2011**

**Advanced Draft FEB 2008**

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## 1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified [6 key priorities](#), and a number of associated key Areas of Focus, which, as detailed within the Council's Corporate Plan, are: -

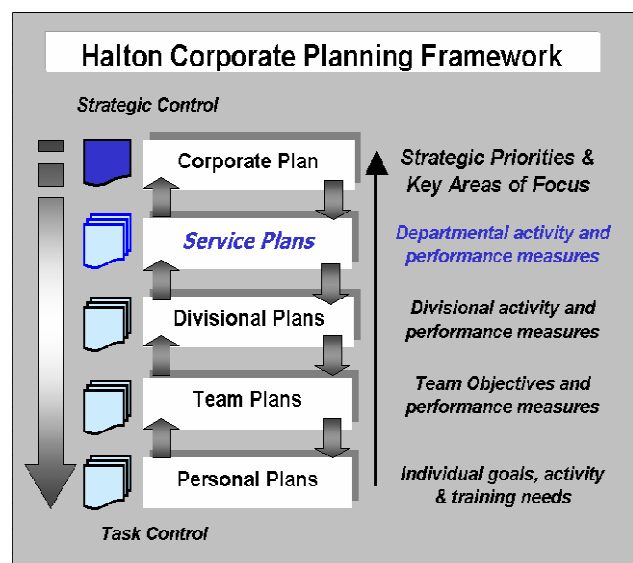
- **A Healthy Halton**
- **Halton's Urban Renewal**
- **Halton's Children & Young People**
- **Employment, Learning & Skills in Halton**
- **A Safer Halton**
- **Corporate Effectiveness & Business Efficiency**

Departmental Service Plans form an integral part of the authority's corporate planning framework, as illustrated below.

This framework ensures that the Council's operational activities are complementary to the delivery of its community aspirations and legal and statutory responsibilities.

Departmental Service Plans are primary documents that communicate:

- The existing and future influences that have informed the shaping of service delivery in the medium term.
- The existing and projected resources that are, or may, be required to deliver services.
- Departmental Service Objectives and Key Milestones that are to be delivered over the next three years.
- Those national and local performance indicators for which the department has a responsibility to report.



Such plans, and the Quarterly Service Plan Monitoring Reports that flow from them, are an essential tool in enabling the public, Elected Members, Senior Management, and staff how well Council departments are performing and what progress is being made in relation to improving the quality of life within the borough and service provision for local people, businesses and service users.

The Strategic Priorities and those Areas of Focus that have been most significant in the development of this plan are detailed below:-

*Strategic Priority 2:*

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

#### Area of Focus 11

Maintaining levels of affordable housing provision within Halton that provides for quality and choice and meets the needs and aspirations of existing and potential residents

*Strategic Priority 5:*

### **A Safer Halton**

#### Area of Focus 30

Improving the social and physical well-being of those groups most at risk within the community

*Strategic Priority 6:*

### **Corporate Effectiveness and Efficient Service Delivery**

#### Area of Focus 31

Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.

#### Area of Focus 33

Ensuring that we are properly structured organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.

#### Area of Focus 34

Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders

Area of Focus 35

Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.

Area of Focus 38

Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery.



## **2.0 SERVICE PROFILE**

### **2.1 Purpose**

Within the Health and Community Directorate the Health & Partnerships Division exists to provide a range of support services to operational front-line staff in order for them to deliver high-quality social care services/support to the local community in partnership with the NHS, independent, voluntary and community sectors. Effective support services are essential in ensuring that safe practices are adopted, staff are highly trained, public money is wisely spent, information technology is utilised to maximise efficiency, measure, monitor and manage performance, front-line staff are freed from administrative duties, and longer-term planning is promoted.

The Consumer Protection Service ensures fair and equitable business and trading practices; protects consumers; meets the requirements of the bereaved in relation to burial and cremation; conducts civil marriages / civil partnerships / citizenship ceremonies and facilitates the registration of births, marriages and deaths.

The Housing Strategy Team is responsible for assessing housing needs and conditions in the Borough, developing housing policy to address those needs, managing the Council's permanent Gypsy site and unlawful encampments, and the provision of homelessness services.

#### **2.1.1 Service Activities**

The primary role of Health and Partnerships is to support and enable staff in the Health and Community Directorate to achieve the councils strategic and business objectives for adult services. It also plans, commissions, contracts and in some instances delivers services for the residents of Halton that maintain their independence, keeps them safe from risk and improves their quality of life. It aims to achieve this by:

##### **Planning & Commissioning**

Ensures the effective planning and commissioning of quality, value for money services for customers of adult social care and supporting people. It also supports policy development in response to local or Government priorities. Focus is upon planning and commissioning functions across all adult and older people client groups. Functions include Service Development, Supporting People & Quality Assurance, Training, Human Resources, Workforce Development, Housing Strategy and Homelessness.

##### **Finance & Support**

The Finance and Support is split into three operational areas. The Management Accounts team manages the budget preparation and financial support to budget holders for capital and revenue resources. This work includes regular monitoring reports of income and expenditure in key areas, preparation of final accounts including section 31 pooled budget accounts, completion of financial returns, grants claims and payments to third sector

providers. Also provides the link between corporate finance and the Directorate in all financial matters. Financial Services include assessing service users charges for services, and ensuring prompt and accurate payments are made for services received and service users, the PCT and other Local Authorities are appropriately billed for all services. The Client Finance team provides two key services an Appointee and Receivership service and a Direct Payments service now also supporting an individualised budge pilot.

### **Business Support**

Includes the management and provision of Communication and Information Services. Information Technology services develop and maintain IT systems to support social care and housing activity electronically. The Performance Team monitor and manage the collation of information on needs and activity, delivering statistical returns and regular performance monitoring. Administrative Support, Customer and Office Services and Complaints and Compliments ensure the Directorate meets its statutory and corporate responsibilities.

### **Consumer Protection**

Provides the management of Trading Standards and Business Advice, Consumer Advice and Education Service, Petroleum and Explosives Storage Enforcement and Advice, Bereavement Service and Registration Services.

NB. Further details regarding specific divisional activities can be found in team plans.

#### **2.1.2 Who benefits?**

The service benefits everyone in Halton by supporting front-line services to assist those most in need, particularly the most vulnerable in the community who may need help to care for themselves or others. We provide support to people to arrange and contract for care services, who buy goods and services, conduct business, who lose loved ones, who wish to register births, marriages and deaths. Housing Strategy services benefit everyone in Halton, but particularly those in greatest housing need.

#### **2.2 Key Messages**

Given the breadth of service areas within Health & Partnerships, we are working within the key strategic priorities to support and deliver high quality services to improve health, independence and wellbeing of the residents of Halton. Key messages include:

- The development of the Joint Strategic Needs Assessment, which covers the health and social care needs of Adults and Children (in conjunction with key stakeholders and the community)
- The requirement to contribute to the Local Strategic Partnership's agenda, and the update of the Local Area Agreement (LAA) and delivery of LAA targets
- To need to maintain, develop and improve the level of service when the Directorate and Authority as a whole are faced with increasing budgetary pressures e.g. the Comprehensive Spending Review and the potential loss of some Grants.
- The need to develop partnerships which may include joint provision or commissioning with other Local Authorities, key statutory partners

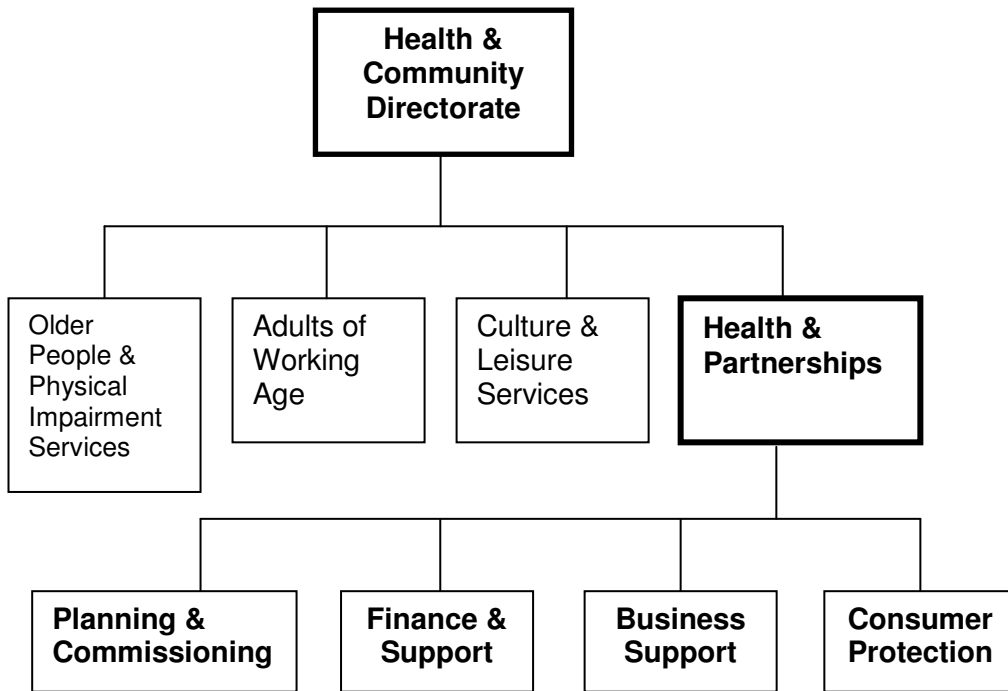
and in some circumstances with providers within the independent or voluntary sector;

- The need to refocus the Directorate's activity towards neighbourhood delivery of services
- The need to ensure that there are appropriate and effective infrastructures in place to be able to deliver the Directorate's aims and objectives
- The increase in self directed care and self-assessment linked to the In-Control pilot and development of individualised budgets.
- The important need to ensure that vulnerable adults are properly safeguarded. The Directorate continues to invest heavily in strengthening reporting, recording and training processes associated with the safeguarding of vulnerable adults. Extensive work continues with our partner agencies (inc. Police) to ensure that appropriate policies and procedures are in place.
- The need to ensure that the potential barriers to the taking up of services through lack of awareness about what is available and how to access it by Halton's Black and Minority Ethnic community are overcome, thus ensuring that services are accessible to all.
- To make sure we work and consult with people who use our services so that they deliver the outcomes people want
- To ensure that people who use our services experience positive outcomes that deliver: -
  - Improved health & emotional wellbeing
  - An improved quality of life
  - A positive contribution
  - Increased choice and control
  - Freedom from discrimination & harassment
  - Economic well being
  - Personal dignity & respect
- Prioritisation of safety work within the Council's cemeteries with specific focus on memorials and roads / pathways.
- Ensuring that the Consumer Protection Service is equipped to deal with the increasing challenges facing the Service, especially from the Office of Fair Trading, the Local Better Regulation Office and expected legislative changes.
- Continuing to improve performance against the Registration Service Good Practice Guide and develop the present use of the Civic Suite for

Registration Ceremonies after the completion of the Runcorn Town Hall refurbishment.

- The need to engage with sub regional working arrangements and policy development, particularly in terms of housing and planning.

### 2.3 Organisation Structure



	<b>FTE Posts</b>
Planning & Commissioning	54.7
Finance & Support	
• Management Accounts (inc. DM)	5.5
• Client Income and Assessment/Invoicing	12.0
• Direct Payments/Appointeeship	7.4
Business Support	17.9
Consumer Protection	24.7
Operational Director & Secretary plus Strategic Director & Secretary	4.0
<b>TOTAL</b>	<b>126.2</b>

NB. Information regarding posts completed as at 30.9.07 (includes vacancies)

### **3.0 FACTORS AFFECTING THE SERVICE**

#### **3.1 External Factors**

The following factors have been identified as having a potential impact on the delivery of services during the period 2008-2011:

##### **3.1.1 Political**

- The development of the Joint Strategic Needs Assessment (JSNA), will form the basis of a new duty for the PCT and Local Authorities to co-operate in order to develop a whole health & social care response to the health, care and well-being needs of local populations and the strategic direction of service delivery to meet those needs, over 3-5 years.
- Halton's current Local Area Agreement (LAA), which provides an outcome based approach to tackling the major challenges facing Halton, is due for review and update in 2008. Many of the objectives outlined in the Service Plans are designed to support the achievement of the LAA Targets.
- Changes within NHS following publication of a Patient Led NHS have resulted in the reconfiguration of local NHS Trusts. This will impact on partnership work as the new organisations become established. The joint commissioning managers role may change and all future commissioning strategies will be required to establish joint commissioning intentions between HBC and the PCT.
- The implementation and delivery of 'Independence & Opportunity: Our strategy for Supporting People' will impact on resources available to deliver local services and may affect the way in which the programme is administered locally i.e. proposals to transfer supporting people into the Local Strategic Partnership (LSP)
- The Office of Fair Trading's governance role, the launch of the Local Better Regulation Office and the move to an intelligence based service delivery model will impact significantly on the work of the Consumer Protection Service.
- The work of the Consumer Protection Service will be further impacted as a result of a number of Government reviews including the Hampton review on reducing regulatory burdens, the Macrory review on sanctions and penalties, the extension of Consumer Direct to include utilities complaints, the Roger's review on priorities for regulatory services, the Vanilla report on consumer perceptions of weights and measures law and the Gower's review on intellectual property enforcement.
- The adoption of new governance arrangements will provide greater discretion in the delivery of local Registration Services, which will streamline the Service's modernisation in the light of future national developments.

- During the next 3 years there will be a need to further strengthen relationships with the voluntary sector. One particular area, which is a priority, is Carers. It is anticipated that the Cares Centres will transfer to the voluntary sector from April 2008 and there will be a need to ensure that there is an effective infrastructure in place to secure funding in the future.
- To help make care fairer, the Secretary of State for Health has announced a comprehensive strategy for reducing health inequalities, challenging the NHS as a key player, to live up to its founding and enduring values. Local Authorities will therefore have a key role in influencing this agenda at a local level.

### **3.1.2 Economic Climate**

- There continues to be significant budgetary pressures within the Department. Gershon efficiency gains, the implications of the Comprehensive Spending Review and Supporting People's retraction plan, has resulted in reduced funding in adults with learning disabilities, and continues to have an impact on service areas. Services need to ensure that they are designed to deliver greater efficiency and value for money without having a detrimental impact on those people who use them.
- The need to have a robust LAA which is aligned to priorities will be essential as a number of specific grants and LAA ring-fenced grants will be delivered in the form of an Area Based Grant which will not be ring-fenced, the aim of which is to give Council's greater flexibility to manage financial pressures and focus funding on the priorities of their communities.
- Supporting People – Reductions in Supporting People Grant will increase budget pressures in operational areas. Business support will be required to assist services in ensuring projects after VFM within the funding requirements. There will also be implications of the transfer of resources into the LAA, managed by the LSP.
- Housing – reductions in Halton's annual capital grant for housing investment are expected to continue, reducing the scope for direct intervention in the housing market.

### **3.1.3 Social Factors**

- Commissioning Strategies will need to take account of demographic changes in Halton to ensure commissioning reflects present and future need.
- Public Health initiatives e.g. Healthy Eating, smoking cessation etc – Public information and awareness is central to success of this initiative.

The Division will need to ensure information is current and accurate and reaches a wide audience thus ensuring the promotion of healthy lifestyles.

### **3.1.4 Technological Developments**

- The development of iCAN (the Consumer Alert Network) will enable the Consumer Protection Service to warn members of the community of scams / bogus traders etc. operating in the Borough in a timely and effective manner.
- The initial launch of the national Registration-On-Line database proved problematical. It is hoped that its expansion to capture the remainder of civil registrations can be effected more smoothly by the General Register Office.
- Telecare and a new project around Telemedicine will continue to use new assistive technology to promote independence and choice for older people.
- Increased use of electronic monitoring of care, to allow greater transparency of services delivered. Pilot planned within the Directorate.
- The development of eforms to reduce the administrative burden for operational teams.
- The implementation of an electronic Single Assessment Process so that assessments take both social care and health needs into account.
- The possible pilot of a digital pen technology system to reduce data input dependent on the success of a capital bid in 07/08.

### **3.1.5 Legislative**

- The Mental Capacity Act 2005 implemented during 2007 continues to impact on the way in which the Department operates and delivers its services.
- The implications of the 2 White Papers published in 2006, Our Health Our Care Our Say and Strong and Prosperous Communities, and the new Outcomes Framework for Adults Social Care continues to be managed by the Department. These documents place a stronger emphasis on the involvement of people who access social care services and their carers being involved in service planning and delivery to ensure services are needs-led and outcome focussed. The increase in self directed care and self-assessment linked to the 'In control' pilot and development of individualised budgets continues to support the personalisation agenda.
- The Carers (Equal Opportunities) Act 2004 came into force in England on 1<sup>st</sup> April 2005. The Act gives carers new rights to information, ensures that



work, life-long learning and leisure are considered when a carer is assessed and gives Local Authorities new powers to enlist the help of housing, health, education and other Local Authorities in providing support to carers.

- The Statutory Code of Practice on the Duty to Promote Disability Equality, which was introduced in the Disability Discrimination Act 2005, came into force in December 2006. The Duty required that a Disability Equality Scheme be in place by public sector organisations by December 2006. The action plan developed as part of the Scheme continues to be implemented corporately and departmentally.
- A number of new pieces of legislation will impact significantly upon the work of the Consumer Protection Service. These will include legislation to implement the Unfair Commercial Practices Directive and legislation that will flow from the Regulatory Enforcement and Sanctions Bill.
- The New Performance Framework for Local Authorities & Local Authority Partnerships published in October 2007, sets out a single set of 198 measures (developed as part of the Comprehensive Spending Review 2007) representing what Government believes should be the national priorities for local government, working alone or in partnership, over the next three years. In each area, targets against the set of national indicators will be negotiated through new Local Area Agreements (LAAs). Each Agreement will include up to 35 targets from among the national indicators, complemented by 17 statutory targets on educational attainment and early years.
- The proposed development of a common complaints procedure, covering the NHS and Social Care (from 2009), was consulted on during 2007. It has the potential to enable complaints to be addressed more consistently and holistically, with lessons learned being shared with colleagues across the sector.
- The Housing Green Paper “Homes for the Future” will impose significant demands on authorities to increase delivery of market and affordable housing to achieve the Governments target of 3 million new homes by 2020.
- Care Services Reform - As announced as part of the Comprehensive Spending Review (CSR), care and support services are to be reformed to meet the challenges of the 21<sup>st</sup> century, and to direct state funding to where it will have the biggest impact on wellbeing. It begins with extensive public engagement at the beginning of 2008 and will ultimately lead to the publication of a Green Paper. Government requirements for reform include promoting independence, wellbeing and control for those in need, and affordability for taxpayers and individuals in need.

### **3.1.6 Environmental**

#### **Protecting our environment**

Awareness of Climate Change is growing and the Council is committed to taking a lead and setting an example in tackling the associated problems. A corporate Climate Change Action Plan is being prepared, but each department can make its own contribution.

Consideration will be given throughout the life of the Service Plan to ways in which support can be given to the action plan and to identify and implement opportunities to reduce any contribution to Climate Change and to promote best practice in the reduction of carbon emissions.

The Council has signed up to the Local Authority Carbon Management Programme in the early part of 2007/08. The programme will guide the Council through a systematic analysis of its carbon footprint, outline opportunities to help manage carbon emissions, develop Action Plans for realising carbon and financial savings; and embed carbon management into the authority's day-to-day business.

As part of the programme the Council has developed a Carbon Management Strategy and Implementation Plan to reduce energy bills and carbon emissions over the next five years. Through the Strategy and Implementation Plan, Council services will need to encourage closer examination of their policies around procurement, transport and the use of renewable energy.

### **3.2 Service Developments**

The Health and Partnerships Department has supported a wide range of service developments across all operational service areas have included an element of consultation with staff service users, carers and other stakeholders together with external benchmarking and internal performance analysis.

- Findings from the 2006 Housing Needs Assessment are being used to inform development of the housing strategy and to inform planning in terms of the development of an affordable housing policy within the emerging Local Development Framework.
- Work is ongoing to merge the Supporting People and Contracts Teams. Processes have been streamlined and areas of work have been aligned to reduce duplication. A new structure has been agreed and will be implemented over the next few months.
- Throughout 2007 the Supporting People team have worked with strategic partners to develop a number of short-term projects to meet identified needs in the SP and related strategies. Performance and the demand for these services will be reviewed at the end of 2007/8 to identify which services may be re-commissioned to meet long term need.

- Work is ongoing to develop a Domiciliary Care Strategy that will set out the Councils commissioning intentions for domiciliary care from April 2009. The strategy will be informed by the views of service users, carers and key stakeholders. The strategy will be produced by April 2008 and will aim to offer greater flexibility of care to Service Users.
- Following consultation, during 2007 changes took place to the Charging Policy. These changes included the introduction of a flat rate charge for transport provision and the introduction of an assessed charge for night care services provided and paid for wholly or partially by the Council. Service users were consulted on the proposed changes along with seeking their views on service level provision; levels of charges and amounts taken as a charge from the DLA (Care component) or Attendance Allowance.
- Following a significant overspend of the B&B budget in 2006/07, and worsening BVPI outcomes, a Project Group was established to review the homelessness service. A number of new initiatives have subsequently been introduced, particularly in support of developing a homelessness prevention approach, and work has recently commenced to look at the options for future service delivery.
- Another Project Group has for several months been developing options to secure the delivery of an integrated housing adaptation service. A new delivery structure has recently been agreed and will be implemented by April 2008.
- In the last year, Customer Care, Information and Office Services have been reconfigured to reflect the desegregation of Adults and Children's Social Care Services. Complaints Policies and Procedures have been rewritten to address the new regulations that came into force in September 2006. Robust working practices have been introduced to measure performance against the targets set and record and report the lessons learnt, so that they can inform the future development of services.
- The focus for service development within Consumer Protection Services will include strengthening the application of rules governing the safety of headstones in the Council's cemeteries, ensuring that the Consumer Protection Service is equipped to deal with the increasing challenges facing the service from the Office of Fair Trading, the Local Better Regulation Office and expected legislative changes, and the continual improvement of performance against the Registration Service Good Practice Guide and the development of the present use of the Civic Suite for Registration ceremonies.
- Evaluation of Supporting People funding of short term services to determine level of long term need.
- Health and Partnerships have contributed significantly to the development of the CPA Direction of Travel work corporately, in order to provide the Audit Commission with up-to-date information and analysis.

- Bereavement Services has been awarded the Charter for the Bereaved quality mark.
- Vulnerable Adults Task Force (VATF) received a partnership award from the Halton Strategic Partnership for work in helping older people maintain their independence through support and preventative services in the community.
- The Directorate monitors and reports to the Senior Management Team on comments, compliments and complaints received. They provide essential information to help shape and develop services, and complements the wide range of consultation exercises that the Directorate undertakes (including postal and telephone surveys, open forums, consultation days, participation in service developments and representation of users and carers on strategic boards). In addition to the consultation exercises undertaken, the Directorate also regularly undertakes Service User satisfaction and outcomes surveys, which help inform future delivery of services.

### **3.3 Efficiency Improvements**

Summary of planned efficiency improvements during 2007/8, taken from the mid year review of Gershon Savings (Nov'07): - **(Subject to Review)**

- Posts - £162,000 cashable. Estimated savings through the reduced use of agency staff, deletion of managerial and other posts.
- Direct Payments - £8,000 non cashable. Estimated savings via improved working practices and take up of service
- Advertising Costs - £20,000 cashable. Estimated savings via joint adverts for posts and other methods of advertising e.g. Halton Website
- Consumer Protection - £8,000 cashable. Estimated savings via staffing changes
- Supporting People - £250,000 cashable. Estimated savings via the ongoing project to reconfigure supported living services for Adults with Learning Disabilities.

Summary of planned efficiencies in 2008/9 :-

- Engagement in the national CSED process will improve front-end service access thus reducing assessments for care. This and a number of other CSED initiatives will be pursued.
- Implementation of electronic assessment services that enable individuals to assess themselves and access the services they are sign posted to.

### **3.4 National, Regional & Sub-regional Focus**

- To contribute appropriately to the delivery of the Trading Standards North West Strategic Assessment which sets out the priorities for prevention, intelligence, enforcement and service improvement for Trading Standards Service co-ordination throughout the North West.
- To participate in the North West Registration Managers forum with a view to sharing good practice on service development and modernisation, including partnership working, as appropriate.
- To meet the challenges of the Gershon Review: identify ways of using existing resources more efficiently to produce cashable and none cashable efficiency savings.
- The division will have an important role to play in supporting operational staff in meeting the objectives of E Government through training plans and IT support and provision.
- The Regional Housing Strategy priorities focus on low demand and affordability issues. Halton's housing markets do not exhibit these problems to the same degree as some other areas in the North West, although the problem of affordability is rising to the fore, and this is impacting upon the level of resources allocated for investment in Halton.
- A Liverpool City Region Housing Strategy has been developed which identifies areas of low demand in the sub region that are in need of additional resources, and seeks to put in place plans to improve the "housing offer" to ensure economic growth is not held back.
- The Department is making significant contributions to the Care Services Efficiency Delivery (CSED) programme, whose work is to support Council's to develop sustainable efficiency improvements in adult social care. The programme has increased in significance due to the outcome of the Comprehensive Spending Review 2007.

### **3.5 Equality & Diversity**

Halton Council is committed to ensuring equality of opportunity within all aspects of its service delivery, policy development and as an employer. This commitment is reflected in a range of policies, strategies and framework documents that underpin the work of the Council in its day-to-day operation and in the services that it delivers.

This commitment is encapsulated in the equal opportunities policy that the Council has adopted. The policy sets out the Council's approach to promoting equal opportunities; valuing diversity and encouraging fairness and justice; and providing equal chances for everyone in Halton to work, learn and live free from discrimination and victimisation. The Council will combat discrimination throughout the organisation and will use its position of influence in the Borough, wherever possible, to help to identify and overcome discriminatory barriers that may exist.

Each year Departments undertake Equality Impact Assessments to examine the equality implications of all of their policies, procedures and practices. As a result an Equality Action Plan is developed to identify those issues that demand attention. This forms a contribution to the overall Corporate Equalities Plan.

As a result of such assessments any high priority actions that have been identified, that fall within the life of this plan, are detailed in section 5 -.

The Directorate commissioned a Black and Minority Ethnic Community Research Study in 2007 to determine the current and potential needs of Halton's Black and Minority Ethnic community. The results highlighted that there was a barrier to the taking-up of services as there was a lack of awareness about what was available and who to contact for information. The report also found that the BME community in Halton was less inclined or less well educated to defining their ethnic origin.

As a result of this research, work is currently underway to improve access and signpost members of the BME communities to support services that: -

- Advise re: housing options
- Establish the skills to maintain appropriate permanent housing
- Enable service users to remain in their own homes, and avoid eviction and homelessness
- Access other services including health, social care, education, training and leisure services.
- Help to ensure the more vulnerable amongst the Minority and Hard to Reach Communities can live independently
- Ensure there is fair access to all the Supporting People services in the borough.
- Help prevent minority communities from feeling socially excluded

### **3.6 Unforeseen Developments**

Whilst every effort has been made to identify those significant developments that may influence or impact upon the service during the life of this plan the possibility exists that unforeseen developments may occur that need to be considered as and when they arise. Such developments will be detailed and commented upon as appropriate in the sections dealing with key developments or emerging issues within the relevant Service Plan Quarterly Monitoring Reports.

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of any unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective

Policy and Performance Boards will be kept informed of any developments of this nature.

All reports to the Policy and Performance Boards, with the exception of Part II items, are publicly available documents and can be accessed through the Council's website at <http://www2.halton.gov.uk/>

## 4.0 RESOURCES

### 4.1 Budget Summary and Service Costs

To follow

### 4.2 Human Resource Requirements

Year	Planning & Commissioning	Finance & Support			Business Support	Consumer Protection	Operational Director & Secretary
		Mgt. Accounts	Client Income etc	Direct Payments etc			
2007/08	54.7	5.5	12.0	7.4	17.9	24.7	4.0
2008/09	TBC	TBC	TBC	TBC	17.9	TBC	TBC

- Within Bereavement Services future staffing requirements are expected to remain fairly static
- The national review of the Registration Service is not likely to impact upon staffing numbers during the life of this plan.
- For more detailed information about any future staffing requirements detailed above, please refer to the appropriate Directorate Workforce Plan

### 4.3 ICT Requirements

A number of high priority areas relating to IT have been identified through the IT Capital bid for 2008/9. The capital bid made, makes the assumption that Corporate IT maintain the network that the Directorate's software runs on and that they make appropriate finances available to replace it and that Corporate IT replace hardware that fails within the Directorate.

High priority areas identified within the bid include: -

- Carefirst 6 & Business Objects support costs
- Licences for use of Internet
- RSA token running costs
- Liquid logic SAP Easy care
- Electronic Monitoring of Care System
- Digital pen pilot for use with Easy Care
- Changing software, support and training

#### Consumer Protection

- The Consumer Protection Division is not equipped to deliver the e-government agenda without the help and support (both in terms of expertise and on occasion, finance) from ICT Services.



- Bereavement Services propose to introduce a system of document imaging for record purposes.
- A web-based system for birth and death registration and the giving of marriage notices etc. will be extended during the period covered by this plan. However, the present General Register Office locally maintained RSS database would have to be maintained long after GRO support for this “Lotus Notes” based package ceases to be supported by GRO. Thus, consideration should be given to the transfer of this data to a standard, proprietary Microsoft database.
- The Register Office would benefit from access to a suitable document scanner to scan register entries in order to provide copy certificates.

#### **4.4 Accommodation and Property Requirements**

An Accommodation Strategy has been prepared for the Health and Community Directorate. It is the intention that during 2008/9 all Runcorn based staff will relocate to Runcorn Town Hall. This will ensure increased co-location, efficient communication and effective working practices. The Health and Partnerships Department of the Directorate will work in conjunction with Property Services to ensure the smooth transfer of all staff to their new locations

## 5.0 SERVICE PERFORMANCE

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and / or its statutory responsibilities. The service utilises a variety of measures and targets to enable performance against the service plan to be tracked, monitored, and reported. Details of these measures and targets are given below.

- Objectives and Key Milestones. These show the major events in the work of the Department that are planned to take place during 2008–11, such as the launch of new initiatives progress on major projects or the delivery of business critical activity. Objectives and Milestones are clearly linked to the appropriate Key Areas of Focus in the Corporate Plan 2006-11.
- National Performance Indicators. This is a national set of 198 indicators that have been prescribed by Central Government that are intended to measure the extent to which authorities are operating effectively and efficiently and are delivering upon both national and local priorities.
- Local Performance Indicators. These are indicators that have been developed by the Council and any relevant non-statutory indicators that have been adopted from national or other sources.
- Local Area Agreement. The Local Area Agreement (LAA) is a three-year agreement based on Halton's Community Strategy. The second round LAA commenced on 1<sup>st</sup> April 2008, and included within it are improvement targets for the Borough of Halton to which both the Council, and its partners will contribute.

The LAA contains 86 key targets addressing all of the priority issues identified in both the Community Strategy, and the Council's Corporate Plan. Of the 86 key targets, 34 are mandatory and also included are the 12 LPSA targets to which the Council signed up.

Many of the objectives contained within the current service plans are designed to support the achievement of LAA targets. A full version of Halton's LAA can be viewed on the Halton Strategic Partnership Website at [http://www.haltonpartnership.net/site/images/stories//laa\\_final\\_\(march\\_2007\).pdf](http://www.haltonpartnership.net/site/images/stories//laa_final_(march_2007).pdf)

Progress against the achievement of LAA targets is reported to all stakeholders at regular intervals. Following the establishment of the LAA, plans are being formulated to ensure that in future years the LAA and the Council's service plans are completely aligned.



## 5.1 Service Objectives

<b>Corporate Priority:</b>	<b>Halton's Urban Renewal Corporate Effectiveness &amp; Efficient Service Delivery</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 11</b> Maintaining levels of affordable housing provision within Halton that provides for quality and choice and meets the needs and aspirations of existing and potential residents. <b>AOF 31</b> Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.

<b>Service Objective:</b>	<b>HP 1 - Ensure that high level strategies are in place, and working to deliver service improvements, and support frontline services to deliver improved outcomes to the residents of Halton</b>
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Key Milestones		Responsible Officer		
2008-09	<ul style="list-style-type: none"> <li>Review Housing and Homelessness Strategies to ensure that the action plans are implemented and that identified needs are met within the resources available <b>Mar 2009</b>. (AOF11)</li> </ul>	Housing Strategy Manager		
	<ul style="list-style-type: none"> <li>Review Supporting People Strategy to ensure any change to grant allocation is reflected in priorities <b>Jul 2008</b>. (AOF11)</li> </ul>	DM (Planning & Commissioning)		
	<ul style="list-style-type: none"> <li>Review and update the Joint Strategic Needs Assessment (JSNA) to ensure that the outcomes, with identified priorities are incorporated into the LAA <b>May 2008</b>. (AOF31)</li> </ul>	DM (Planning & Commissioning)		
2009 - 10	<ul style="list-style-type: none"> <li>Review progress with delivery of JSNA and produce annual plan <b>Jun 09</b> (AOF31)</li> </ul>	DM (Planning & Commissioning)		
	<ul style="list-style-type: none"> <li>Monitor and review all Planning and Commissioning milestones in line with three-year planning cycle. <b>March 2010</b> (AOF11 &amp; 31)</li> </ul>	DM (Planning & Commissioning)		
2010 -11	<ul style="list-style-type: none"> <li>Work with Halton Borough Council's Planning Department to introduce an affordable housing policy with Local Development Framework <b>Apr 2010</b>. (AOF 11)</li> </ul>	Housing Strategy Manager		
	<ul style="list-style-type: none"> <li>Monitor and Review all Planning and Commissioning milestones in line with three year planning cycle <b>Jun 09</b> (AOF 11 &amp; 31)</li> </ul>	DM (Planning & Commissioning)		
Risk Assessment	<b>Initial</b>	<b>Score Missing</b>	<b>Linked Indicators</b>	<b>No indicators linked</b>
	<b>Residual</b>	<b>Score Missing</b>		

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Efficient Service Delivery</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 33</b> Ensuring that we are properly structured organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information. <b>AOF 38</b> Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery.

<b>Service Objective:</b>	<b>HP 2 - Work with operational managers to make best use of the workforce and IT resources, to improve service delivery and assist services to continuously improve within a robust performance management framework</b>
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Key Milestones		Responsible Officer		
2008 - 09	<ul style="list-style-type: none"> <li>Review and revise the performance monitoring framework according to changing service needs to ensure that any changing performance measure requirements are reflected in the framework and the performance monitoring cycle <b>Sep 2008</b>. (AOF33)</li> </ul>	DM (Business Services)		
	<ul style="list-style-type: none"> <li>Review the Directorate IT strategy and business processes in conjunction with Corporate IT to ensure that systems available are accessible and deliver a quick and responsive service to those that need them <b>Jun 2008</b>. (AOF33)</li> </ul>	DM (Business Services)		
	<ul style="list-style-type: none"> <li>Develop and implement an electronic solution to the Single Assessment Process (SAP) to ensure that data currently written in assessments can be effectively loaded into Carefirst, Health and other agency services information systems <b>Jun 2008</b>. (AOF38)</li> </ul>	DM (Business Services)		
	<ul style="list-style-type: none"> <li>Review complaints procedures in light of national guidance to ensure a more consistent and holistic approach, leading to lessons learned being shared will colleagues across the sector <b>Nov 2008</b>. (AOF33)</li> </ul>	DM (Business Services)		
2009 - 10	<ul style="list-style-type: none"> <li>Review and revise the performance monitoring framework according to changing service needs to ensure that any changing performance measure requirement are reflected in the framework and the performance monitoring cycle <b>Sep 2009</b>. (AOF33)</li> </ul>	DM (Business Services)		
2010 -11	<ul style="list-style-type: none"> <li>Monitor and review all HP2 milestones in line with three year planning cycle <b>Nov 2008</b>. (AOF 33 &amp; 38)</li> </ul>	DM (Business Services)		
Risk Assessment	Initial	Score Missing	Linked Indicators	No indicators linked
	Residual	Score Missing		

<b>Corporate Priority:</b>	<b>A Safer Halton Corporate Effectiveness &amp; Efficient Service Delivery</b>
<b>Key Area (s) Of Focus:</b>	<p><b>AOF 27</b> Reducing the physical effects of anti-social and criminal behaviour</p> <p><b>AOF 30</b> Improving the social and physical well-being of those groups most at risk within the community</p> <p><b>AOF 31</b> Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.</p> <p><b>AOF 36</b> Ensuring that the Council's land and property portfolio is managed efficiently</p>

<b>Service Objective:</b>	<b>HP 3 - To deliver high quality Bereavement, Consumer and Registration Services, that are fit-for-purpose and meet the needs, dignity and safety requirements of the Halton community</b>
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	<b>Key Milestones</b>	<b>Responsible Officer</b>
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>Develop a project plan to deliver longer-term cemetery provision, based on member decision, and commence delivery in accordance with project plan timeframes, to ensure the continued availability of new grave space to meet the needs of the Community in 2015 and beyond <b>Jun 2008</b>. (AOF36)</li> </ul>	DM (Consumer Protection)
	<ul style="list-style-type: none"> <li>Produce an initial Consumer Protection Strategic Assessment, in line with the National Intelligence Model, to support intelligence-led Trading Standards service delivery during 2009/10. <b>Dec 2008</b>. (AOF27 &amp; 30)</li> </ul>	DM (Consumer Protection)
	<ul style="list-style-type: none"> <li>Benchmark performance against national standards with relevant benchmarking group to inform improvement plan aimed at supporting continual service improvement <b>Sep 2008</b>. (AOF31)</li> </ul>	DM (Consumer Protection)
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Continue to deliver longer-term cemetery provision project plan in accordance with project plan timeframes, to ensure the continued availability of new grave space to meet the needs of the Community in 2015 and beyond <b>Mar 2010</b>. (AOF36)</li> </ul>	DM (Consumer Protection)
	<ul style="list-style-type: none"> <li>Develop and implement an in-service tasking and co-ordination approach to consumer protection work planning / resource allocation, to enhance intelligence-led Trading Standards service delivery during 2010/11 <b>Dec 2009</b>. (AOF27 &amp; 30)</li> </ul>	DM (Consumer Protection)

	<ul style="list-style-type: none"> <li>Review Registration Service provision in the light of legislative changes and best practice examples and consider service amendments / partnership working as appropriate, aimed at furthering service improvement and maximising efficiency in service delivery <b>Dec 2009.</b> (AOF31)</li> </ul>	DM (Consumer Protection)		
<b>2010 -11</b>	<ul style="list-style-type: none"> <li>Pursue the Green Flag standard for both Runcorn and Widnes cemeteries to enhance the Council's reputation for sensitive quality management of the local environment and contribute to the positive image of open spaces within the Borough <b>Mar 2011.</b> (AOF36)</li> </ul>	DM (Consumer Protection)		
	<ul style="list-style-type: none"> <li>Invite Peer Review of the Consumer Protection Service, aimed at furthering service improvement and maximising efficiency in service delivery <b>Sep 2010.</b> (AOF27 &amp; 30)</li> </ul>	DM (Consumer Protection)		
	<ul style="list-style-type: none"> <li>Further explore and if feasible implement Registration Service amendments/partnership working identified in previous year's service provision review, to improve service delivery/maximise efficiency <b>Mar 2011.</b> (AOF31)</li> </ul>	DM (Consumer Protection)		
<b>Risk Assessment</b>	<b>Initial</b>	Low	<b>Linked Indicators</b>	No indicators linked
	<b>Residual</b>	Low		

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Efficient Service Delivery</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 34</b> Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders <b>AOF 35</b> Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services

<b>Service Objective:</b>	<b>HP 4 - Ensure that effective financial strategies and services are in place to enable the Directorate to procure and deliver high quality value for money services that meet people's needs.</b>
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	<b>Key Milestones</b>	<b>Responsible Officer</b>
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>Monitor and review Joint Commissioning Strategies to ensure priorities are still met and enhance service delivery and cost effectiveness <b>Mar 2009.</b> (AOF35)</li> </ul>	Joint Commissioning Managers
	<ul style="list-style-type: none"> <li>Review contract management and monitoring arrangements across all service areas to ensure contracts are offering value for money <b>Mar 2009.</b> (AOF35)</li> </ul>	Quality Assurance Manager
	<ul style="list-style-type: none"> <li>Commence procurement for new domiciliary care contracts, to enhance service delivery and cost effectiveness, with a view to new contracts being in place <b>April 2008.</b> (AOF35)</li> </ul>	Quality Assurance Manager
	<ul style="list-style-type: none"> <li>Commence procurement for new residential care contracts, to enhance service delivery and cost effectiveness, with a view to new contracts being in place <b>April 2008.</b> (AOF35)</li> </ul>	Quality Assurance Manager
	<ul style="list-style-type: none"> <li>Project team to be established to ensure implementation of the recommendations of the commissioning framework <b>Mar 2009.</b> (AOF35)</li> </ul>	DM (Planning & Commissioning)
	<ul style="list-style-type: none"> <li>Monitor, on a quarterly basis, the financial strategy to ensure that changing service requirements are being met by allocated funding <b>March 2009</b> (AOF34)</li> </ul>	DM (Finance & Support)
	<ul style="list-style-type: none"> <li>Review the usage of Direct Payments against performance target strategy to ensure that targets on uptake are being met <b>March 2009</b> (AOF34)</li> </ul>	DM (Finance & Support)
	<ul style="list-style-type: none"> <li>Assess, on a quarterly basis, the impact of the Fairer Charging Policy strategy to ensure that the charging policy is fair and operates consistently with the overall social care objectives <b>Dec 2008</b> (AOF34)</li> </ul>	DM (Finance & Support)



<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Assess, on a quarterly basis, the impact of the Fairer Charging Policy strategy to ensure that the charging policy is fair and operates consistently with the overall social care objectives <b>Dec 2009</b> (AOF34)</li> </ul>		DM (Finance & Support)	
	<ul style="list-style-type: none"> <li>Review and deliver SP/Contracts procurement targets for 2009/10, to enhance service delivery and cost effectiveness <b>Mar 2010</b>. (AOF35)</li> </ul>		Quality Assurance Manager	
	<ul style="list-style-type: none"> <li>Monitor and review all Planning &amp; Commissioning milestones in line with three-year planning cycle. <b>March 2010</b> (AOF34)</li> </ul>		DM (Finance & Support)	
	<ul style="list-style-type: none"> <li>Monitor and review all Finance &amp; Support milestones in line with three-year planning cycle. <b>March 2010</b> (AOF35)</li> </ul>		DM (Planning & Commissioning)	
<b>2010 -11</b>	<ul style="list-style-type: none"> <li>Monitor and review all Planning &amp; Commissioning milestones in line with three-year planning cycle. <b>March 2011</b> (AOF34)</li> </ul>		DM (Finance & Support)	
	<ul style="list-style-type: none"> <li>Monitor and review all Finance &amp; Support milestones in line with three-year planning cycle. <b>March 2011</b> (AOF35)</li> </ul>		DM (Planning & Commissioning)	
<b>Risk Assessment</b>	<b>Initial</b>	<b>Score Missing</b>	<b>Linked Indicators</b>	<b>No indicators linked</b>
	<b>Residual</b>	<b>Score Missing</b>		

## 5.2 Performance Indicators and Targets (Statutory & Local Indicators):

Indicators and targets still to be confirmed following outcome of new performance framework consultation exercise and the publication of CSCI's guidance in February 2008.

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
<b>Corporate Health</b>											
There are presently no indicators of this type identified for the service											
<b>Cost &amp; Efficiency</b>											
HP LI	% of SSD directly employed posts vacant on 30 September	CP6 AOF39	11.78	N/A	N/A	N/A	9.5	TBC	8	8	TBC
<b><u>HP LI</u></b>	% of SSD gross current expenditure on staffing (Adult Social Care) which was spent on training the Council's directly employed staff during the financial year	CP6 AOF39	3.1	N/A	N/A	N/A	3.5	TBC	3.5	3.5	TBC
HP LI	% of HR Development Strategy Grant spent on Council staff	CP6 AOF39	73	N/A	N/A	N/A	73	TBC	TBC	TBC	TBC
<b>Fair Access</b>											
HP LI	No. of initiatives undertaken to raise the profile of the Service in the 5 most deprived wards	CP6 AOF31	13	N/A	N/A	N/A	4	TBC	5	6	7
<b>Quality</b>											
<b><u>NI 127</u></b>	Self reported experience of Social Care Users	CP6 AOF32	N/A	N/A	N/A	N/A	N/A	N/A	TBC	TBC	TBC
<b><u>NI 182</u></b>	Satisfaction of Businesses with Local Authority Regulation Services	CP6 AOF31	N/A	N/A	N/A	N/A	N/A	N/A	TBC	TBC	TBC

<sup>1</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
<b>NI 183</b>	Impact of LA Regulatory Services on the Fair Trading Environment	CP6 AOF31	N/A	N/A	N/A	N/A	N/A	N/A	TBC	TBC	TBC
<b>HP LI</b>	No. of assessed social work practice learning days per whole time equivalent social worker	CP6 AOF39	31.5	20.5	14.7	11.4	25	TBC	25	25	25
HP LI	Percentage of consumer service users satisfied with the Trading Standards Service, when last surveyed	CP6 AOF31	91	89.58	86.28	83.90	89	TBC	90	91	92
HP LI	Percentage of Bereavement Service users who rated the staff courteousness / helpfulness as reasonable / good / excellent when last surveyed	CP6 AOF39	100	N/A	N/A	N/A	92	TBC	96	97	97
HP LI	Percentage of general Registration Service users who rated the staff's helpfulness / efficiency as excellent or good, when last surveyed.	CP6 AOF39	100	N/A	N/A	N/A	92	TBC	96	97	98
<b>Service Delivery</b>											
HP LI	Score against a checklist of enforcement best practice for Trading Standards	CP6 AOF31	100	TBC	TBC	TBC	100	TBC	100	100	100
HP LI	Number of private sector dwellings returned into occupation or demolished as a direct result of action by the local authority.	CP2 AOF11	2	TBC	TBC	TBC	2	TBC	2	2	TBC

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
HP LI	The average length of stay in B&B accommodation of homeless households that are unintentionally homeless and in priority need (weeks)	CP2 AOF11	5.33	TBC	TBC	TBC	1.6	TBC	1.55	1.5	TBC
HP LI	The average length of stay in hostel accommodation of homeless households that are unintentionally homeless and in priority need	CP2 AOF11	0	TBC	TBC	TBC	0	TBC	0	0	TBC
HP LI	Number of Rough Sleepers	CP2 AOF11	0				0	TBC	0	0	TBC
HP LI	The % change in the average number of families placed in temporary accommodation	CP2 AOF11	18.75	TBC	TBC	TBC	-15	TBC	-5	-5	TBC
HP LI	Households who considered themselves as homeless, who approached the LA housing advice service, and for whom housing advice casework intervention resolved their situation (the number divided by the number of thousand households in the Borough).	CP2 AOF11	0.42	TBC	TBC	TBC	1.42	TBC	1.6	1.79	TBC
HP LI	The proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same LA within the last 2 years	CP2 AOF11	1.24	TBC	TBC	TBC	1.2	TBC	1.2	1.2	TBC

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
HP LI	Has there been a reduction in cases accepted as homeless due to domestic violence that had previously been re-housed in the last 2 years by that LA as a result of domestic violence (BVPI 225, part 8)	CP2 AOF11	Yes	N/A	N/A	N/A	Yes	TBC	Yes	Yes	TBC
<b>NI 156</b>	Number of households living in Temporary Accommodation	CP2 AOF11	N/A	N/A	N/A	N/A	N/A	N/A	TBC	TBC	TBC
<b>NI130</b>	Social Care Clients receiving self directed support (DP's/Individual Budgets)	CP6 AOF34	189	TBC	TBC	TBC	193	TBC	197	205	TBC
HP LI	Percentage of SSD directly employed staff that left during the year.	CP6 AOF39	7.69	N/A	N/A	N/A	8	TBC	8	8	TBC
HP LI	Percentage of Social Services working days/shifts lost to sickness absence during the financial year.	CP6 AOF39	9.21	N/A	N/A	N/A	8	TBC	8	8	TBC
HP LI	The percentage of undisputed invoices, which were paid in 30 days	CP6 AOF34	96	TBC	TBC	TBC	96	TBC	97	97	TBC

### 5.3 Risk Management

Risk Management, which forms a key element of the strategic management and performance management processes of the Council, is a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

Risk assessments are the process by which departments identify those issues that are, or may be, likely to impede the delivery of service objectives. Such risks are categorised and rated in terms of both their probability, i.e. the extent to which they are likely to happen, and their severity i.e. the potential extent of their impact should they occur.

Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. Such numbers are then translated into a Low, Medium or High category.

<b>Risk Score</b>	<b>Overall Level of Risk</b>
1 – 4	LOW
5 – 10	MEDIUM
11 – 16	HIGH

Following such assessments a series of risk treatment measures are identified that will mitigate against such risks having an adverse impact upon the delivery of the departmental objectives.

Mitigation measures for those risks that were initially assessed as high have been included as an Appendix within this plan. As such their implementation will be monitored through the Quarterly Departmental Service Plan Monitoring Report process.

### 5.4 Equality Action Plan

The Health & Community Directorate continues to carry out Equality Impact Assessments (EIAs) on all new/revised policies, procedures and strategies within the Directorate to ensure they eliminate unlawful discrimination and promote equality of opportunity and good relations between racial groups. Where specific actions are identified these are incorporated into an overall annual Directorate Equalities Action Plan and the Directorate Equal Opportunities Working Group monitors progress towards completion of these actions.

Those actions yet to be completed that are considered to be high priority are detailed in Appendix 2

Please note that these actions apply to all three adult social care services (Adults of Working Age, Older People's Services and Health & Partnerships), and are detailed in each of the three plans.

**5.5 Local Area Agreement Targets**

To follow

## 6.0 PERFORMANCE REPORTING

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and or delivering it's statutory responsibilities.

It is imperative that the Council and interested members of the public can keep track of how the Council and its Departments are progressing against objectives and targets, and that mechanisms are in place to enable councillors and managers to see whether the service is performing as planned.

As a result Departmental progress will be monitored through:

- **The day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Provision of Quarterly progress reports to Corporate and Directorate Management Teams;**
- **The inclusion of Quarterly Service Plan Monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**
- **Publication of Quarterly Service Plan monitoring reports on the Councils intranet site.**

In demonstrating it's commitment to exploiting the potential of Information and Communications Technology to improve the accessibility of its services and related information an extensive range of documentation, including this plan and it's associated quarterly monitoring reports, are available via the Council's website at <http://www2.halton.gov.uk/content/councilanddemocracy/council/plansandstrategies>

Additionally information and assistance can be accessed through any of the Council's Halton Direct Link facilities (HDL) or the Council's libraries.



## 7.0 STATUTORY & NON-STATUTORY PLANS

The following plans and strategy documents are relevant to this service plan:

- The Council's Corporate Plan 2006-11
- Halton's Community Strategy
- Comprehensive Performance Assessment
- Halton 's Best Value Performance Plan 2007/08
- Local Area Agreement
- Joint Strategy Needs Assessment
- Joint Commissioning Framework
- Mental Health Commissioning Strategy
- Adults with Learning Disabilities Commissioning Strategy
- Commissioning Strategy for Physically Disabled People
- Older People's Commissioning Strategy
- Carers Strategy
- Better Care, Higher Standards
- Valuing People Strategy for Learning Disabilities
- CSCI's Performance Framework
- Health & Community Budget Book
- Adults of Working Age, Older People and Culture and Leisure Services service plans in the Health and Community Directorate
- Age Related Sales Action Plan
- Three year Financial Strategy 2007/8 to 2009/10
- Supporting People Strategy
- Housing Strategy
- Private Sector Housing Strategy
- Homelessness Strategy
- Halton Local Delivery Plan (LDP)
- Halton BVPP 2006/07
- White Paper "Our Health, Our Care, Our Say"
- White Paper "Strong and Prosperous Communities"

**High Risks and Associated Mitigation Measures**

To Follow

Equality Impact Assessments – High Priority Actions

Strategy/Policy/Service	Impact Assessment (High/Low/None)	Proposed Action(s)	Timetable			Officer Responsible
			2008/9	2009/10	2010/11	
To Follow						

**Halton Corporate Plan (2006 – 2011) – Council Priorities and Key Areas of Focus.**

**A Healthy Halton**

1	Improving the future health prospects of Halton residents, particularly children, through the encouragement of an improved dietary intake and the availability of nutritionally balanced meals within schools and other Council establishments.
2	Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.
3	Delivering programmes of education to improve the health of Halton residents.
4	Helping people to manage the effects of ill health, disability and disadvantage.
5	Actively managing the environmental factors that are detrimental to good health.
6	Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.
7	Providing services and facilities to maintain existing good health and well-being.

**Halton's Urban Renewal**

8	Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business.
9	Maintaining and developing local transport networks that meet the needs of resident's, businesses and visitors to Halton.
10	Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.
11	Maintaining levels of affordable housing provision within Halton that provides for quality and choice and meets the needs and aspirations of existing and potential residents.
12	Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.

## Children & Young People in Halton

13	Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
14	To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood.
15	To deliver effective services to children and families by making best use of available resources
16	To provide transport facilities that meets the needs of children & young people in Halton accessing education and training.
17	Provide an effective transition for young people from school to employment, through opportunities for work related learning, and post 16 education, voluntary and community work.
18	To reduce the conception rate amongst women under 18 by providing awareness, education and relevant support
19	To ensure a safe environment for children where they are supported and protected from abuse and neglect

## Employment, Learning & Skills in Halton

20	To increase self-confidence and social inclusion by providing opportunities to adults to engage in basic skills learning.
21	To improve access to employment by providing opportunities to enhance employability skills and knowledge
22	Working with employers to identify and secure opportunities for the unemployed.
23	To provide transport facilities that meets the needs of those people in Halton accessing employment and training.
24	To sustain current employment levels by providing practical and financial advice and assistance to those from disadvantaged groups
25	To increase employment opportunities and business start ups in Halton, by developing an enterprise culture

## A Safer Halton

26	Actively encouraging socially responsible behaviour by engaging with Halton's young people and by providing opportunities for them to access and take part in affordable leisure time activities.
27	Reducing the physical effects of anti-social and criminal behaviour
28	Providing and maintaining a highways and footpath network that is safe, accessible, and meets the needs and expectations of those living, working or visiting in Halton.
29	Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.
30	Improving the social and physical well-being of those groups most at risk within the community

## Corporate Effectiveness & Efficient Service Delivery

31	Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.
32	Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access.
33	Ensuring that we are properly structured organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.
34	Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders
35	Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.
36	Ensuring that the Council's land and property portfolio is managed efficiently
37	Ensuring that Council buildings are safe and accessible, meet the needs of service users and the organisation, and comply with legislative requirements
38	Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery.
39	Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information
40	Ensuring that the Council has the right people with the right skills and who are informed and motivated and provided with opportunities for personal development and engagement.



# Highways, Transportation & Logistics

## **SERVICE PLAN**

**April 2008 to March 2011**

**Advanced Draft FEB 2008**

## **Contents**

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### *Appendices*

- 1. Service Objectives – High Risks and Mitigation Measures*
- 2. Equality Impact Assessments – High priority actions*
- 3. Corporate Priorities and Key Areas of Focus*



## 1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified **6 key priorities**, and a number of associated key Areas of Focus, which, as detailed within the Council's Corporate Plan, are: -

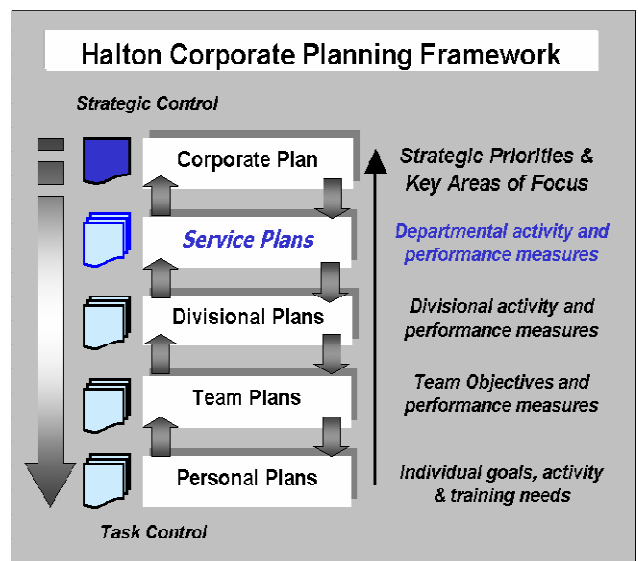
- **A Healthy Halton**
- **Halton's Urban Renewal**
- **Halton's Children & Young People**
- **Employment, Learning & Skills in Halton**
- **A Safer Halton**
- **Corporate Effectiveness & Business Efficiency**

Departmental Service Plans form an integral part of the authority's corporate planning framework, as illustrated below.

This framework ensures that the Council's operational activities are complementary to the delivery of its community aspirations and legal and statutory responsibilities.

Departmental Service Plans are primary documents that communicate:

- The existing and future influences that have informed the shaping of service delivery in the medium term.
- The existing and projected resources that are, or may, be required to deliver services.
- Departmental Service Objectives and Key Milestones that are to be delivered over the next three years.
- Those national and local performance indicators for which the department has a responsibility to report.



Such plans, and the Quarterly Service Plan Monitoring Reports that flow from them, are an essential tool in enabling the public, Elected Members, Senior Management, and staff how well Council departments are performing and what progress is being made in relation to improving the quality of life within the borough and service provision for local people, businesses and service users.

The Strategic Priority and those Areas of Focus that have been most significant in the development of this plan are detailed below: -

Strategic Priority 2:

**Halton's Urban Renewal**

Area of Focus (9)

Maintaining and developing local transport networks that meet the needs of resident's, businesses and visitors to Halton.

Strategic Priority 4:

**Employment, Learning & Skills in Halton**

Area of Focus (23)

To provide transport facilities that meets the needs of those people in Halton accessing employment and training.

Strategic Priority 5:

**A Safer Halton**

Area of Focus (28)

Providing and maintaining a highways and footpath network that is safe, accessible, and meets the needs and expectations of those living, working or visiting in Halton.

Strategic Priority 6:

**Corporate Effectiveness & Efficient Service Delivery**

Area of Focus (35)

Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.

## 2.0 SERVICE PROFILE

### 2.1 Purpose

The Department exists to provide safe, efficient highway networks and inclusive, integrated transport systems that ensure people and goods can move around freely and sustainably within and through Halton. Transport is essential to economic growth and regeneration and enables us all to gain access to the places and goods we need in the work, education, social and leisure aspects of our daily lives.

The Department is responsible for:

- **Highways** – planning the major maintenance and undertaking improvement of all roads, undertaking highway inspections and routine maintenance, managing adoptions, provision and maintenance of land drainage and flood defence systems as required by legislation including the Highways Act and the New Road and Street Works Act.
- **Bridge & Highway Maintenance** – undertaking the management and maintenance of all HBC owned highway structures and implementation of all planned major maintenance of the highway network in accordance with the Highways Act
- **Network Management & Street Lighting** - maintaining and improving all street lighting, road signs & Intelligent Traffic Systems and managing the highway network as required by the Traffic Management Act 2004.
- **Transportation** – developing safe and integrated transport systems by coordinating passenger transport, traffic management and through the development of transport policy and planning, including the preparation of the Local Transport Plan (LTP).
- **Operational Support and Logistics** – managing the Council’s vehicle fleet, providing passenger services and administrative, personnel and financial support to the Directorate.

The Highways and Transportation services benefit everyone in Halton and many across the City Region and Cheshire – those who travel around or through the Borough and all who use goods and services sent by road or by rail. Transportation additionally provides specialised passenger transport services internally to the two Directorates of Children and Young Peoples’ and Health and Community.

Operational Support’s primary function is the management, procurement, maintenance and provision of vehicles, plant and machinery to the Council’s operational departments, ensuring compliance with provisions of Operators Licence Regulations and Road Traffic Acts. Other services provided to various internal operational departments include, Payroll, Personnel Services, Accountancy and Administration.

## 2.2 Key Messages

- It was announced by the Secretary of State Alistair Darling at end of March 2006 that Mersey Gateway had been granted Programme Entry. DfT have offered funding at £123m in PFI credits plus £86m in grant from the Regional Funding Allocation. The Mersey Gateway Project Director has been confirmed in post for a further 3 years. He will continue to be supported by a Core Project team that was established in September 2006.

Since this time the project has progressed significantly with a pre-planning application public consultation taking place during Summer 2007. A planning application is to be submitted in March 2008 (slightly later than programmed) and it is anticipated that a public inquiry will be held towards the end of 2008. The results of the inquiry are then expected in the autumn/summer of 2009. Assuming that the application is successful and deemed planning permission is given through the proposed Transport and Works Act process, construction is programmed to commence in 2011. As the largest project of this type currently being undertaken by a local authority, it will have a significant influence on the work of the Department in the coming years

- The capital settlement announced in December 07, indicated that the LTP allocation for the Integrated Transport block for 08/09-10/11 remained as detailed in the December 06 settlement letter. It also provided details of the capital Highways Maintenance allocation for 2008/09 – 2010/11. This has been based on a new capital formula and has resulted in a reduction of £959,000 over three years, over that previously indicated as the Provisional Planning Guideline for the preparation of LTP2. However, the additional PRN funding, detailed below, was top sliced from the national amount available for Highways capital maintenance and it should help to offset this reduction (assuming that funding is allocated as anticipated) and enable much needed maintenance and inspection work on the SJB complex to commence in 2008/09. The comparative Highways capital maintenance allocations for each year is given below:

<b>Block</b>	<b>2008/09 £000s</b>	<b>2009/10 £000s</b>	<b>2010/11 £000s</b>
LTP2 Provisional Planning Guideline	2,237	2,349	2,467
Nov 2007 Settlement Letter	1,881	2,023	2,190
Reduction (%)	356 (16%)	326 (14%)	277 (11%)

Significantly, additional funding from the Bridge Strengthening and Maintenance on PRN allocation was also secured. This funding will, amongst other items, enable delivery of the first three years of the 10-year maintenance strategy for the SJB Complex of structures. This funding has been allocated for work on the SJB and will replace some of the funding required from the RFA for the SJB complex of structures' major scheme. The total awarded over the three years is £14.288m,

which is over 12% of the total available nationally. A review of the costs and profile of the SJB major scheme is due early in the New Year, which will identify the funding required from the RFA to complete the major maintenance scheme. The funding allocated, which is to be provided as a direct capital grant, is as follows:

2008/09 £000s	2009/10 £000s	2010/11 £000s
4,402	4,906	4,980

Halton's Road Safety Grant, which is used to help support the Cheshire Safer Roads Partnership, was also confirmed unchanged from that indicated in the 2006 decision letter. The Road Safety Grant allocated is detailed below:

#### Road Safety Grant 2008/09 – 2010/11

Funding	2008/09 £000	2009/10 £000	2010/11 £000	Total £000s
Specific Road Safety Grant (Capital)	69.424	72.167	75.114	216.705
Specific Road Safety Grant (Revenue)	312.024	324.350	337.597	973.971
Total £000s	381.448	396.517	412.711	1,190.676

Halton also continued to be allocated an element of Detrunked Roads Maintenance grant. This grant is used to maintain the Widnes Eastern Relief Route. The funding is as follows:

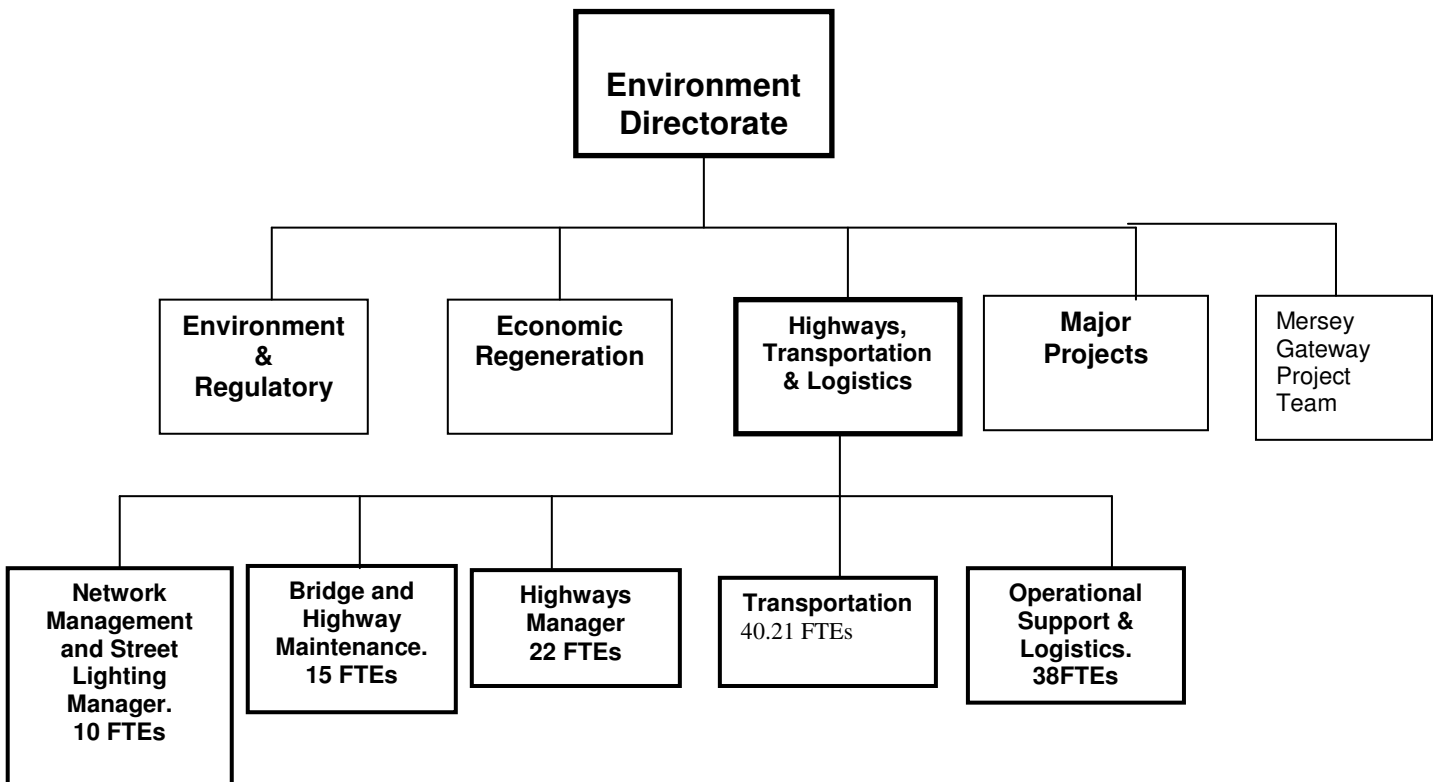
#### Detrunked Roads Maintenance Grant 2008/09 – 2010/11

Funding	2008/09	2009/10	2010/11
Detrunked Roads Maintenance (Revenue)	208,614	213,830	219,175

- The total number of road casualties showed a small overall increase over the previous year, which had been exceptionally low. This keeps the Council on track to meet the National Floor Target for Road Safety.
- The Council along with its Merseyside partners has been shortlisted for Beacon Status in the category of 'Accessibility'. The results will be announced in March 2008
- A sustainable transport strategy is in the process of being developed for the Borough covering the period 2011/12 – 2021/22. The strategy, which is strongly dependant on the implementation of the Mersey Gateway, will address key social, economic and environmental issues to ensure that Halton's transport system can sustainably meet future needs.

- A Transport Asset Management Plan (TAMP) has been prepared. This will inform the maintenance of Halton’s highway network, which is currently estimated to be valued at £1.25bn, though the process of detailed valuation in accordance with Codes of Practice is yet to be completed.
- The Council approved a School Travel Plan Strategy, which sets out its approach to assisting schools in the development of School Travel Plans, which encourage children to use safe, sustainable and healthier modes of transport for school journeys.
- The cost of street lighting energy is very susceptible to changes due to issues outside our control. Options are being investigated to reduce demand and our carbon footprint

### 2.3 Organisation Structure



## **3.0 FACTORS AFFECTING THE SERVICE**

### **3.1 External Factors**

#### **3.1.1 Political**

The emerging Liverpool City Region could have an over-arching strategic transport role. Governance arrangements and strategic roles and responsibilities have yet to be determined. However, there is likely to be an impact on the delivery of transport services, provided by the department.

A decision on the Major Scheme bid for the maintenance of Silver Jubilee Bridge (SJB) Complex of structures is still awaited. The original draft of Major Scheme Appraisal for the SJB maintenance was submitted in November 2005 and the final version in March 2006. The cost of the works over a 10-year implementation period is now estimated to be £46.9m. DfT's full formal response commenting on all strands of the submission is expected early in 2008. Based upon advance information provided by DfT, additional evidence will be required to back up Project Management and Procurement recommendations in the bid report. HBC and their consultants have initiated this work ahead of issue of DfT's full formal response.

In parallel with the Major Scheme, a bid has been made for Principal Road Network (PRN) bridge maintenance funding in the sum of £14.3m over three years. This is to address major maintenance of highway structures on the PRN throughout Halton and includes the first three years of work for the SJB Complex included in the Major Scheme Bid. The PRN bid has now been accepted and work will commence in 2008. HBC are currently investing options for delivery of this significant programme of work including the possibility of formal partnership working.

The DfT has introduced new guidance on local transport planning, which sets out a less prescriptive and onerous approach to reporting progress on the delivery of second Local Transport Plans (LTP). It also requires greater levels of collaboration between local authorities and Government Offices in the preparation of progress reports to enable weaknesses to be jointly addressed and strengths to be developed. LTP progress reports will no longer be graded and funding allocations are no longer dependant on progress made.

#### **3.1.2 Social**

Changes in the demand to travel continue to impact on traffic movements resulting in the peak hours spreading at key points on the highway network. Work will continue to accommodate these movements and to encourage greater levels of usage of sustainable transport modes.

The Council, along with St Helens Borough Council has expressed an interest in submitting a Growth Point bid involving the construction of a significant number of houses. If successful new demands will be placed on the highway

network and will require a review of sustainable transport provision in the areas concerned.

Changes in people's expectations are leading to a need for 24/7 access to services. This has required the Department to work with the Contact Centre to meet this need. People can now report faults, make emergency calls and we are able to update information on a number of Variable Message Signs located on the highway.

### **3.1.3 Technological**

Improved software for traffic control systems (e.g. Microprocessor Optimised Vehicle Actuation or MOVA) is helping to improve the efficiency of signal controlled junctions, resulting in reduced delays and pollution. Due to climate change and the alleged link with the weather, we are installing wind monitoring equipment on the Silver Jubilee Bridge to enable us to provide warnings to the travelling public and especially HGV drivers.

### **3.1.4 Economic Climate**

Construction costs and passenger transport contract costs are expected to continue to rise ahead of inflation. The continuing volatility of the energy market will place further challenges on the funding and delivery of street lighting.

The impact of skills shortages in all aspects of the engineering field is becoming increasingly significant. It is felt particularly severely in the bridge engineering discipline where it is difficult to fill internal posts, leading to greater procurement of services through external consultants at rates that continue to rise significantly ahead of inflation.

### **3.1.5 Legislative**

The Government is progressing its Local Transport Bill through Parliament, which includes proposals to give local authorities more influence over bus companies' services, enables transport to be managed strategically and facilitates increased use of Road User Charging. It is expected that the Bill will become an Act in Spring 2008. This could have far reaching effects on how Transport Co-ordination delivers services.

The White Paper on Local Government could have wide ranging impacts on how services are managed and delivered.

The Traffic Management Act 2004 is affecting the way work is carried out on the highway network by the Statutory Undertakers and ourselves. It requires us to proactively manage the network to minimise congestion and provide information to the public. It requires the support of Departments of the Council that could influence the movement of traffic, including pedestrians, and could involve for example the rescheduling of refuse collection times on busy main roads and co-operation in trying to control the use of cars by



parents at schools. The Network Management Duty now placed on the Council will require the implementation of new practices and processes. However, the true impact on resources is yet to be determined

The Climate Change Bill will set a long-term framework to cut the total UK domestic CO2 emissions by 26-32% by 2020 and by at least 60% by 2050. Transport will be required to play a leading role in the achievement of these targets and as such this will impact on the work of the Department.

The Government has announced its intention to increase the flexibility in the way services are delivered locally by combining funding, where appropriate, into an un-ring fenced single pot. This initiative enables communities through the Local Area Agreement (LAA) process to direct funds to areas of greatest need. This poses a potential problem in ensuring that adequate resources are allocated to improving and maintaining Halton's transport network, which as referred to earlier is one of the Council's biggest assets, if not the biggest.

### **3.1.6 Environmental**

#### **Protecting our environment**

Awareness of Climate Change is growing and the Council is committed to taking a lead and setting an example in tackling the associated problems. A corporate Climate Change Action Plan is being prepared, but each department can make its own contribution.

Consideration will be given throughout the life of the Service Plan to ways in which support can be given to the Action Plan and to identify and implement opportunities to reduce any contribution to Climate Change and to promote best practice in the reduction of carbon emissions.

The Council has signed up to the Local Authority Carbon Management Programme in 2007/08. The programme will guide the Council through a systematic analysis of its carbon footprint, outline opportunities to help manage carbon emissions, develop Action Plans for realising carbon and financial savings; and embed carbon management into the authority's day-to-day business.

As part of the programme the Council has developed a Carbon Management Strategy and Implementation Plan to reduce energy bills and carbon emissions over the next five years. Through the Strategy and Implementation Plan, Council services will need to encourage closer examination of their policies around procurement, transport and the use of renewable energy.

### **3.2 Service Developments**

The Transport Asset Management Plan (TAMP), which is a requirement of the Department for Transport, provides detailed information on the Council's transport assets including roads, footpaths, structures, lighting and other street furniture, together with their estimated value. It sets out an approach for

managing the maintenance and allocation of limited resources, whilst responding to the Council's key priorities and the requirements of the Local Transport Plan.

The Department continues to consult stakeholders and the wider community on proposals to improve the highway network, undertaken through the quality transport corridor programme. Residents have the opportunity to contribute to the development of pedestrian, cycle and public transport facilities, which affect the area in which they live. Final designs take account of the recommendations of a consultation review panel to ensure that schemes meets the accessibility and sustainable / integrated transport objectives contained in the LTP whilst having regard for particular local circumstances.

In July 2007 the Council submitted its first return to DfT on progress made during 2006/07 on it's second Local Transport Plan. A more comprehensive mid term review will be submitted in July 2008.

A new Transport Partnership Board has been established to better embed transport considerations into the development of Local Area Agreements and to provide a forum where LSP partners can raise transport issues and be advised and consulted on new transport developments.

In accordance with recommendations of a Best Value Review into Transport & Accessibility (April 2006), new software has been introduced into the Department, which will assist in the procurement of transport within the authority by improving the flexibility, efficiency and management of transport services.

Following an internal review of transport policy, the Department is developing a new sustainable transport strategy to ensure that transport needs resulting from economic, social and environmental considerations can be met sustainably. The strategy will build upon the opportunities offered by the Mersey Gateway project by increasing the accessibility of key services and facilities by sustainable modes of transport.

The Council has been short listed for joint Beacon Status with Merseytravel and the Merseyside Districts, in the category of Accessibility.

The Department is currently extending the use of the 'Mayrise' information management system to streamline the process of reporting and responding to customer requests for action and complaints received by HDL for Highways (it is already operational for street lighting). The system will also be developed to improve the efficiency of the highway inspection operation and the creation of work orders. The notification of works required under the Traffic Management Act is being implemented.

The Bridges Section has procured and is in the process of completing full implementation of an electronic Bridge Management System (BMS) capable of satisfying the requirements of the UK Bridges Board's Management of Highway Structures Code of Practice.

It is estimated that one third of all serious road traffic accidents involve a driver who is at work. This amounts to 20 fatalities and 250 serious injuries each week nationally. To help address this, the Health and Safety Executive (HSE) and Department for Transport (DfT) have issued joint guidance for employers entitled "Driving at Work, Managing Work-Related Road Safety".

It is estimated that one third of all serious road traffic accidents involve a driver who is at work. This amounts to 20 fatalities and 250 serious injuries each week nationally. To help address this, the Health and Safety Executive (HSE) and Department for Transport (DfT) have issued joint guidance for employers entitled "Driving at Work, Managing Work-Related Road Safety".

Following an Internal Audit Review, a Corporate Policy has been developed to ensure that Halton Borough Council meets the requirements of the above guidance and other relevant road traffic legislation. The policy applies to all drivers on Council business including those driving fleet vehicles, lease cars, privately owned vehicles and motorcycles. It applies to both essential and casual users.

The policy outlines specific responsibilities assigned to individual employees as drivers as well as to their managers, Head teachers, Governors and various Council departments.

An internal service review resulted in the Council agreeing, in the Autumn of 2007 to move away from the "one size fits all" approach to the Vehicle Fleet Procurement process using Contract Hire and to implement a strategy with a greater degree of flexibility. This will involve options appraisals on different financing methods and agreeing terms with various public sector framework organisations. This Fleet acquisition approach will provide efficiency improvements in the short term and cost reductions over the longer term.

During the summer of 2007, the Mersey Gateway Team undertook an extensive public consultation exercise involving residents, businesses and organisations both within Halton and the wider North West to enable views to be given on the Mersey Gateway project. Over 3500 responses were received and these will be used to shape the Mersey Gateway Planning application, which is due to be submitted in March 2008.

There has been no benchmarking activity during 2007/08

### **3.3 Efficiency Improvements**

The Annual Efficiency Statement identified savings for 2007/08 in Highways, Transportation and Logistics totalling £297,000 of which £196,000 were cashable. These savings were to arise from a number of areas including: Highways Division reorganisation; highways supervision work being carried out internally (not externally); highway works removal of price fluctuation surcharge from highway improvement term contract; high mast lighting

replacement; maintenance contract increased efficiencies and absorbing cost of maintaining newly adopted roads within existing budgets.

The Transport Co-ordination Section has acquired new software to enable transport to be procured more efficiently and effectively within the Council. This will result in £8,000 of non-cashable savings

The Bridges Section is currently investigating options for delivering the increased programme of bridge maintenance made possible by the PRN grant funding. It is considered that there may be more effective and efficient means of delivery than inviting tenders on a project by project basis. Options for delivery through Public Private Partnership working including the use of the Area 10 Highways Agency framework contractors are currently being appraised.

### **3.4 National, Regional & Sub-Regional Focus**

The inspector's report on the results of the Examination in Public of the Regional Spatial Strategy, which incorporates the Regional Transport Strategy, was published in 2007/08. A formal response to the report is now awaited from the Secretary of State.

The Regional Funding Allocation exercise that reported in 2006 resulted in both Mersey Gateway and Silver Jubilee Maintenance being approved by the Secretary of State in the three year spending programme 2006/07 – 2008/09. It remains uncertain as to whether the DfT will request further fresh advice on transport investment priorities in 2008, given the announcement in the Sub National Review of the Government's intention to undertake a second expanded RFA exercise during the next Comprehensive Spending Review period (2008/09-2010/11).

### **3.5 Equality & Diversity**

Halton Council is committed to ensuring equality of opportunity within all aspects of its service delivery, policy development and as an employer. This commitment is reflected in a range of policies, strategies and framework documents that underpin the work of the Council in its day-to-day operation and in the services it delivers.

In particular this is encapsulated in the adopted equal opportunities policy. This states that the Council 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; and, will combat discrimination throughout the organisation and will use its position of influence in the Borough, wherever possible, to help overcome discriminatory barriers.

Each year Equality Impact Assessments are conducted to examine the equality implications of all policies, procedures and practices. As a result an

Equality Action Plan is developed to identify those issues that demand attention. This forms a contribution to the overall Corporate Equalities Plan.

Any high priority actions within the Equality Action Plan applicable to this service, that fall within the life of this plan, and that are yet to be completed, are detailed in section 6 of this service plan.

### **3.6 Unforeseen Developments**

Whilst every effort has been made to identify those developments that may influence or impact upon the service during the life of this plan the possibility exists that unforeseen developments may occur that need to be considered as and when they arise. Such developments will be detailed and commented upon as appropriate in the sections dealing with key developments or emerging issues within the relevant Service Plan Quarterly Monitoring Reports.

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of the unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

All reports to the Policy and Performance Boards with the exception of Part II items, are publicly available documents and can be accessed through the Council's website at <http://www2.halton.gov.uk/>

## 4.0 RESOURCES

### 4.1 Budget Summary and Service Costs

**To be inserted**

### 4.2 Future Staffing Requirements (FTEs)

Year	Transportation	Traffic Manager & Street Lighting	Bridge & Highway Maintenance	Highway Manager	Operational Support & Logistics	FTE Total
2007/08	40.21	10	15	22	38	125.21
2008/09	40.21	10	14	22	38	124.21

The reduction of 1 FTE in the Bridge & Highway Maintenance Division is as a result of a post being deleted from the establishment, which was agreed as part of the 2008/09 budget savings programme.

### 4.3 Future ICT Requirements

The Department operates many specialist applications that will not run on Citrix, this would make the adoption of the Citrix platform within the directorate difficult. The Department has proposed to procure new transport brokering software to increase efficiencies in the delivery of transport services. The Department is moving forward on integrating Mayrise with the Contact Centre services and investigating mobile working for Highway Inspectors and Superintendents.

### 4.4 Future Accommodation/Property Requirements

The accommodation occupied at Rutland House will meet the needs of the department for the length of the plan. However, there may be a need for some minor re-modelling to reflect restructuring of Highway, Transportation and Logistics and Environmental and Regulatory Services

Halton Housing Trust moved out of Lower House Lane Depot in January 07. This has presented a financial problem by leaving a £94,000 shortfall in income that will have to be borne by the residual users of Lower House Lane, together with the challenge of making best use of the vacated space.

## 5.0 SERVICE PERFORMANCE

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and / or its statutory responsibilities. The service utilises a variety of measures and targets to enable performance against the service plan to be tracked, monitored, and reported. Details of these measures and targets are given below.

- Objectives and Key Milestones. These show the major events in the work of the Department that are planned to take place during 2008–11, such as the launch of new initiatives progress on major projects or the delivery of business critical activity. Objectives and Milestones are clearly linked to the appropriate Key Areas of Focus in the Corporate Plan 2006-11.
- National Performance Indicators. This is a national set of 198 indicators that have been prescribed by Central Government that are intended to measure the extent to which authorities are operating effectively and efficiently and are delivering upon both national and local priorities.
- Local Performance Indicators. These are indicators that have been developed by the Council and any relevant non-statutory indicators that have been adopted from national or other sources.
- Local Area Agreement. The Local Area Agreement (LAA) is a three-year agreement based on Halton's Community Strategy. The second round LAA commenced on 1<sup>st</sup> April 2008, and included within it are improvement targets for the Borough of Halton to which both the Council, and its partners will contribute.

The LAA contains 86 key targets addressing all of the priority issues identified in both the Community Strategy, and the Council's Corporate Plan. Of the 86 key targets, 34 are mandatory and also included are the 12 LPSA targets to which the Council signed up.

Many of the objectives contained within the current service plans are designed to support the achievement of LAA targets. A full version of Halton's LAA can be viewed on the Halton Strategic Partnership Website at [http://www.haltonpartnership.net/site/images/stories//laa\\_final\\_\(march\\_2007\).pdf](http://www.haltonpartnership.net/site/images/stories//laa_final_(march_2007).pdf)

Progress against the achievement of LAA targets is reported to all stakeholders at regular intervals. Following the establishment of the LAA, plans are being formulated to ensure that in future years the LAA and the Council's service plans are completely aligned.

## 5.1 Service Objectives

(NB Other than by exception those service objectives and/or Key Milestones shown in *italics* will only be reported at Quarter 2 (half-year) and Quarter 4 (year-end).)

<b>Corporate Priority:</b>	<b>Halton's Urban Renewal A Safer Halton</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 9</b> Maintaining and developing local transport networks that meet the needs of resident's, businesses and visitors to Halton. <b>AOF 28</b> Providing and maintaining a highways and footpath network that is safe, accessible, and meets the needs and expectations of those living, working or visiting in Halton.

<b>Service Objective:</b>	<b>HTL 1 - Mersey Gateway – Complete the procedural processes to achieve all necessary orders for the construction of Mersey Gateway within the timescales required.</b>
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Key Milestones		Responsible Officer		
2008 - 09	<ul style="list-style-type: none"> <li>Publish all necessary orders to enable the construction of the Mersey Gateway to proceed in accordance with timescales set. <b>May 2008.</b> (AOF9 &amp; 28)</li> </ul>	Project Director		
	<ul style="list-style-type: none"> <li><i>Complete Public Inquiry into objections raised to enable scheme to progress in accordance with required timescales. <b>Dec 2008.</b> (AOF9 &amp; 28)</i></li> </ul>	Project Director		
2009 - 10	<ul style="list-style-type: none"> <li>Secretary of State confirms the necessary orders for the construction of the Mersey Gateway. <b>Oct 2009.</b> (AOF9 &amp; 28)</li> </ul>	Project Director		
2010 -11	There are no milestones for this year.			
Risk Assessment	<b>Initial</b>	Medium	<b>Linked Indicators</b>	None
	<b>Residual</b>	Low		



<b>Corporate Priority:</b>	<b>Halton's Urban Renewal A Safer Halton</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 9</b> Maintaining and developing local transport networks that meet the needs of resident's, businesses and visitors to Halton. <b>AOF 28</b> Providing and maintaining a highways and footpath network that is safe, accessible, and meets the needs and expectations of those living, working or visiting in Halton.

<b>Service Objective:</b>	<b>HTL 2 - Mersey Gateway – Commence the procurement process for the construction of Mersey Gateway to ensure that the project can be completed within the required timescales.</b>
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<b>Key Milestones</b>		<b>Responsible Officer</b>		
<b>2008 - 09</b>	There are no milestones for this year.			
<b>2009 - 10</b>	• Conditional funding approval <b>Feb 2010.</b> (AOF9 & 28)	Project Director		
	• Publish invitation to prospective tenderers in the Official Journal of the European Union (OJEU) <b>Jan 2010.</b> (AOF9 & 28)	Project Director		
	• Invite Tenders <b>Feb 2010.</b> (AOF9 & 28)	Project Director		
<b>2010 -11</b>	• Final funding approved <b>Jul 2010.</b> (AOF9 & 28)	Project Director		
<b>Risk Assessment</b>	<b>Initial</b>	Medium	<b>Linked Indicators</b>	None
	<b>Residual</b>	Low		

<b>Corporate Priority:</b>	<b>Halton's Urban Renewal A Safer Halton</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 9</b> Maintaining and developing local transport networks that meet the needs of resident's, businesses and visitors to Halton. <b>AOF 28</b> Providing and maintaining a highways and footpath network that is safe, accessible, and meets the needs and expectations of those living, working or visiting in Halton.

<b>Service Objective:</b>	<b>HTL 3 - LTP Capital Programme - Deliver the LTP Capital Programmes to ensure that the transport system is maintained and developed to meets local needs</b>
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<b>Key Milestones</b>			<b>Responsible Officer</b>
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>To deliver the 2008/09 LTP Capital Programme <b>Mar 2009.</b> (AOF9 &amp; 28)</li> </ul>		DM - Highways
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>To deliver the 2009/10 LTP Capital Programme <b>Mar 2010.</b> (AOF9 &amp; 28)</li> </ul>		DM - Highways
<b>2010 -11</b>	<ul style="list-style-type: none"> <li>To deliver the 2010/11 LTP Capital Programme <b>Mar 2011.</b> (AOF9 &amp; 28)</li> </ul>		DM - Highways
<b>Risk Assessment</b>	<b>Initial</b>	Medium	<b>Linked Indicators</b> None
	<b>Residual</b>	Low	

<b>Corporate Priority:</b>	<b>Halton's Urban Renewal A Safer Halton</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 9</b> Maintaining and developing local transport networks that meet the needs of resident's, businesses and visitors to Halton. <b>AOF 28</b> Providing and maintaining a highways and footpath network that is safe, accessible, and meets the needs and expectations of those living, working or visiting in Halton.

<b>Service Objective:</b>	<b>HTL 4 - Local Transport Plan 2 – Submit progress reports as required by DfT and monitor progress against the Council's transport objectives to meet statutory requirement and ensure progress is maintained.</b>
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<b>Key Milestones</b>		<b>Responsible Officer</b>		
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>Submit Mid Term Review <b>Jul 2008.</b> (AOF9 &amp; 28)</li> </ul>	DM Transportation		
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Progress report to DfT <b>Jul 2009.</b> (AOF9 &amp; 28)</li> </ul>	DM Transportation		
<b>2010 -11</b>	<ul style="list-style-type: none"> <li>Progress report to DfT <b>01/07/2010.</b> (AOF9 &amp; 28)</li> </ul>	DM- Transportation		
<b>Risk Assessment</b>	<b>Initial</b>	Medium	<b>Linked Indicators</b>	None
	<b>Residual</b>	Low		

<b>Corporate Priority:</b>	<b>Halton's Urban Renewal A Safer Halton</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 9</b> Maintaining and developing local transport networks that meet the needs of resident's, businesses and visitors to Halton. <b>AOF 28</b> Providing and maintaining a highways and footpath network that is safe, accessible, and meets the needs and expectations of those living, working or visiting in Halton.

<b>Service Objective:</b>	<b>HTL 5 - Silver Jubilee Bridge Maintenance Major Scheme – Secure funding, complete procurement and deliver works to enable the bridge and associated structures to reach a steady state of maintenance.</b>
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<b>Key Milestones</b>			<b>Responsible Officer</b>
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>Funding secured, procurement means established and delivery programme initiated <b>Apr 2008</b>. (AOF9 &amp; 28)</li> </ul>		DM-Bridge and Highways Maintenance
	<ul style="list-style-type: none"> <li>Review progress, revise SJB maintenance Strategy document and deliver 2008/09 works programme <b>Mar 2009</b>. (AOF9 &amp; 28)</li> </ul>		DM-Bridge and Highways Maintenance
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Review progress, revise SJB maintenance Strategy document and deliver 2009/10 works programme <b>Mar 2010</b>. (AOF9 &amp; 28)</li> </ul>		DM-Bridge and Highways Maintenance
<b>2010 -11</b>	<ul style="list-style-type: none"> <li>Review progress, revise SJB maintenance Strategy document and deliver 20010/11 works programme <b>Mar 2011</b>. (AOF9 &amp; 28)</li> </ul>		DM-Bridge and Highways Maintenance
<b>Risk Assessment</b>	<b>Initial</b>	High	<b>Linked Indicators</b> None
	<b>Residual</b>	Low	

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Efficient Service Delivery</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 35</b> Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.

<b>Service Objective:</b>	<b>HTL 6 - Vehicle Fleet Replacement Programme - Secure procurement and funding methods and deliver new fleet to improve the quality of the service offered.</b>
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<b>Key Milestones</b>		<b>Responsible Officer</b>		
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>Complete first phase of vehicle replacement programme, which involves replacing 45 vehicle &amp; plant items. <b>Jun 2008.</b> (AOF35)</li> </ul>	Divisional Manager - Operational Support & Logistics		
	<ul style="list-style-type: none"> <li>Complete acquisition method options appraisal for the second phase of the replacement programme, which involves the balance of fleet items due for replacement. <b>Oct 2008.</b> (AOF35)</li> </ul>	Divisional Manager - Operational Support & Logistics		
<b>2009 - 10</b>	There are no milestones for this year.			
<b>2010 -11</b>	There are no milestones for this year.			
<b>Risk Assessment</b>	<b>Initial</b>	Low	<b>Linked Indicators</b>	None
	<b>Residual</b>	Low		

<b>Corporate Priority:</b>	<b>Halton's Urban Renewal Employment, Learning &amp; Skills in Halton</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 9</b> Maintaining and developing local transport networks that meet the needs of resident's, businesses and visitors to Halton. <b>AOF 23</b> To provide transport facilities that meets the needs of those people in Halton accessing employment and training.

<b>Service Objective:</b>	<b>HTL 7 - Improving the quality and accessibility of public transport services in Halton to encourage the use of sustainable transport and increase its accessibility by vulnerable groups</b>
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Key Milestones		Responsible Officer		
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>Implement School Pathfinder Scheme, which involves widening the range and availability home to education and training transport. This is subject to funding being made available in March 2008 <b>Apr 2008.</b> (AOF9 &amp; 23)</li> </ul>	DM Transportation		
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Independent passenger travel to day care centre etc, supported by travel training and individual journey planning to be established as a core facility <b>Mar 2010.</b> (AOF9 &amp; 23)</li> </ul>	DM- Transportation		
<b>2010 -11</b>	<ul style="list-style-type: none"> <li>Further expansion to the real time passenger information system on key bus corridors and interchanges. <b>Aug 2010.</b> (AOF9 &amp; 23)</li> </ul>	DM Transportation		
	<ul style="list-style-type: none"> <li>Improvements to Runcorn Town Centre Bus Station. <b>Nov 2010.</b> (AOF9 &amp; 23)</li> </ul>	DM Transportation		
<b>Risk Assessment</b>	<b>Initial</b>	Low	<b>Linked Indicators</b>	None
	<b>Residual</b>	Low		

## 5.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
<b>Corporate Health</b>											
There are presently no indicators of this type identified for the service											
<b>Cost &amp; Efficiency</b>											
HTL LI1	Number of third party compensation claims received due to alleged highway / footway defects	CP5 AOF28 CP6 AOF36	121	-	-	-	105	TBC	120	115	110
HTL LI2	Increase MOT test facility turnover by 5% per annum (£)	CP6 AOF34	144624	-	-	-	151855	TBC	0.05	0.05	0.0
<b>Fair Access</b>											
HTL LI3	% of pedestrian crossings with facilities for disabled people (Previously BVPI 165)	CP2 AOF9 CP5 AOF28	63.3	99.9	92.05	71.05	80	TBC	80	80	80
HTL LI4	No. of temporary traffic control days caused by roadworks per km. (Previously BVPI 100)	CP2 AOF9	0.3	0.1	0.5	1.42	0.6	TBC	0.5	0.5	TBC
HTL LI5	% of footpaths and ROWs that are easy to use. (Previously BVPI 178)	CP2 AOF9	94.2	90.72	77.2	66.82	96	TBC	96	96	96

<sup>1</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
<b><u>HTL LI6</u></b>	No. of passengers on community based accessible transport	CP2 AOF9 CP4 AOF23	TBC	-	-	-	115200	TBC	116600	118000	119400
HTL LI7	% of bus stops with Quality Corridor accessibility features. (No. of stops – 603)	CP2 AOF9	32	-	-	-	27	TBC	28	29	30
<b><u>NI 167</u></b>	Congestion during morning peak times	CP2 AOF9	N/A	-	-	-	N/A	N/A	TBC	TBC	TBC
<b><u>NI 175</u></b>	Access to core services and facilities by individuals through public transport, walking and cycling	CP3 AOF16 CP4 AOF23	N/A	-	-	-	N/A	N/A	TBC	TBC	TBC
<b><u>NI 176</u></b>	Percentage of people of working age living within a catchment area of a location with more than 500 jobs by public transport and/or walking	CP4 AOF23	N/A	-	-	-	N/A	N/A	TBC	TBC	TBC
<b><u>NI 177</u></b>	Number of local bus passenger journeys originating in the authority area in one year	CP2 AOF9 CP4 AOF23	N/A	-	-	-	N/A	N/A	TBC	TBC	TBC
<b>Quality</b>											
HTL LI8	% of people satisfied with local public transport information. (Previously BVPI	CP2 AOF9	55	59.5	55	48	N/a (Triennial survey)	N/A	N/A	58.8	N/A



Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
	103)										
HTL LI9	% of people satisfied with local bus services. (Previously BVPI 104)	CP2 AOF9	63	68	61	54	N/a Triennial survey)	N/A	N/A	69	N/A
<b>Service Delivery</b>											
<u>HTL LI10</u>	No. of people killed or seriously injured (KSI) in road traffic collisions. (Previously BVPI 99ai)	CP5 AOF28	77	77	116	248	71	50	70	69	67
<u>HTL LI11</u>	No. of children (<16) killed or seriously injured (KSI) in road traffic collisions. (Previously 99bi)	CP5 AOF28	13	10	16	24	13	5	13	12	11
<u>HTL LI12</u>	No. of people slightly injured in road traffic collisions. (Previously 99ci)	CP5 AOF28	514	654	1011	1793	544	493	540	530	520
HTL LI13	Average number of days taken to repair street lighting fault: non DNO. (Previously BVPI 215a).	CP2 AOF9 CP5 AOF28	9.35	3.07	4.33	6.71	5	TBC	5	5	5
HTL LI14	Average number of days taken to repair street lighting fault: DNO. (Previously BVPI 215b)	CP2 AOF9 CP5 AOF28	43.12	14.83	24.89	34.82	45	TBC	40	40	40
<u>HTL LI15</u>	Condition of Unclassified Roads (% unclassified road network where structural	CP2 AOF9 CP5	8	10	14	19	9	TBC	9	8	8

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
	maintenance should be considered). (Previously BVPI 224b)	AOF28									
HTL LI16	% of footways not in good condition (across categories 1 & 2) (Previously BVPI 187)	CP2 AOF9 CP5 AOF28	23	17	22	31	25	TBC	25	25	25
HTL LI17	Damage to roads and pavements (% dangerous damage repaired within 24 hours)	CP2 AOF9 CP5 AOF28	99.71	-	-	-	98	TBC	98	98	98
<b><u>HTL LI18</u></b>	Local bus service (passenger journeys per year, millions) (Previously BVPI 102)	CP2 AOF9 CP4 AOF23	6.07	24.01	13.32	7.88	6.44	TBC	6.57	6.63	6.7
HTL LI19a	No of sites with new bus shelters	CP2 AOF9	35	-	-	-	22	TBC	24	26	28
HTL LI19b	No of sites with replacement bus shelters	CP2 AOF9	40	-	-	-	48	TBC	57	65	75
HTL LI20	Percentage of schools with School Travel Plans in place	CP3 AOF16	53	-	-	-	64	TBC	76	88	100
HTL LI21	Percentage of employers (> 100 employees) with Green Travel Plans in place	CP4 AOF23	34	-	-	-	35	TBC	36	37	38
HTL LI22	Proportion of LGV's that pass the annual MOT test first time	CP6 AOF35	84	-	-	-	90	TBC	90	90	90

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
<b><u>NI 47</u></b>	People Killed and Seriously Injured	CP5 AOF28		-	-	-			TBC	TBC	TBC
<b><u>NI 48</u></b>	Children Killed and Seriously Injured	CP5 AOF28		-	-	-			TBC	TBC	TBC
<b><u>NI 168</u></b>	Percentage of principal road network where structural maintenance should be considered	CP2 AOF9 CP5 AOF28	2.0				2.0	TBC	2.0	2.0	2.0
<b><u>NI 169</u></b>	Non principal roads where maintenance should be considered	CP2 AOF9 CP5 AOF28	6.0				6.0	TBC	6.0	6.0	6.0
<b><u>NI 178</u></b>	Bus service punctuality	CP2 AOF9 CP4 AOF23		-	-	-			TBC	TBC	TBC

### 5.3 Risk Management

Risk Management, which forms a key element of the strategic management and performance management processes of the Council a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

Risk assessments are the process by which departments identify those issues that are, or may be, likely to impede the delivery of service objectives. Such risks are categorised and rated in terms of both their probability, i.e. the extent to which they are likely to happen, and their severity i.e. the potential extent of their impact should they occur.

Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. Such numbers are then translated into a Low, Medium or High category.

Risk Score	Overall Level of Risk
1 – 4	LOW
5 – 10	MEDIUM
11 – 16	HIGH

Following such assessments a series of risk treatment measures are identified that will mitigate against such risks having an adverse impact upon the delivery of the departmental objectives.

Mitigation measures for those risks that were initially assessed as high have been included as an Appendix within this plan. As such their implementation will be monitored through the Quarterly Departmental Service Plan Monitoring Report process.

### 5.4 Equality Action Plan

The Department carried out an Equality Impact Assessment during 2005 and this has been reviewed in 2007. A number of actions that needed to be taken were identified. Those that are considered to be high priority are detailed in the table in Appendix 2.

### 5.5 Local Area Agreement Targets

There are no local public service agreements for this service area.

## 6.0 PERFORMANCE REPORTING

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and or delivering it's statutory responsibilities.

It is imperative that the Council and interested members of the public can keep track of how the Council and its Departments are progressing against objectives and targets, and that mechanisms are in place to enable councillors and managers to see whether the service is performing as planned.

As a result Departmental progress will be monitored through:

- **The day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Provision of Quarterly progress reports to Corporate and Directorate Management Teams;**
- **The inclusion of Quarterly Service Plan Monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**
- **Publication of Quarterly Service Plan monitoring reports on the Councils intranet site.**

In demonstrating it's commitment to exploiting the potential of Information and Communications Technology to improve the accessibility of its services and related information an extensive range of documentation, including this plan and it's associated quarterly monitoring reports, are available via the Council's website <http://www2.halton.gov.uk/content/councilanddemocracy/council/plansandstrategies>

Additionally information and assistance can be accessed through any of the Council's Halton Direct Link facilities (HDL) or the Council's libraries.

## 7.0 STATUTORY & NON-STATUTORY PLANS

The following plans and strategy documents are relevant to this service plan:

[Community Strategy](#)

[The Corporate Plan](#)

[Halton BVPP 2007/08](#)

[Local Transport Plan 2006/07 to 2010/11](#)

Regional Transport Strategy

Regional Spatial Strategy

Regional Economic Strategy

Regional Housing Strategy

Northern Way

Local Development Framework

Unitary Development Plan

Highway Maintenance Strategy

Transport Asset Management Plan

Flood Incident Response Plan

SJB Complex 10Yr Maintenance Strategy

Winter Maintenance Plan

## Appendix 1 – High Risks and Associated Mitigation Measures

Objective Reference	High Risk Identified	Control Measure	Deadline	Responsible Officer
HTL 5	Absence of Major Maintenance funding due to lack of positive DfT response to Major Scheme Bid	Implement first three years of maintenance strategy using LTP funding confirmed through PRN Bid	March 2011	DM (Bridge and Highway Maintenance)
		Continue to press DfT for Programme Entry approval of MSB to allow delivery of remainder of maintenance programme	September 2010	DM (Bridge and Highway Maintenance)

## Appendix 2 – Equality Impact Assessments – High Priority Actions

Strategy/Policy/Service	Impact Assessment (High/Low/ None)	Proposed Action(s)	Timetable			Officer Responsible
			2008/9	2009/10	2010/11	
Transport Co-ordination	High	Continue existing and develop improved monitoring arrangements	X	X	X	Section Leader Transport Co-Ordination
		Publish comprehensive assessment results including monitoring information.	X	X	X	Section Leader Transport Co-Ordination
		Continue existing and develop improved monitoring arrangements	X	X	X	Section Leader Transport Co-Ordination



**Halton Corporate Plan (2006 – 2011) – Council Priorities and Key Areas of Focus.**

**A Healthy Halton**

<b>1</b>	Improving the future health prospects of Halton residents, particularly children, through the encouragement of an improved dietary intake and the availability of nutritionally balanced meals within schools and other Council establishments.
<b>2</b>	Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.
<b>3</b>	Delivering programmes of education to improve the health of Halton residents.
<b>4</b>	Helping people to manage the effects of ill health, disability and disadvantage.
<b>5</b>	Actively managing the environmental factors that are detrimental to good health.
<b>6</b>	Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.
<b>7</b>	Providing services and facilities to maintain existing good health and well-being.

**Halton's Urban Renewal**

<b>8</b>	Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business.
<b>9</b>	Maintaining and developing local transport networks that meet the needs of resident's, businesses and visitors to Halton.
<b>10</b>	Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.
<b>11</b>	Maintaining levels of affordable housing provision within Halton that provides for quality and choice and meets the needs and aspirations of existing and potential residents.
<b>12</b>	Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.

## Children & Young People in Halton

13	Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
14	To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood.
15	To deliver effective services to children and families by making best use of available resources
16	To provide transport facilities that meets the needs of children & young people in Halton accessing education and training.
17	Provide an effective transition for young people from school to employment, through opportunities for work related learning, and post 16 education, voluntary and community work.
18	To reduce the conception rate amongst women under 18 by providing awareness, education and relevant support
19	To ensure a safe environment for children where they are supported and protected from abuse and neglect

## Employment, Learning & Skills in Halton

20	To increase self-confidence and social inclusion by providing opportunities to adults to engage in basic skills learning.
21	To improve access to employment by providing opportunities to enhance employability skills and knowledge
22	Working with employers to identify and secure opportunities for the unemployed.
23	To provide transport facilities that meets the needs of those people in Halton accessing employment and training.
24	To sustain current employment levels by providing practical and financial advice and assistance to those from disadvantaged groups
25	To increase employment opportunities and business start ups in Halton, by developing an enterprise culture

## A Safer Halton

26	Actively encouraging socially responsible behaviour by engaging with Halton's young people and by providing opportunities for them to access and take part in affordable leisure time activities.
27	Reducing the physical effects of anti-social and criminal behaviour
28	Providing and maintaining a highways and footpath network that is safe, accessible, and meets the needs and expectations of those living, working or visiting in Halton.
29	Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.
30	Improving the social and physical well-being of those groups most at risk within the community

## Corporate Effectiveness & Efficient Service Delivery

31	Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.
32	Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access.
33	Ensuring that we are properly structured organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.
34	Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders
35	Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.
36	Ensuring that the Council's land and property portfolio is managed efficiently
37	Ensuring that Council buildings are safe and accessible, meet the needs of service users and the organisation, and comply with legislative requirements
38	Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of

	electronic service delivery.
<b>39</b>	Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information
<b>40</b>	Ensuring that the Council has the right people with the right skills and who are informed and motivated and provided with opportunities for personal development and engagement.



# ICT Services

## **SERVICE PLAN**

**April 2008 to March 2011**

**Advanced Draft FEB 2008**

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### ***Appendices***

***8..0 Corporate Priorities and Key Areas of Focus.***

## 1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified [6 key priorities](#), and a number of associated key Areas of Focus, which, as detailed within the Council's Corporate Plan, are: -

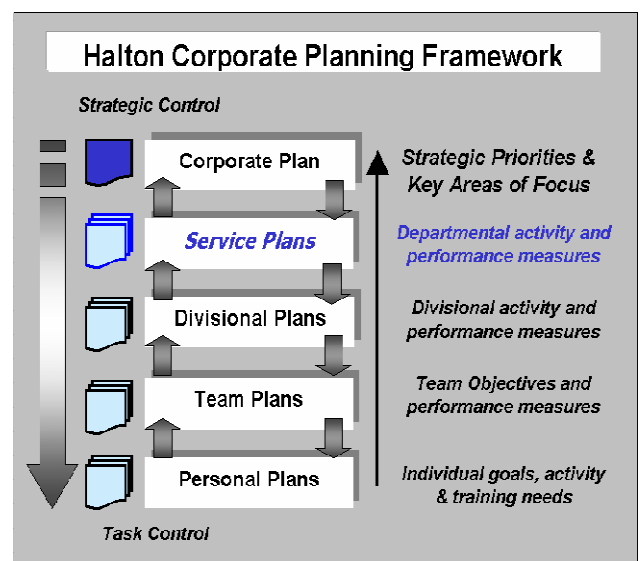
- **A Healthy Halton**
- **Halton's Urban Renewal**
- **Halton's Children & Young People**
- **Employment, Learning & Skills in Halton**
- **A Safer Halton**
- **Corporate Effectiveness & Business Efficiency**

Departmental Service Plans form an integral part of the authority's corporate planning framework, as illustrated below.

This framework ensures that the Council's operational activities are complementary to the delivery of its community aspirations and legal and statutory responsibilities.

Departmental Service Plans are primary documents that communicate:

- The existing and future influences that have informed the shaping of service delivery in the medium term.
- The existing and projected resources that are, or may, be required to deliver services.
- Departmental Service Objectives and Key Milestones that are to be delivered over the next three years.
- Those national and local performance indicators for which the department has a responsibility to report.



Such plans, and the Quarterly Service Plan Monitoring Reports that flow from them, are an essential tool in enabling the public, Elected Members, Senior Management, and staff how well Council departments are performing and what progress is being made in relation to improving the quality of life within the borough and service provision for local people, businesses and service users.

The Strategic Priority and those Areas of Focus that have been most significant in the development of this plan are detailed below: -

Strategic Priority 6:

**Corporate Effectiveness and Efficient Service Delivery**

*Key Area Of Focus: 38*

***Exploiting the potential of ICT to meet the present and future business requirements of the Council and ensuring that customer access is improved by means of electronic service delivery.***



## **2.0 SERVICE PROFILE**

### **2.1 Purpose**

The Department is responsible for all aspects of centralised ICT service delivery. Offering technical and analytical support together with dedicated requirement, process analysis, re-engineering and project/programme expertise, currently delivered through 2 divisions.

#### **Analysis & Development**

Responsible for developing, implementing and supporting in-house software systems; packaged software solutions, Internet and Intranet facilities. Additional services within the new structure include: Business Process Re-engineering supporting the Council's transformational-Government, modernisation, and corporate agenda together with the rationalisation and re-engineering of its services. Development of the ICT related corporate Resource Planning, Business Continuity Management and Disaster Recovery strategy and implementation plan.

#### **Infrastructure & Customer Services**

Provision, maintenance and support for all infrastructure related hardware and software solutions encompassing desktop, network, server, helpdesk, ICT and Directorate business requirements analysis, technical programme and project management, new product development and security.

### **2.2 Key Messages**

The primary objective of the corporate ICT strategy is to develop a sustainable support solution for the authority, its partners and clients.

This strategy is to be supported by the creation of a flexible and adaptable technology platform, using standardised sets of software and hardware tools; managed by a small number of technology specialists supported by a larger generic resource made up of both technical and analytical skills.

Growth within the ICT environment is a complex and resource intensive area as many of the authorities business requirements are now led by very apparent hardware and software solution developments that again need to be linked to an ever growing array of partners, information sources and in many cases other large and complex ICT solutions.

This has been emphasised over the last few years with the considerable growth the authority experienced when moving from a small district to a Unitary.

This brought with it many challenges most of which needed considerable and ongoing investment within the area of hardware technologies and third party software solutions to support not only the considerable application growth but a considerable growth in our user base as well as our reliance upon, and expectation of, all technologies in this mix.

Growth within the Halton technology platform has often led to many of our solutions being bolted on top of old technologies due to immediate requirement, funding issues and simply the need to grow to meet the immediate demand of a directorate, the authority and legislation.

The last 2 years has had to be a period of consolidation, which has brought with it many challenges and issues as the replacement programmes have not been free of pain, but it has been necessary to take a step back from such a growth strategy and focus upon the maintenance, consolidation and standardisation of not just our technology solutions but also the way the service as a whole supports such technology and the vast technology driven requirement that is ahead of us.

Government led strategies such as CSR07, and the massive array of practitioner led strategies all bring with them the immediate need to improve ageing and inefficient services given the considerable demand that will be placed upon delivering services in the future. This in turn will place a considerable strain upon the key support infrastructure such as the network, server and application solutions as in many cases services can no longer operate effectively without the support of technology.

Realistic expectation and the realistic boundaries of capability must also be considered as part of the wider ICT strategy. Constant innovation has to be considered also in line with achievable maintenance, obsolescence and the economics of growth. To support such strategy ICT governance is now a senior strategic consideration for the authority given the expectation, the growth and the reliance placed upon service delivery solutions and the data held within.

**The ICT Objective:**

**Full Departmental restructure –**

- Create smaller focused teams dedicated to maintenance, analysis, research, development, and new product development, supported by a larger and generic support team providing wider analytical and technical skills.

**Smarter use of third party maintenance contracts –**

- Focused upon key application support solutions, major hardware support, Out of hours monitoring services, Disaster Recovery solutions, External Security Contracts.

**Hardware and Software standardisation –**

- Create a single Microsoft software platform, linked to a single hardware supplier for Server and Desktop equipment. Continue down the route of a single supplier for all networking equipment linked to Dark Fibre installations when possible, finally using a single wide area network provider, complimenting the new 3 node internet solutions

**Software Development –**

- Adopt a modular approach to the support of major third party software solutions – by maintaining the core 3<sup>rd</sup> party application, but supported by customised HBC modules limiting unnecessary application growth/cost/revenue, offering the opportunity of: - Workflow, Information Management, Data and Document Archival, Customer Contact, Web and Intranet improvements.

**Process Analysis –**

- Continue to develop this area, increase the available resource within and support the flexible approach taken by our stakeholders in the use of this resource.

**2.3 Organisation Structure**

**STRUCTURE CHART TO BE INSERTED**

### 3.0 FACTORS AFFECTING THE SERVICE

#### 3.1 External Factors

Key Developments	Timeframe	Comments
<b><i>Political (Local)</i></b>		
Restructuring / business focus / partnerships	2008 - 11	Due to delays with JE/Union Ballot ICT re-organisation 2008, Ageing hardware infrastructure, Network replacement programme, Process Re-engineering programme, CRM development programme, Recruitment and retention.
Home-working	2008 – 11	Corporate requirement initiated
Care First/ ICS/ Trent/SX3/Corporate Network and Schools Network/BSF	2008 – 11	Financial and human resource impact. Significant resource requirement to develop stand alone installations - SLA delivery
<b><i>Economic</i></b>		
Budget pressures / DCLG Efficiency Review/ Partnership / Shared service – process/ Strategic Outsourcing	2008 – 11	Expectation by Govt for all authorities to make efficiency savings of 2.5 p.a. through 2008. Regional initiatives.  Major impact upon resources required for corporate business analysis and programme delivery.
<b><i>Social</i></b>		
24 / 7 access to services	2008 – 11	Changing business and user expectation towards 24 / 7 access leading to increased demand for system development, hardware support and maintenance.
<b><i>Technological</i></b>		
t-Govt agenda DCLG Priority outcomes Gershon Efficiencies	2008 -11	Resources needed to deliver targets by and related corporate requirement, AES efficiency agenda, BPR requirement, Front Office vs Back Office agenda.
Technology standards	2008 - 11	Resources required enabling government, security, disaster, and procedural standards to be adopted and authenticated.
Development of HDL	2008 - 11	Development of new web based workflow and process management systems / interactive internet facility / Digital dashboard, integrated workflow and document imaging.

<b>Key Developments</b>	<b>Timeframe</b>	<b>Comments</b>
<b><i>Legislative</i></b>		
Children's Bill	2008 – 11	Major re-engineering of information databases, systems and procedures will have significant impact upon technical, analytical and project resources with ICT services
Evolution of CRM through to a council wide process & workflow management solution	2008 - 11	Major analysis & re-engineering of information databases, systems and procedures will have significant impact upon resources of ICT services

<b><i>Environmental</i></b>	<b><i>2008 on</i></b>
<b>Protecting our environment</b>	
<p>Awareness of Climate Change is growing and the Council is committed to taking a lead and setting an example in tackling the associated problems. A corporate Climate Change Action Plan is being prepared, but each department can make its own contribution.</p> <p>Consideration will be given throughout the life of the Service Plan to ways in which support can be given to the action plan and to identify and implement opportunities to reduce any contribution to Climate Change and to promote best practice in the reduction of carbon emissions.</p> <p>The Council will sign up to the Local Authority Carbon Management Programme in the early part of 2007/08. The programme will guide the Council through a systematic analysis of its carbon footprint, outline opportunities to help manage carbon emissions, develop Action Plans for realising carbon and financial savings; and embed carbon management into the authority's day-to-day business.</p> <p>As part of the programme the Council will develop a Carbon Management Strategy and Implementation Plan by March 2008 to reduce energy bills and carbon emissions over the next five years. Through the Strategy and Implementation Plan, Council services will need to encourage closer examination of their policies around procurement, transport and the use of renewable energy.</p>	

### **3.2 Service Developments**

The re-organisation of staffing profiles leading to a generic skills base within the service will provide the authority with the support facilities required to move both the technical and non-technical developments forward over the next 3 – 5 years.

Developments associated with the replacement of the existing hardware and software infrastructure with new industry standard platform solutions creating greater opportunity for innovation and the acceptance of new technologies leading to new and improved ways of working.

Focus upon new and innovative corporate and directorate maintenance and support solutions leading to changes in working practice and support solutions.

Constant evaluation of the growing revenue implication associated with the considerable capital investment from not only the capital programme but the grant and project ICT spend profile.

Development and delivery of shared process - procedure through joint service delivered through partnership opportunities with and for neighbouring authorities.

### **3.3 Efficiency Improvements**

Opportunities for improving efficiency and reducing revenue growth within the department have been exploited through for example, the use of both targeted outsourced support contracts and the strategic management of maintenance contracts. Additionally a major redesign of network services and staff restructuring have allowed further efficiencies and the reallocation of revenue to areas of growth.

Outsourced contracts include:

- Network Management & Design
- Security testing and strategy
- HP Server Hardware Support
- Unix Hardware Support
- SX3 Hardware Support
- Anti Virus
- Spam Filtering
- RSA Support (24/7)
- Data Storage & backup analysis
- Design services (Citrix & Exchange)

Major redevelopment of the corporate network and internet provision has brought with it savings in excess of £70'000.

### **3.4 National Regional and Sub-regional Focus**

As a service ICT has been instrumental in developing not only links with other agencies and partnerships but a key facilitator in the authorities drive for the development of its customer services division and partnering agencies.

Many partnerships have been formed over the last few years through the current e-Government programmes with Neighbouring Authorities within Merseyside and Cheshire through working groups such as the North West E-Government Group, The Cheshire, Halton & Warrington Information Consortium, and currently through the Greater Merseyside Digital Development Agency.

The ICT team is a key contributory member within each of these groups as well as formal involvement within National Organisations such as SOCITM (Society of ICT Managers) and a number of DCLG & IDEA initiatives.

### **3.5 Equality and Diversity**

Halton Council is committed to ensuring equality of opportunity within all aspects of its service delivery, policy development and as an employer. This commitment is reflected in a range of policies, strategies and framework documents that underpin the work of the Council in its day-to-day operation and in the services that it delivers.

This commitment is encapsulated in the equal opportunities policy that the Council has adopted. The policy sets out the Council's approach to promoting equal opportunities; valuing diversity and encouraging fairness and justice; and providing equal chances for everyone in Halton to work, learn and live free from discrimination and victimisation. The Council will combat discrimination throughout the organisation and will use its position of influence in the Borough, wherever possible, to help to identify and overcome discriminatory barriers that may exist.

Each year Departments undertake Equality Impact Assessments to examine the equality implications of all of their policies, procedures and practices. As a result an Equality Action Plan is developed to identify those issues that demand attention. This forms a contribution to the overall Corporate Equalities Plan.

As a result of such assessments any high priority actions that have been identified, that fall within the life of this plan, are detailed in section 5 -.

### **3.6 Unforeseen Developments**

Whilst every effort has been made to identify those significant developments that may influence or impact upon the service during the life of this plan the possibility exists that unforeseen developments may occur that need to be considered as and when they arise. Such developments will be detailed and commented upon as appropriate in the sections dealing with key developments or emerging issues within the relevant Service Plan Quarterly Monitoring Reports.

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of any unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

All reports to the Policy and Performance Boards, with the exception of Part II items, are publicly available documents and can be accessed through the Council's website at <http://www2.halton.gov.uk/>



## 4.0 Resources

### 4.1 Budget Summary and Service Costs

#### Information to follow

### 4.2 Human Resource Requirements

Year	Analysis & Development	Infrastructure & Customer services	Total
2007 – 08	34	30	64
<b>2008 – 09</b>	<b>34</b>	<b>30</b>	<b>64</b>

As an authority we must be realistic with our anticipated investment associated with ICT growth; we cannot expect current technologies or resource to fit the requirement of our business within the next Three - Five years. As such staff related capital and revenue considerations must be part of the future ICT planning process and for all aspects of the resource planning process. As an authority we have to expect change as well as increased costs within the technology areas. Given that growth and an increased technology requirement is a constant, we have to expect constant changes in resource profiles to match such growth.

The current restructure is aimed at addressing aspects of current and known growth requirement by substantially reducing the number of senior and managerial posts and redeploying the revenue within additional generic technical, analytical and project resource.

Future projects expecting a high usage and delivery requirement for ICT must include costs for both the implementation and subsequent ongoing support linked to any additional requirement.

### 4.3 ICT Requirements

	<i>06/07</i>	<i>07/08</i>	<i>08/09</i>	<i>09/10</i>	<i>10/11</i>
Revenue	645	765	870	890	940
Capital	1100	600	600	600	1100

As detailed within the table above, the profile of the corporate ICT revenue requirement is changing in line with the constant authority wide demand for technology growth and innovation.

Again with all new services and support infrastructure purchases the authority attracts further revenue as services develop over and above the current core system base. For example many if not the majority of new software applications now need complex and extensive hardware environments to operate within, link this to the additional computing requirement for internet and network connectivity as well as the growing desktop demands for mobile as well as desk based services.

Such growth is not technology for technologies sake, this growth is a result of the corporate and directorate need for efficiency and change, but with this growth and additional complexity the often-outsourced 3<sup>rd</sup> party hardware and software maintenance agreements grow at a similar rate resulting in additional and increased revenue implications.

As the authority relies upon such technology solutions the revenue implication within these areas will inevitably grow. Considerable work is undertaken in this area to negotiate and limit any unnecessary spend related to both 3<sup>rd</sup> party support and the core server/network/software infrastructure platforms.

### 4.4 Accommodation and Property Requirements

Opportunities will be sought, during the lifetime of this plan, to locate all ICT service teams within a single location within the municipal building.

## 5.0 Service Performance

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and / or its statutory responsibilities. The service utilises a variety of measures and targets to enable performance against the service plan to be tracked, monitored, and reported. Details of these measures and targets are given below.

- **Objectives and Key Milestones.** These show the major events in the work of the Department that are planned to take place during 2008–11, such as the launch of new initiatives progress on major projects or the delivery of business critical activity. Objectives and Milestones are clearly linked to the appropriate Key Areas of Focus in the Corporate Plan 2006-11.
- **National Performance Indicators.** This is a national set of 198 indicators that have been prescribed by Central Government that are intended to measure the extent to which authorities are operating effectively and efficiently and are delivering upon both national and local priorities.
- **Local Performance Indicators.** These are indicators that have been developed by the Council and any relevant non-statutory indicators that have been adopted from national or other sources.
- **Local Area Agreement Targets.** The Local Area Agreement (LAA) is a three-year agreement based on Halton's Community Strategy. The second round LAA commenced on 1<sup>st</sup> April 2008, and included within it are improvement targets for the Borough of Halton to which both the Council, and its partners will contribute.

The LAA contains 86 key targets addressing all of the priority issues identified in both the Community Strategy, and the Council's Corporate Plan. Of the 86 key targets, 34 are mandatory and also included are the 12 LPSA targets to which the Council signed up.

Many of the objectives contained within the current service plans are designed to support the achievement of LAA targets. A full version of Halton's LAA can be viewed on the Halton Strategic Partnership Website at [http://www.haltonpartnership.net/site/images/stories//laa final \(march 2007\).pdf](http://www.haltonpartnership.net/site/images/stories//laa_final(march%202007).pdf)

Progress against the achievement of LAA targets is reported to all stakeholders at regular intervals. Following the establishment of the LAA, plans are being formulated to ensure that in future years the LAA and the Council's service plans are completely aligned.

## 5.1 Service Objectives –

(Other than by exception those service objectives and/or Key Milestones shown in *italics* will only be reported at Quarter 2 (half-year) and Quarter 4 (year-end).)

<b>Corporate Priority: 6</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
<i>Key Area Of Focus: 38</i>	<i>Exploiting the potential of ICT to meet the present and future business requirements of the Council and ensuring that customer access is improved by means of electronic service delivery.</i>

<b>Service Objective: ICT O1</b>	<b>Constantly evaluate and improve the usability, resilience, control and flexibility of the Council's Data Communications Network Infrastructure</b>					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> <li>• PC Replacement 95,98,NT. <b>June 2008</b></li> <li>• Implement Clientless VPN PC <b>June 2008</b></li> <li>• VM Ware Phase 2 <b>March 2009</b></li> <li>• New Citrix Farm <b>March 2009</b></li> <li>• Schools Internet <b>May 2008</b></li> <li>• Active Directory Phase 1 <b>June 2008</b></li> <li>• 3 Node Corporate Internet <b>July 2008</b></li> <li>• Quality of Service Provision <b>June 2008</b></li> <li>• End of life PC replacement programme <b>March 2009</b></li> <li>• SAN and NAS replacement <b>Sept 2008</b></li> </ul>					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> <li>• Active Directory Phase 2 <b>March 2010</b></li> <li>• End of Life PC Replacement Phase 2 <b>March 2010</b></li> <li>• VM Ware Phase 3 <b>March 2010</b></li> <li>• Consolidation of AV products <b>June 2009</b></li> <li>• Implement remote lockdown and PC management <b>June 2009</b></li> <li>• Wide area network upgrade <b>March 2010</b></li> </ul>					
Key Milestone(s) (10/11)	<ul style="list-style-type: none"> <li>• End of life PC replacement Phase 3 <b>March 2011</b></li> <li>• VM Ware Phase 4 <b>March 2011</b></li> <li>• Local area network evaluation <b>March 2011</b></li> <li>• Wide area wireless networking <b>March 2011</b></li> </ul>					
<b>Risk Assessment</b>	Initial	Low	<b>Responsible Officer</b>	Head of Infrastructure Services	<b>Linked Indicators</b>	ICTLI 10, 11
	Residual	Low				

<b>Corporate Priority: 6</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
<i>Key Area Of Focus: 38</i>	<i>Exploiting the potential of ICT to meet the present and future business requirements of the Council and ensuring that customer access is improved by means of electronic service delivery.</i>

<b>Service Objective: ICT O2</b>	<b>Satisfy the business needs of the Council’s Corporate and Directorate requirement by providing a scaleable and robust hardware infrastructure</b>					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> <li>• Complete exchange server upgrades (e-mail facility) <b>June 2008</b>.</li> <li>• Introduce data encryption to all laptop and tablet devices <b>June 2008</b></li> <li>• Complete annual technology replacement programme (Elected Members) <b>May 2008</b>.</li> <li>• Complete annual PC / laptop replacement programme (377 devices) <b>March 2009</b></li> <li>• Complete planned upgrades to CITRIX software systems <b>March 2009</b></li> </ul>					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> <li>• 313 PC &amp; laptop replacements <b>March 2010</b></li> <li>• Virtualisation of a further 40 servers <b>March 2010</b></li> <li>• Initiate Desktop virtualisation programme Phase 2 <b>March 2010</b></li> <li>• Data and e-mail archiving Phase 2 <b>March 2010</b></li> <li>• All PC data transferred to NAS <b>December 2009</b></li> </ul>					
Key Milestone(s) (10/11)	<ul style="list-style-type: none"> <li>• 352 PC &amp; Laptop replacements <b>March 2011</b></li> <li>• Virtualisation of a further 40 servers <b>March 2011</b></li> <li>• Desktop virtualisation programme Phase 3 <b>March 2011</b></li> </ul>					
<b>Risk Assessment</b>	Initial	Low	<b>Responsible Officer</b>	Head of Infrastructure Services	<b>Linked Indicators</b>	ICTLI 10, 11
	Residual	Low				

<b>Corporate Priority: 6</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
<i>Key Area Of Focus: 38</i>	<i>Exploiting the potential of ICT to meet the present and future business requirements of the Council and ensuring that customer access is improved by means of electronic service delivery.</i>

<b>Service Objective: ICT O3</b>	<b>Satisfy the business needs of the Council's Corporate and Directorate requirement by providing a scaleable and robust software platform</b>					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> <li>• Implement Corporate web reporting tools <b>September 2008</b></li> <li>• Complete provision of intranet services to all secondary and primary schools <b>June 2008</b></li> <li>• Implementation of corporate spyware for servers and PC's <b>September 2008</b></li> <li>• Complete planned operating system upgrades Phase 2 <b>March 2009</b></li> <li>• Share point evaluation and trial <b>December 2008</b></li> <li>• CSD back office rollout Phase 1 <b>December 2008</b></li> <li>• Planning services links to CSD <b>June 2008</b></li> <li>• CMS rebuild <b>September 2008</b></li> </ul>					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> <li>• Evaluation and pilot testing of Microsoft Vista Desktop and Server operating systems <b>July 2009.</b></li> <li>• Evaluation of Office 2007 <b>March 2010</b></li> </ul>					
Key Milestone(s) (10/11)	<ul style="list-style-type: none"> <li>• Corporate wide share point portal Phase 2 <b>March 2011</b></li> <li>• Phase 3 rollout CSD <b>March 2011</b></li> </ul>					
<b>Risk Assessment</b>	Initial	Low	<b>Responsible Officer</b>	Head of Analysis & Development	<b>Linked Indicators</b>	ICTLI 10, 11
	Residual	Low				

<b>Corporate Priority: 6</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
<i>Key Area Of Focus: 38</i>	<i>Exploiting the potential of ICT to meet the present and future business requirements of the Council and ensuring that customer access is improved by means of electronic service delivery.</i>

<b>Service Objective: ICT O4</b>	<b>The implementation of a range of new corporate wide facilities including Web services, records &amp; document management, business process workflow, corporate desktop portal.</b>					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> <li>• Implementation of document imaging supporting adoption records Phase 1 <b>December 2008</b></li> <li>• Planning and Building Control document imaging <b>October 2008</b></li> <li>• Pilot workflow, internal ICT processes <b>November 2008</b></li> <li>• EDT Delivery through HDL Phase 2 - in partnership between H &amp; C, CYP and St Helen's MBC <b>September 2008</b></li> <li>• Staff Harassment system- corporate wide system meeting legislative requirements <b>April 2008</b></li> <li>• Mayrise Highways and Streetworks integration into HDL <b>September 2008</b></li> </ul>					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> <li>• Corporate document imaging Phase 1 – <b>October 2009</b></li> <li>• Continuing improvements and enhancements to recently implemented CSD system- ongoing <b>March 2010</b></li> <li>• Wider workflow implementation projects as identified by BPR process <b>March 2010</b></li> <li>• Web channel implementation of CSD- <b>September 2009</b></li> </ul>					
Key Milestone(s) (10/11)	<ul style="list-style-type: none"> <li>• Continuing improvements and enhancements to recently implemented CSD system- <b>March 2011</b></li> <li>• Corporate wide workflow implementation- <b>March 2011</b></li> </ul>					
<b>Risk Assessment</b>	Initial	Low	<b>Responsible Officer</b>	Heads of Analysis and Development / Infrastructure Services	<b>Linked Indicators</b>	Not applicable
	Residual	Low				

<b>Corporate Priority: 6</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
<i>Key Area Of Focus: 38</i>	<i>Exploiting the potential of ICT to meet the present and future business requirements of the Council and ensuring that customer access is improved by means of electronic service delivery.</i>

<b>Service Objective: ICT O5</b>	<b>Improve service efficiency and improvement through the use of Business Process Re-engineering</b>		
<i>Key Milestone(s) (08/09)</i>	<ul style="list-style-type: none"> <li>• <i>CSD Phase 2 <b>March 2009</b></i></li> <li>• <i>Publication of further BPM diagrams via corporate intranet to facilitate communication of business transformation efficiencies <b>March 2009</b></i></li> <li>• <i>Deliver business transformational projects identified by the corporate BPR programme <b>March 2009</b></i></li> <li>• <i>Complete phases 2 and 3 of Trent software application <b>December 2008</b></i></li> </ul>		
<i>Key Milestone(s) (09/10)</i>	• <i>Deliver business transformational projects identified by the corporate BPR programme <b>March 2010</b></i>		
<i>Key Milestone(s) (10/11)</i>	• <i>Deliver business transformational projects identified by the corporate BPR programme <b>March 2011</b></i>		
<b>Responsible Officer</b>	Programme manager Infrastructure Services	<b>Linked Indicators</b>	Not applicable

<b>Service Objective: ICT O6</b>	<b>Evolve, improve and redevelop customer contact and reactive fix services, access channels and availability.</b>		
<i>Key Milestone(s) (08/09)</i>	<ul style="list-style-type: none"> <li>• <i>Replacement of helpdesk software solution <b>March 2009.</b></i></li> <li>• <i>Improved Self Help Web Services <b>March 2009.</b></i></li> <li>• <i>Satisfaction survey <b>March 2009</b></i></li> </ul>		
<i>Key Milestone(s) (09/10)</i>	• <i>Satisfaction survey <b>March 2010.</b></i>		
<i>Key Milestone(s) (10/11)</i>	• <i>Satisfaction survey <b>March 2011.</b></i>		
<b>Responsible Officer</b>	Programme Manager Customer Services	<b>Linked Indicators</b>	ICTLI 1, 2



## 6.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2005/06 Quartiles <sup>2</sup> (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
<b>Corporate</b>											
<b><u>ITCLI 1</u></b>	Average availability of the Council's operational servers (%).	CP6 AOF 38	99.96				99	TBA	99	99	99
<b><u>ITCLI 2</u></b>	Average availability of the Councils WAN infrastructure (%).	CP6 AOF 38	99.40				99	TBA	99	99	99
<b>Service Delivery</b>											
ITCLI 3	% Of all calls received that were resolved at the Help Desk.	CP6 AOF 38	58				60	TBA	60	65	65
ITCLI 4	% Of all responsive repairs completed within 2 working days.	CP6	80				80	TBA	80	80	80
ITCLI 5	School Support SLA: % of calls responded to within <u>agreed</u> target*.	CP6									
	Priority 1		100				85	TBA	85	85	85
	Priority 2		100				90	TBA	90	90	90
	Priority 3		97				95	TBA	95	95	95
	Priority 4		100				100	TBA	100	100	100

<sup>1</sup> Key Indicators are identified by an **underlined reference in bold type**.

<sup>2</sup> No quartile data is available for local performance indicators

Ref <sup>3</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2005/06 Quartiles <sup>4</sup> (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11

**Service Delivery cont'd**

<b><u>ITCL1 6</u></b>	Member Support: % of calls responded to within 1 working day.	CP6	100				95	TBA	95	95	95
ITCL1 7	% E-mail accounts set-up within 3 working days of receipt.	CP6	100				79	TBA	79	80	80
ITCL1 8	Average working days from order to completion of a new PC	CP6	15.5				10	TBA	10	10	10
ITCL1 9	Average working days from delivery to completion of a new PC	CP6	4				6	TBA	5	5	5
ITCL1 10	Average working days from order to completion of a thin client device	CP6	1.5				9	TBA	7	5	5
ITCL1 11	Average working days from delivery to completion of a thin client device	CP6 AOF 38	0.5				3	TBA	2	2	2

<sup>3</sup> Key Indicators are identified by an **underlined reference in bold type**.

<sup>4</sup> No quartile data is available for local performance indicators

### 5.3 Risk Management

Risk Management, which forms a key element of the strategic management and performance management processes of the Council, is a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

Risk assessments are the process by which departments identify those issues that are, or may be, likely to impede the delivery of service objectives. Such risks are categorised and rated in terms of both their probability, i.e. the extent to which they are likely to happen, and their severity i.e. the potential extent of their impact should they occur.

Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. Such numbers are then translated into a Low, Medium or High category.

Risk Score	Overall Level of Risk
1 – 4	LOW
5 – 10	MEDIUM
11 – 16	HIGH

Following such assessments a series of risk treatment measures are identified that will mitigate against such risks having an adverse impact upon the delivery of the departmental objectives.

Mitigation measures for those risks that were initially assessed as high have been included as an Appendix within this plan. As such their implementation will be monitored through the Quarterly Departmental Service Plan Monitoring Report process.

### 5.4 Equality Action Plan

**To be advised**

### 5.5 Local Area Agreement Targets

**2008 LAA is presently under development – any relevant information to be inserted once agreement has been finalised.**

## 6.0 Performance Reporting

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and or delivering it's statutory responsibilities.

It is imperative that the Council and interested members of the public can keep track of how the Council and its Departments are progressing against objectives and targets, and that mechanisms are in place to enable councillors and managers to see whether the service is performing as planned.

As a result Departmental progress will be monitored through:

- **The day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Provision of Quarterly progress reports to Corporate and Directorate Management Teams;**
- **The inclusion of Quarterly Service Plan Monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**
- **Publication of Quarterly Service Plan monitoring reports on the Councils intranet site.**

In demonstrating it's commitment to exploiting the potential of Information and Communications Technology to improve the accessibility of its services and related information an extensive range of documentation, including this plan and it's associated quarterly monitoring reports, are available via the Council's website at <http://www2.halton.gov.uk/content/councilanddemocracy/council/plansandstrategies>

Additionally information and assistance can be accessed through any of the Council's Halton Direct Link facilities (HDL) or the Council's libraries.

## 7.0 Statutory and Non-statutory Plans

**INFORMATION TO FOLLOW**

**Halton Corporate Plan (2006 – 2011) – Council Priorities and Key Areas of Focus.**

**A Healthy Halton**

<b>1</b>	Improving the future health prospects of Halton residents, particularly children, through the encouragement of an improved dietary intake and the availability of nutritionally balanced meals within schools and other Council establishments.
<b>2</b>	Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.
<b>3</b>	Delivering programmes of education to improve the health of Halton residents.
<b>4</b>	Helping people to manage the effects of ill health, disability and disadvantage.
<b>5</b>	Actively managing the environmental factors that are detrimental to good health.
<b>6</b>	Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.
<b>7</b>	Providing services and facilities to maintain existing good health and well-being.

**Halton's Urban Renewal**

<b>8</b>	Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business.
<b>9</b>	Maintaining and developing local transport networks that meet the needs of resident's, businesses and visitors to Halton.
<b>10</b>	Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.
<b>11</b>	Maintaining levels of affordable housing provision within Halton that provides for quality and choice and meets the needs and aspirations of existing and potential residents.
<b>12</b>	Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.

## Children & Young People in Halton

13	Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
14	To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood.
15	To deliver effective services to children and families by making best use of available resources
16	To provide transport facilities that meets the needs of children & young people in Halton accessing education and training.
17	Provide an effective transition for young people from school to employment, through opportunities for work related learning, and post 16 education, voluntary and community work.
18	To reduce the conception rate amongst women under 18 by providing awareness, education and relevant support
19	To ensure a safe environment for children where they are supported and protected from abuse and neglect

## Employment, Learning & Skills in Halton

20	To increase self-confidence and social inclusion by providing opportunities to adults to engage in basic skills learning.
21	To improve access to employment by providing opportunities to enhance employability skills and knowledge
22	Working with employers to identify and secure opportunities for the unemployed.
23	To provide transport facilities that meets the needs of those people in Halton accessing employment and training.
24	To sustain current employment levels by providing practical and financial advice and assistance to those from disadvantaged groups
25	To increase employment opportunities and business start ups in Halton, by developing an enterprise culture

## A Safer Halton

26	Actively encouraging socially responsible behaviour by engaging with Halton's young people and by providing opportunities for them to access and take part in affordable leisure time activities.
27	Reducing the physical effects of anti-social and criminal behaviour
28	Providing and maintaining a highways and footpath network that is safe, accessible, and meets the needs and expectations of those living, working or visiting in Halton.
29	Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.
30	Improving the social and physical well-being of those groups most at risk within the community

## Corporate Effectiveness & Efficient Service Delivery

31	Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.
32	Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access.
33	Ensuring that we are properly structured organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.
34	Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders
35	Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.
36	Ensuring that the Council's land and property portfolio is managed efficiently
37	Ensuring that Council buildings are safe and accessible, meet the needs of service users and the organisation, and comply with legislative requirements
38	Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery.
39	Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information
40	Ensuring that the Council has the right people with the right skills and who are informed and motivated and provided with opportunities for personal development and engagement.



**Legal, Organisational  
Development and Human  
Resource Services**

**SERVICE PLAN**

**April 2008 to March 2011**

**Advanced Draft FEB 2008**



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## 1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified [6 key priorities](#), and a number of associated key Areas of Focus, which, as detailed within the Council's Corporate Plan, are: -

- **A Healthy Halton**
- **Halton's Urban Renewal**
- **Halton's Children & Young People**
- **Employment, Learning & Skills in Halton**
- **A Safer Halton**
- **Corporate Effectiveness & Business Efficiency**

Departmental Service Plans form an integral part of the authority's corporate planning framework, as illustrated below.

This framework ensures that the Council's operational activities are complementary to the delivery of its community aspirations and legal and statutory responsibilities.

Departmental Service Plans are primary documents that communicate:

- The existing and future influences that have informed the shaping of service delivery in the medium term.
- The existing and projected resources that are, or may, be required to deliver services.
- Departmental Service Objectives and Key Milestones that are to be delivered over the next three years.
- Those national and local performance indicators for which the department has a responsibility to report.



Such plans, and the Quarterly Service Plan Monitoring Reports that flow from them, are an essential tool in enabling the public, Elected Members, Senior Management, and staff how well Council departments are performing and what progress is being made in relation to improving the quality of life within the borough and service provision for local people, businesses and service users.

The Strategic Priority and those Areas of Focus that have been most significant in the development of this plan are detailed below: -

Strategic Priority 6:

**Corporate Effectiveness and Efficient Service Delivery**

*Key Area of Focus: 33*

***Ensuring that we are properly structured organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.***

*Key Area Of Focus: 39*

***Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information.***

*Key Area Of Focus: 40*

***Ensuring that the Council has the right people with the right skills and who are informed and motivated and provided with opportunities for personal development and engagement.***

## **2.0 SERVICE PROFILE**

### **2.1 Purpose**

The Department is divided into Legal Services, Committee and Member Services, Human Resources and Organisational Development.

#### Legal Services

The purpose of the Legal Services Division is to provide a comprehensive legal service, which is relevant to the needs of the Council and its elected members and officers. As an internal support service, it is geared up to assist the other front-line Directorates to fulfil their statutory and service responsibilities efficiently and effectively.

The primary role of Legal Services is:

- To provide a comprehensive legal service
- Through the Council Solicitor, to fulfil the role of Monitoring Officer to the Council, and to ensure that the Council acts both lawfully and ethically.
- To ensure compliance with the law and standing orders to enable front-line services to achieve their own corporate objectives.
- To provide a Local Land Charges Service
- To process and determine applications for various statutory licences including Personal and Premises Licences under the Licensing Act 2003, Hackney Carriage and Private Hire Driver and Vehicle Licences, Lotteries and Street Collections, and those relating to the Gambling Act 2005.

The division mainly provides a support service to the Council and other directorates, although this is subject to our broader role in protecting the best interests of the Council as a whole.

#### Committee and Member Services

The principal aim of the Committee and Member Services Division is to support the democratic process by servicing the various Boards, Committees, Panels and Working Parties, and by providing support and training for elected members. In supporting the democratic process, the division is also responsible for maintaining the electoral register so that those entitled to vote are able to do so.

The role of Committee and Member Services is:

- To manage and effectively service meetings of the Council
- To respond to the individual and collective needs of elected members.

- To provide various civic services which are in keeping with the dignity and profile of the Council
- To provide a comprehensive word-processing support service and an efficient in-house reprographic support service.
- To provide a collection and distribution service for internal and external mail at the Municipal Building, and to provide a courier service linking the Council's various offices, elected members, and schools.
- To ensure that an accurate Register of Electors is compiled annually and to enable the Returning Officer to conduct all elections.

The division supports the work of the Council as a whole, but its key role is in its support for elected members and in enabling the public to have access to the democratic process. The department ultimately benefits the whole of the local community by providing both support to Elected Members of the Council and also by enabling access to the democratic process by members of the public.

#### Human Resources and Organisational Development

The Division is a central support service whose main function is to ensure corporate awareness of, and compliance with, the various personnel policies adopted by the Council and employment legislation. On occasions, the department will lead in negotiations with Trade Unions on matters of corporate consequence such as Pay and Grading Reviews. In addition, the department takes the central lead in providing training and development opportunities for elected members and employees.

The principal functions of the Division are

#### Personnel

- Advising Councillors and management on personnel policy, strategy and procedures.
- Recruitment of staff.
- Pre-employment checks of prospective employees.
- Advice on, and interpretation of, national and local conditions of service and employment related legislation.
- Industrial/Employee Relations.
- Employee Welfare.
- Equality of Opportunity in Employment.

## Training

- Management of the Corporate Training Centre.
- Provision of in-house training.
- Commissioning of external training provision

## Payroll

- Responsible for payment of salaries & expenses, and Members' allowances

In recruiting and retaining staff, providing the appropriate level of support and training to staff and directorates, and ensuring that employees are equipped with the skills needed to deliver the Council plans and strategies, the Personnel Services function ultimately benefits all members of the community.

## **2.2 Key messages**

Over the last year, the Department has merged into a single operation, with a new Operational Director (Legal, Organisational Development and Human Resources) and Monitoring Officer.

The Payroll function has been brought within Human Resources, and there has been a re-alignment. The structures in Legal and Committee & Members' Services are currently under review.

The Members' Services team have built on their successes in the field of elected member training, having now achieved exemplar status.

Considerable work has been carried out in the Licensing Team for the introduction of the Gambling Act 2005 to ensure the smooth implementation of the new regime. .

In 2007 the Licensing Team dealt with the licensing application for the Creamfields event. All concerned seem to agree that this event was a great success with improvements on the previous year and gave the Borough a high and positive profile, and there will no doubt be a licensing application for a repeat of this event in 2008.

The Government's Pay and Workforce Strategy for Local Government has identified the five "Priority Themes" that each council should address to ensure continuous improvement in service delivery. These are:

- Developing leadership capacity
- Developing the skills and capacity of the workforce
- Developing the organisation
- Resourcing, recruitment and retention
- Pay and rewards.

This sets a strategic framework for the Council's approach to its workforce and a programme of work projects covering the next few years. Much of the work of this department over the period of this Service Plan will be specifically targeted at ensuring these projects are successfully completed. Also, remaining issues from the job evaluation exercise will be with following the notification of outcomes in January 2008. The department will also continue to support the Building Schools for the Future initiative.

A significant advantage for any organisation in managing its human resources is the availability of timely and accurate intelligence and information and to this end the Council approved in 2006 the acquisition of a new integrated Human Resources and Payroll software system. Much of the work of the Personnel department during the year has gone into the implementation of this system commencing with the new payroll module. Additional modules will be implemented throughout the plan period.

### **2.3 Organisation Structure**

**STRUCTURE CHART TO BE INSERTED**

### 3.0 FACTORS AFFECTING THE SERVICE

#### 3.1 External Factors

Key Developments	Timeframe	Comment(s)
<b>Political</b>		
Changes to the Code of Conduct for elected Members and the localisation of the ethical agenda	Localisation of Ethical Agenda - 2008	These changes to the ethical agenda could change the culture around ethical governance and may possible result in more complaints when the regime becomes locally led. This needs to be managed very carefully as it could have significant implications for the authority.
Pay and Grading Review	2006-2009	Significant resource issue for department in completing this review. Following the implementation of the Job Evaluation outcomes, an appeals process will be allowed that will be undertaken during 2008.
<b>Economic</b>		
Budget pressures/Efficiency gains	2008-2011	Expectation by Government for all authorities to make 3% efficiency gains each year.
<b>Social</b>		
Development of work/ life balance initiative	2008/2011	Impacts of flexible working will be fully explored as the plan period progresses.
<b>Technological</b>		
New integrated HR/Payroll IT system	2008-2009	Staff resources required ensuring the implementation of the system plus subsequent training requirements.



<b>Legislative</b>		
Local Government & Public Involvement in Health Act 2007	2007 onwards	The details of the latest legislative changes to local government have now been enacted.
<b>Operating Environment</b>		
Partnership Working	April 2008 onwards	It will be important to ensure that the Consortium arrangements with external legal partners and other local authorities are used to maximum advantage in terms of facilitating further joint working, producing more cost effective training for staff etc.
Recruitment and retention of quality staff	2008 - 2011	Requirement to assess ability of Council to recruit and retain quality staff in a competitive "market". Constant review of staff benefits to ensure Council remains competitive.

**Environmental****2008 on****13. Protecting our environment**

Awareness of Climate Change is growing and the Council is committed to taking a lead and setting an example in tackling the associated problems. A corporate Climate Change Action Plan is being prepared, but each department can make its own contribution.

Consideration will be given throughout the life of the Service Plan to ways in which support can be given to the action plan and to identify and implement opportunities to reduce any contribution to Climate Change and to promote best practice in the reduction of carbon emissions.

The Council will sign up to the Local Authority Carbon Management Programme in the early part of 2007/08. The programme will guide the Council through a systematic analysis of its carbon footprint, outline opportunities to help manage carbon emissions, develop Action Plans for realising carbon and financial savings; and embed carbon management into the authority's day-to-day business.

As part of the programme the Council will develop a Carbon Management Strategy and Implementation Plan by March 2008 to reduce energy bills and carbon emissions over the next five years. Through the Strategy and Implementation Plan, Council services will need to encourage closer examination of their policies around procurement, transport and the use of renewable energy.

### **3.2 Service Developments**

Currently there are no established benchmarking arrangements for the services within this Department. However, the Council has now joined a benchmarking club with other members of its local authority "family". Although this club is focussing on other priorities at the present time, it is hoped that there may be opportunities in the future to use this club to benchmark these services within the department.

Training continues to be a key area of focus for the Department. Members of staff are currently on the Council's MSC programme and others are undergoing/have completed the Council's ILM programme at various levels. The Department has also continued with its initiative to develop the NVQ in Democratic Services as a key qualification for Committee and Member Services staff.

Building Schools for the Future will present considerable challenges for the Department. Additional resources may be needed if the Department is to be effective in providing support for the delivery of this project.

#### Legal Services

Legal Services has again been inspected against the Lexcel and ISO quality standards and has once again been successful in maintaining both Lexcel and ISO Accreditations. These standards are constantly evolving, and the processes ensure that the culture of continuous improvement is embedded in Legal Services.

#### Committee and Member Services

The success of the Council's Member Development initiative has been recognised at National level with the Council winning awards from both the MJ and APSE for its work in this area.

At the time of writing, Internal Audit are carrying out a planned review of Electoral Services.

### **3.3 Efficiency Improvements**

The Department is keen to explore joint working initiatives wherever possible to deliver efficiency improvements. In addition to its joint working with Wirral and Liverpool to provide 24-hour legal advice and assistance on Child Protection matters, Legal Services has established a consortium with Sefton, Knowsley and West Lancashire and the private sector Legal firms Cobbetts, DLA and Weightmans. This consortium should result in the more cost effective procurement of external legal services, provide access to additional services (e.g. training) at nil or reduced cost, and open the way to further joint working and efficiency savings between the partner authorities. Warrington and Wirral Councils have joined the consortium in November and December 2007, and the partner firms have delivered training.

Joint working is also an area that is being explored in relation to Committee and Member Services. We currently provide joint training in relation to schools appeals, and we are looking at the possibility of further joint working with neighbouring authorities to deliver efficiencies.

Over the next twelve months the Trent HR/Payroll IT system will continue to be implemented. As part of this process, alternative service delivery methods will be investigated in both HR and Payroll to seek more efficient work practices including the merger of the two sections. This will require a review of the structure of the whole department.

### **3.4 National Regional and Sub-regional Focus**

Legal and Member Services work in partnership with other authorities, within variety of regional networks and on a variety of initiatives. One of the key sub regional initiatives at the moment relates to Waste where there are a variety of legal and constitution issues that need to be resolved in order for the Council to be able to work in partnership with the Merseyside Waste Disposal Authority on the procurement of future waste disposal arrangements. The Department is also involved in advising on the constitutional implications of closer working with other Merseyside Authorities as part of the Liverpool City Region agenda.

Halton is a member of the National Joint Council for Local Authorities and also the North West Employers Organisation.

### **3.5 Equality and Diversity**

Halton Council is committed to ensuring equality of opportunity within all aspects of its service delivery, policy development and as an employer. This commitment is reflected in a range of policies, strategies and framework documents that underpin the work of the Council in its day-to-day operation and in the services that it delivers.

This commitment is encapsulated in the equal opportunities policy that the Council has adopted. The policy sets out the Council's approach to promoting equal opportunities; valuing diversity and encouraging fairness and justice; and providing equal chances for everyone in Halton to work, learn and live free from discrimination and victimisation. The Council will combat discrimination throughout the organisation and will use its position of influence in the Borough, wherever possible, to help to identify and overcome discriminatory barriers that may exist.

Each year Departments undertake Equality Impact Assessments to examine the equality implications of all of their policies, procedures and practices. As a result an Equality Action Plan is developed to identify those issues that demand attention. This forms a contribution to the overall Corporate Equalities Plan.

As a result of such assessments any high priority actions that have been identified, that fall within the life of this plan, are detailed in section 5 -.

### **3.6 Unforeseen Developments**

Whilst every effort has been made to identify those significant developments that may influence or impact upon the service during the life of this plan the possibility exists that unforeseen developments may occur that need to be considered as and when they arise. Such developments will be detailed and commented upon as appropriate in the sections dealing with key developments or emerging issues within the relevant Service Plan Quarterly Monitoring Reports.

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of any unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

All reports to the Policy and Performance Boards, with the exception of Part II items, are publicly available documents and can be accessed through the Council's website at <http://www2.halton.gov.uk/>

## 4.0 Resources

### 4.1 Budget Summary and Service Costs

#### INFORMATION TO FOLLOW

### 4.2 Human Resource Requirements

Staffing Structures are currently under review following a merger of the legal and member services and personnel and organisational development functions in 2007, but it is not anticipated that staff numbers will increase during the life of the plan. The structure may need to be further reviewed depending on the various initiatives undertaken by the Council during the life of the Plan e.g. Building Schools for the Future. The following table identifies the number of full-time equivalent posts within each of the Divisions that comprise the department.

Year	Legal	Committee & Member Services	Personnel / OD / Payroll	Total
2007/08	21.7	26.3	39.1	87.1
2008/09	21.7	26.3	39.1	87.1

### 4.3 ICT Requirements

As described within the previous section the recent merger of the payroll and personnel functions may have implications for future ICT requirements, although at this stage these are not possible to determine. However as we move into 2008 this situation will become clearer and the service will respond accordingly. The remaining modules of Trent will continue to be implemented during 2008/09, but no further ICT requirements are envisaged at this stage.

### 4.4 Accommodation and Property Requirements

It is not anticipated that the accommodation requirements of the Department will change significantly over the plan period.

As described previously the merger of the payroll and personnel functions may have implications for future property requirements, although at this stage these are not possible to determine. However it is anticipated that no significant additional accommodation space will be required and as we move into 2008 this situation will become clearer and the service will respond accordingly.

## 5.0 Service Performance

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and / or its statutory responsibilities. The service utilises a variety of measures and targets to enable performance against the service plan to be tracked, monitored, and reported. Details of these measures and targets are given below.

- **Objectives and Key Milestones.** These show the major events in the work of the Department that are planned to take place during 2008–11, such as the launch of new initiatives progress on major projects or the delivery of business critical activity. Objectives and Milestones are clearly linked to the appropriate Key Areas of Focus in the Corporate Plan 2006-11.
- **National Performance Indicators.** This is a national set of 198 indicators that have been prescribed by Central Government that are intended to measure the extent to which authorities are operating effectively and efficiently and are delivering upon both national and local priorities.
- **Local Performance Indicators.** These are indicators that have been developed by the Council and any relevant non-statutory indicators that have been adopted from national or other sources.
- **Local Area Agreement Targets.** The Local Area Agreement (LAA) is a three-year agreement based on Halton's Community Strategy. The second round LAA commenced on 1<sup>st</sup> April 2008, and included within it are improvement targets for the Borough of Halton to which both the Council, and its partners will contribute.

The LAA contains 86 key targets addressing all of the priority issues identified in both the Community Strategy, and the Council's Corporate Plan. Of the 86 key targets, 34 are mandatory and also included are the 12 LPSA targets to which the Council signed up.

Many of the objectives contained within the current service plans are designed to support the achievement of LAA targets. A full version of Halton's LAA can be viewed on the Halton Strategic Partnership Website at [http://www.haltonpartnership.net/site/images/stories//laa\\_final\\_\(march\\_2007\).pdf](http://www.haltonpartnership.net/site/images/stories//laa_final_(march_2007).pdf)

Progress against the achievement of LAA targets is reported to all stakeholders at regular intervals. Following the establishment of the LAA, plans are being formulated to ensure that in future years the LAA and the Council's service plans are completely aligned.

## 5.1 Service Objectives –

(NB Other than by exception those service objectives and/or Key Milestones shown in *italics* will only be reported at Quarter 2 (half-year) and Quarter 4 (year-end.)

<b>Corporate Priority: 6</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
<i>Key Area of Focus: 33</i>	<i>Ensuring that we are properly structured organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.</i>

<b>Service Objective: LOD O1</b>	To provide a high quality legal service to the Council and its departments to ensure that the Council is able to deliver its services effectively.					
Key Milestone(s) (08/09)	🕒 Secure renewal of Lexcel & ISO Accreditation <b>December 2008</b>					
Key Milestone(s) (09/10)	🕒 Secure renewal of Lexcel & ISO Accreditation <b>December 2009</b>					
Key Milestone(s) (10/11)	🕒 Secure renewal of Lexcel & ISO Accreditation <b>December 2010</b>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Council Solicitor	<b>Linked Indicators</b>	Not applicable
	Residual	Low				

<b>Service Objective: LOD O2</b>	To ensure that decision makers are supported through the provision of timely and accurate advice and information and are kept informed of changing legislation and responsibilities.					
Key Milestone(s) (08/09)	🕒 Review Constitution <b>May 2008</b>					
Key Milestone(s) (09/10)	🕒 Review Constitution <b>May 2009</b>					
Key Milestone(s) (10/11)	🕒 Review Constitution <b>May 2010</b>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Council Solicitor	<b>Linked Indicators</b>	LOD LI 9, 10
	Residual	Low				



<b>Corporate Priority: 6</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
<i>Key Area Of Focus: 40</i>	<i>Ensuring that the Council has the right people with the right skills and who are informed and motivated and provided with opportunities for personal development and engagement.</i>

<b>Service Objective: LOD O3</b>	To provide efficient and effective Democratic Support Services that provides Elected Members, as key decision makers, with the necessary information, support and training opportunities to fulfil their individual potential and management and governance role effectively.					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> <li>🕒 To ensure that all members have been given the opportunity of a having a MAP meeting</li> <li>🕒 To induct all new members – <b>by October 2008</b></li> </ul>					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> <li>🕒 To ensure that all members have been given the opportunity of a having a MAP meeting</li> <li>🕒 To induct all new members – <b>by October 2009</b></li> </ul>					
Key Milestone(s) (10/11)	<ul style="list-style-type: none"> <li>🕒 To ensure that all members have been given the opportunity of a having a MAP meeting</li> <li>🕒 To induct all new members – <b>by October 2010</b></li> </ul>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Council Solicitor	<b>Linked Indicators</b>	LOD LI 9, 10
	Residual	Low				

## Service Objectives and Key Milestones - Personnel

<b>Corporate Priority: 6</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
<i>Key Area Of Focus: 39</i>	<i>Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information.</i>

<b>Service Objective: LOD O4</b>	<b>To ensure the Council's strategic approach to the management of Human Resources is reviewed and is consistent with best practice and reflects a modern, excellent authority.</b>					
Key Milestone(s) (08/09)	🕒 Implement Priority Actions identified within the new HR Strategy – <b>March 2009</b>					
Key Milestone(s) (09/10)	🕒 Implement Priority Actions identified within the new HR Strategy – <b>March 2010</b>					
Key Milestone(s) (10/11)	🕒 Implement Priority Actions identified within the new HR Strategy – <b>March 2011</b>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Principal Personnel Officer	<b>Linked Indicators</b>	Not applicable
	Residual	Low				

<b>Service Objective: LOD O5</b>	<b>To ensure that the Council rewards staff in accordance with legislation through a modern pay and grading system.</b>					
Key Milestone(s) (08/09)	🕒 Implement the outcomes of the completed Pay and Grading Review and undertake any appeal hearings that may arise <b>March 2009</b> <sup>1</sup>					
Key Milestone(s) (09/10)	Not applicable					
Key Milestone(s) (10/11)	Not applicable					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Principal Personnel Officer	<b>Linked Indicators</b>	
	Residual	Low				

<sup>1</sup> Although originally anticipated for completion in 2007-08 this work required reprogramming due to the extension of union consultation.

<b>Corporate Priority: 6</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
<i>Key Area Of Focus: 39</i>	<i>Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information.</i>

<b>Service Objective: LOD O6</b>	<b>To ensure that the Council has a modern and effective Human Resource management IT system to improve the relevance, availability and use of HR information.</b>					
Key Milestone(s) (08/09)	🕒 Implement the remaining modules of the Trent IT system. – <b>March 2009</b>					
Key Milestone(s) (09/10)	Not applicable					
Key Milestone(s) (10/11)	Not applicable					
<b>Risk Assessment</b>	Initial	Low	<b>Responsible Officer</b>		<b>Linked Indicators</b>	
	Residual	Low				

## 5.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref <sup>2</sup>	Description	Corp. Plan Priority	Halton 2006 / 7 Actual	2006 / 07 Quartiles <sup>3</sup> (All England)			Halton 2007 / 08 Target	Halton 2007 / 08 Actual	Halton Targets		
				Top	Middle	Bottom			08 / 09	09 / 10	10 / 11
<b>Corporate</b>											
LOD 1	Proportion of departmental working days lost to sickness absence (%)	CP 6 AOF 40	3. 4				4. 0	TBA	3. 5 %	3. 0 %	TBA
<b><u>LOD 2</u></b>	No. Of Members with Personal Development Plans (56 Total)	CP 6 AOF 40	42 (75%)				50 (89%)	TBA	52 (92%)	56 (100%)	TBA
LOD 3	% of Members attending at least one organised Training Event	CP 6 AOF 40	100				100	TBA	100%	100%	TBA
<b><u>LOD 4</u></b> (BVPI 11)	The percentage of top 5% of earners that are: -	CP 6 AOF 40									TBA
	Women		38. 39	43. 56	33. 33	24. 11	39. 00	TBA	40.00	41.00	TBA
	From black and ethnic minority communities		1. 00	4. 53	1. 42	0. 00	1. 50	TBA	2. 00	2. 50	TBA
	With a disability		3. 13	5. 49	2. 70	0. 00	3. 20	TBA	3. 30	3. 40	TBA
<b><u>LOD 5</u></b> (BVPI 12)	The number of working days / shifts lost due to sickness (Corporate)	CP 6 AOF 40	11. 76	8. 09	9. 32	10. 73	11. 50	TBA	11. 25	11. 00	TBA

<sup>2</sup> Key Indicators are identified by an **underlined reference in bold type**.

<sup>3</sup> No quartile data is available for local performance indicators. BVPI's will be replaced by the National Indicator Data Set (NIS) from April 2008

Ref <sup>4</sup>	Description	Corp. Plan Priority	Halton 2006 / 7 Actual	2006 / 07 Quartiles <sup>5</sup> (All England)			Halton 2007 / 08 Target	Halton 2007 / 08 Actual	Halton Targets		
				Top	Middle	Bottom			08 / 09	09 / 10	10 / 11
<b>Corporate cont'd</b>											
<b><u>LOD 6</u></b> (BVPI 14)	Early retirements (excluding ill-health) as a percentage of the total workforce.	CP 6 AOF 40	0.24	0.18	0.53	0.97	0.22	TBA	0.21	0.20	TBA
<b><u>LOD 7</u></b> (BVPI 15)	% Of employees retiring on grounds of ill-health as a percentage of total workforce	CP 6 AOF 40	0.13	0.00	0.18	0.32	0.11	TBA	0.09	0.07	TBA
<b><u>LOD 8</u></b> (BVPI 16a)	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	CP 6 AOF 40	1.29	4.43	3.03	1.90	1.40	TBA	1.50	1.60	TBA
LOD 09 (BVPI 16b)	% Of economically active disabled people in LA area.	N/A	19.72				N/A	TBA	N/A	N/A	N/A
<b><u>LOD 10</u></b> (BVPI 17a)	Minority Ethnic community staff as % of total workforce.	CP 6 AOF 40	0.60	5.20	2.10	1.00	0.70	TBA	0.80	0.90	TBA
LOD 11 (BVPI 17b)	Economically active BME population in LA area.	N/A	1.20				N/A	TBA	N/A	N/A	N/A

<sup>4</sup> Key Indicators are identified by an **underlined reference in bold type**.

<sup>5</sup> No quartile data is available for local performance indicators

Ref <sup>6</sup>	Description	Corp. Plan Priority	Halton 2006 / 7 Actual	2006 / 07 Quartiles <sup>7</sup> (All England)			Halton 2007 / 08 Target	Halton 2007 / 08 Actual	Halton Targets		
				Top	Middle	Bottom			08 / 09	09 / 10	10 / 11

Fair Access											
LOD 12	Members of Public attending Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums)	CP 6 AOF 31	621				350	TBA	400	500	TBA
LOD 13	No. Of Questions asked by Members of the Public at Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums)	CP 6 AOF 31	107				120	TBA	150	200	TBA
N.B. there are also a number of cross cutting performance indicators of this type presently categorised as 'Corporate' indicators.											

Service Delivery											
LOD 14	Average Time taken to issue prosecutions from receipt of instructions (working days) <sup>NB</sup>	CP 6	8				10	TBA	10	10	TBA
LOD 15	Average time taken to complete Conveyancing Transactions	CP 6	265				220	TBA	200	180	TBA
LOD 16	Average time taken to complete Child Care Cases (calendar days)	CP 6	191				210	TBA	210	200	TBA

<sup>6</sup> Key Indicators are identified by an **underlined reference in bold type**.

<sup>7</sup> No quartile data is available for local performance indicators



### 5.3 Risk Management

Risk Management, which forms a key element of the strategic management and performance management processes of the Council, is a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

Risk assessments are the process by which departments identify those issues that are, or may be, likely to impede the delivery of service objectives. Such risks are categorised and rated in terms of both their probability, i.e. the extent to which they are likely to happen, and their severity i.e. the potential extent of their impact should they occur.

Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. Such numbers are then translated into a Low, Medium or High category.

Risk Score	Overall Level of Risk
1 – 4	LOW
5 – 10	MEDIUM
11 – 16	HIGH

Following such assessments a series of risk treatment measures are identified that will mitigate against such risks having an adverse impact upon the delivery of the departmental objectives.

Mitigation measures for those risks that were initially assessed as high have been included as an Appendix within this plan. As such their implementation will be monitored through the Quarterly Departmental Service Plan Monitoring Report process.

### 5.4 Equality Action Plan

No high priority actions have been identified as a result of undertaking Equality Impact Assessments

### 5.5 Local Area Agreement Targets

2008 Local Area Agreement presently under development. Information will be provided once agreement finalised.



## 6.0 Performance Reporting

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and or delivering it's statutory responsibilities.

It is imperative that the Council and interested members of the public can keep track of how the Council and its Departments are progressing against objectives and targets, and that mechanisms are in place to enable councillors and managers to see whether the service is performing as planned.

As a result Departmental progress will be monitored through:

- **The day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Provision of Quarterly progress reports to Corporate and Directorate Management Teams;**
- **The inclusion of Quarterly Service Plan Monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**
- **Publication of Quarterly Service Plan monitoring reports on the Councils intranet site.**

In demonstrating it's commitment to exploiting the potential of Information and Communications Technology to improve the accessibility of its services and related information an extensive range of documentation, including this plan and it's associated quarterly monitoring reports, are available via the Council's website at

<http://www2.halton.gov.uk/content/councilanddemocracy/council/plansandstrategies>

Additionally information and assistance can be accessed through any of the Council's Halton Direct Link facilities (HDL) or the Council's libraries.

## 7.0 Statutory and Non-statutory Plans

**INFORMATION TO FOLLOW**

**Halton Corporate Plan (2006 – 2011) – Council Priorities and Key Areas of Focus.**

**A Healthy Halton**

<b>1</b>	Improving the future health prospects of Halton residents, particularly children, through the encouragement of an improved dietary intake and the availability of nutritionally balanced meals within schools and other Council establishments.
<b>2</b>	Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.
<b>3</b>	Delivering programmes of education to improve the health of Halton residents.
<b>4</b>	Helping people to manage the effects of ill health, disability and disadvantage.
<b>5</b>	Actively managing the environmental factors that are detrimental to good health.
<b>6</b>	Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.
<b>7</b>	Providing services and facilities to maintain existing good health and well-being.

**Halton's Urban Renewal**

<b>8</b>	Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business.
<b>9</b>	Maintaining and developing local transport networks that meet the needs of resident's, businesses and visitors to Halton.
<b>10</b>	Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.
<b>11</b>	Maintaining levels of affordable housing provision within Halton that provides for quality and choice and meets the needs and aspirations of existing and potential residents.
<b>12</b>	Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.



## Children & Young People in Halton

<b>13</b>	Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
<b>14</b>	To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood.
<b>15</b>	To deliver effective services to children and families by making best use of available resources
<b>16</b>	To provide transport facilities that meets the needs of children & young people in Halton accessing education and training.
<b>17</b>	Provide an effective transition for young people from school to employment, through opportunities for work related learning, and post 16 education, voluntary and community work.
<b>18</b>	To reduce the conception rate amongst women under 18 by providing awareness, education and relevant support
<b>19</b>	To ensure a safe environment for children where they are supported and protected from abuse and neglect

## Employment, Learning & Skills in Halton

<b>20</b>	To increase self-confidence and social inclusion by providing opportunities to adults to engage in basic skills learning.
<b>21</b>	To improve access to employment by providing opportunities to enhance employability skills and knowledge
<b>22</b>	Working with employers to identify and secure opportunities for the unemployed.
<b>23</b>	To provide transport facilities that meets the needs of those people in Halton accessing employment and training.
<b>24</b>	To sustain current employment levels by providing practical and financial advice and assistance to those from disadvantaged groups
<b>25</b>	To increase employment opportunities and business start ups in Halton, by developing an enterprise culture



## A Safer Halton

26	Actively encouraging socially responsible behaviour by engaging with Halton's young people and by providing opportunities for them to access and take part in affordable leisure time activities.
27	Reducing the physical effects of anti-social and criminal behaviour
28	Providing and maintaining a highways and footpath network that is safe, accessible, and meets the needs and expectations of those living, working or visiting in Halton.
29	Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.
30	Improving the social and physical well-being of those groups most at risk within the community

## Corporate Effectiveness & Efficient Service Delivery

31	Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.
32	Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access.
33	Ensuring that we are properly structured organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.
34	Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders
35	Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.
36	Ensuring that the Council's land and property portfolio is managed efficiently
37	Ensuring that Council buildings are safe and accessible, meet the needs of service users and the organisation, and comply with legislative requirements
38	Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery.
39	Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information
40	Ensuring that the Council has the right people with the right skills and who are informed and motivated and provided with opportunities for personal development and engagement.



# MAJOR PROJECTS

## SERVICE PLAN

**April 2008 to March 2011**

**Advanced Draft FEB 2008**

## **Contents**

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### *Appendices*

- 1. Service Objectives – High Risks and Mitigation Measures*
- 2. Equality Impact Assessments – High priority actions*
- 3. Corporate Priorities and Key Areas of Focus.*



## 1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified [6 key priorities](#), and a number of associated key Areas of Focus, which, as detailed within the Council's Corporate Plan, are: -

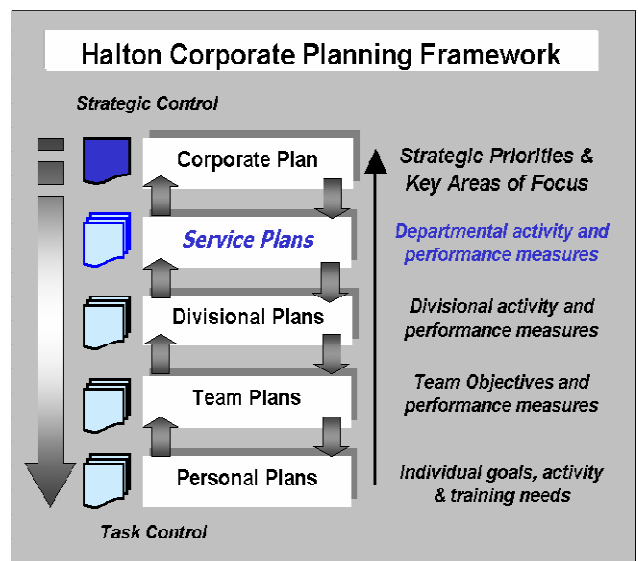
- **A Healthy Halton**
- **Halton's Urban Renewal**
- **Halton's Children & Young People**
- **Employment, Learning & Skills in Halton**
- **A Safer Halton**
- **Corporate Effectiveness & Business Efficiency**

Departmental Service Plans form an integral part of the authority's corporate planning framework, as illustrated below.

This framework ensures that the Council's operational activities are complementary to the delivery of its community aspirations and legal and statutory responsibilities.

Departmental Service Plans are primary documents that communicate:

- The existing and future influences that have informed the shaping of service delivery in the medium term.
- The existing and projected resources that are, or may, be required to deliver services.
- Departmental Service Objectives and Key Milestones that are to be delivered over the next three years.
- Those national and local performance indicators for which the department has a responsibility to report.



Such plans, and the Quarterly Service Plan Monitoring Reports that flow from them, are an essential tool in enabling the public, Elected Members, Senior Management, and staff how well Council departments are performing and what progress is being made in relation to improving the quality of life within the borough and service provision for local people, businesses and service users.

The Strategic Priority and those Areas of Focus that have been most significant in the development of this plan are detailed below: -

Strategic Priority 2:

**Halton's Urban Renewal**

Area of Focus (8)

Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business.

Area of Focus (9)

Maintaining and developing local transport networks that meet the needs of resident's, businesses and visitors to Halton.

Area of Focus (10)

Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.

Area of Focus (11)

Maintaining levels of affordable housing provision within Halton that provides for quality and choice and meets the needs and aspirations of existing and potential residents.

Area of Focus (12)

Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.

## **2.0 SERVICE PROFILE**

### **2.1 Purpose**

The Major Projects Department provides an extensive range of services to support the delivery of key regeneration programmes and projects aimed at improving the quality of life for local communities and businesses in the Borough.

The Major Projects Department is responsible for delivering key projects and programmes crucial for the implementation of the Urban Renewal Strategy. These include:

- The co-ordination and delivery of many of the Council's non-housing projects;
- The development and delivery of the Council's Derelict Land Strategy and land reclamation programme;
- Leading on the co-ordination of capital projects to regenerate Town Centres and other key sites in the Borough.
- The development and delivery of the Widnes Waterfront Economic Development Zone (EDZ) in Southern Widnes;
- The development and delivery of 3 MG, the Mersey Multimodal Gateway formerly known as the Ditton Strategic Rail Freight Park;
- The co-ordination of the implementation of the Castlefields Regeneration programme;
- The delivery of projects designed to implement improvements to canalside and riverside areas, particularly the Canal Quarter in Runcorn;
- Co-ordinating the NRF and Capital Priority Fund Urban Renewal Action Plan and the implementation of projects within that;
- Responding to demands for the implementation of specific projects as and when necessary;
- Providing input into the Mersey Gateway project, including advice and assistance to the Mersey Gateway Project Team as requested.
- Establishing and delivering regeneration programmes for particular parts of the Borough in accordance with the priorities established within the Urban Renewal Strategy; and
- The servicing of the Urban Renewal PPB, Urban Renewal SSP and Area Panels as and when requested.

The service benefits local residents across the Borough and assists businesses in Halton through regeneration and development programmes which improve the environment and contribute to the generation of employment opportunities.

### **2.2 Key Messages**

During the last twelve months the departmental structure has remained constant.

External financial and commercial market changes have begun to impact on the ability to deliver development projects. These changes have been reflected in up-dated project risk assessments and highlighted as an area which needs to be watched closely in 2008-9.

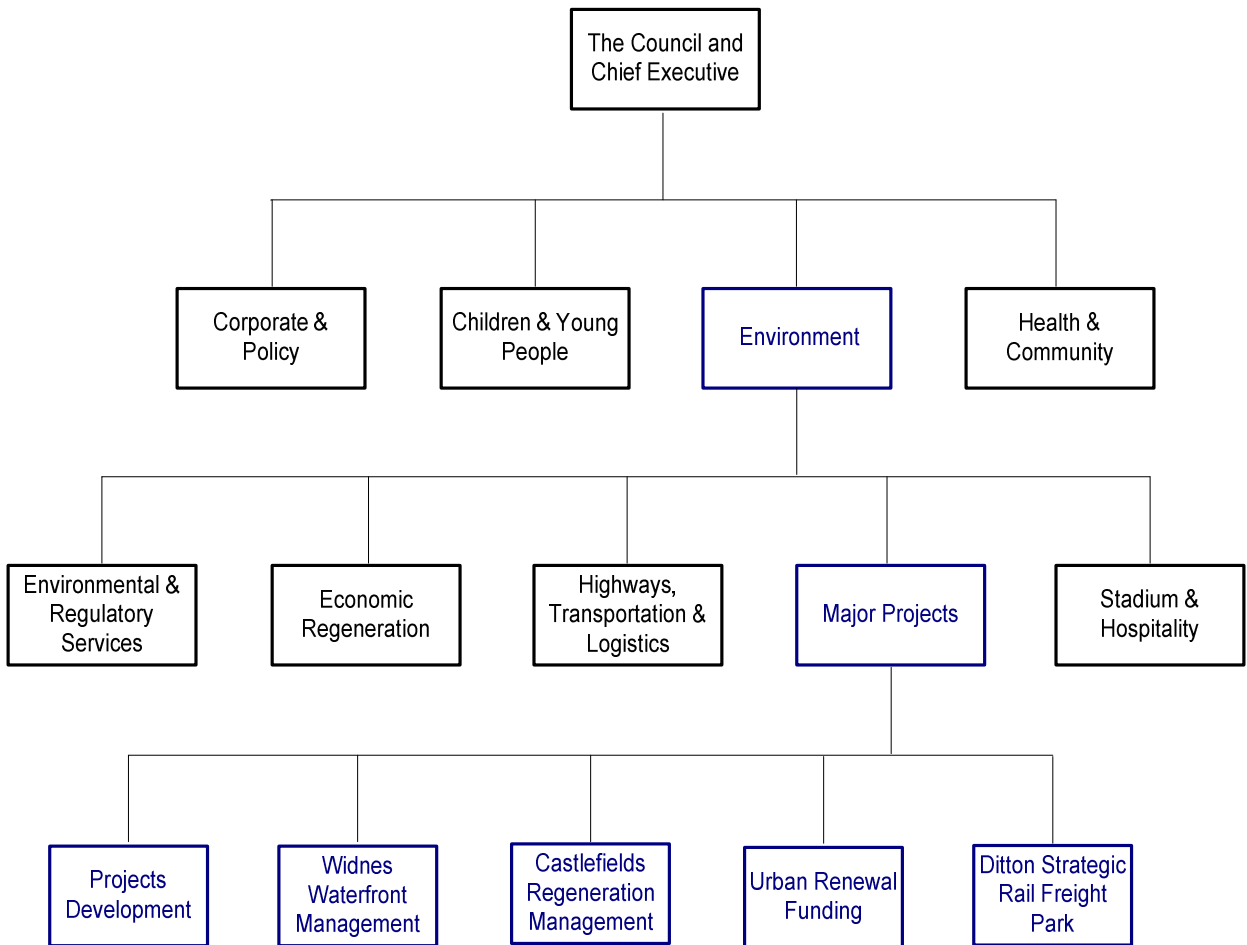
Several Awards were received for the work of the Department. These included:

- Exemplar Status for the Castlefields Regeneration Programme from RENEW, the NW Centre of Excellence for Regeneration
- North West Business Environment Awards: Best Project in the Built Environment for Wigg Island
- Daily Post Regional Property Awards 2007: Best Partnership Project for Phoenix Park, Castlefields
- Regeneration and Renewal Magazine 'Regeneration Local Authority of the Year 2007' Runner-up
- Green Apple Silver Award for Environmental Best Practice and Sustainable development: Castlefields Programme
- RTPI North West 2007: Commendation for the Castlefields Regeneration

Several projects have been delivered including:

- Phase 1 (50,000 sq. ft.) of the Priority Sites industrial development on Widnes Waterfront was completed
- Phase 1 of the landscaping improvement works on Widnes Waterfront completed.
- Carterhouse Way constructed
- Phase 1 of the redevelopment of Halebank Recreation Ground completed
- Planning permission secured for new rail sidings for 3MG
- 21 shop-front improvement grants delivered
- Cross Street improvement scheme completed
- Development Agreement agreed with Urban Splash for the Canal Quarter Development
- The Mound adjacent to the Brindley in Runcorn has been removed
- CPO secured for the Castlefields Local Centre
- Planning permission secured for 350 dwellings on the Halton Borough Council-owned Lakeside and Canalside sites at Castlefields

## **2.3 Organisation Structure**



### **3.0 FACTORS AFFECTING THE SERVICE**

#### **3.1 External Factors**

##### **3.1.1 Political**

The increasing affiliation of the Borough to Merseyside and incorporation within the Merseyside sub-regional structures will influence the way in which the Borough is affected by such initiatives as the Northern Way, the Regional Housing Strategy, Regional Spatial Strategy, Regional Economic Strategy and the City Region.

##### **3.1.2. Economic Climate**

The service relies on external grant funding to fund the major part of its programme work. The recent issues over securing North West Development Agency funding (or more accurately, 'not securing') have caused problems which would have been far more severe if it had not been possible to be flexible in utilising Council funds.

- The Castlefields programme delivery has been adversely affected both in terms of timing and projects delivery by the reluctance of the NWDA to contribute to projects within the Regeneration Masterplan.
- The forthcoming merger of the Housing Corporation and English Partnerships could have a significant impact on the availability of funding for regeneration schemes.
- The European structural funds, which support many programmes, most especially the Widnes Waterfront EDZ programme, come to an end in June 2008.
- The exclusion of Halton from the list of Assisted Areas from 1st. January 2007 adversely affects the availability of support funding for regeneration and investment programmes.
- The fact that NRF will come to an end in March 2008 and the changes to the availability of support funding available through the LAA will impact on regeneration programming.

**Funding for the Castlefields Regeneration Teams was scheduled to run out in March 2008. Although a temporary extension of funding to March 2009 has been secured, succession planning is still necessary, as it is for the Widnes Waterfront EDZ Team where funding is scheduled to expire in March 2009. Part of that process will be to attempt to secure new sources of funding, including mainstream support, to allow their implementation. Post-NRF funding availability will also govern the ability to fund the Urban Renewal Co-ordinator post.**

##### **3.1.3 Social Factors**

The Borough remains high on the Index of Deprivation. This impacts adversely on external parties and makes securing new commercial investment in Halton extremely difficult.

### **3.1.4 Technological Developments**

The service continues to explore and develop innovative technologies for the remediation of contaminated land. This has been recognised nationally by the LGC Environment Award (2006) and the North West Business Environment Award. Such innovation, together with more proven technologies, are to be used on the EDZ to remediate contaminated ground.

### **3.1.5 Legislative**

Many of the Department's activities will be affected by the anticipated revisions to planning legislation.

### **3.1.6 Protecting our environment**

Awareness of Climate Change is growing and the Council is committed to taking a lead and setting an example in tackling the associated problems. A corporate Climate Change Action Plan is being prepared, but each department can make its own contribution. Major Projects Department's contaminated land remediation programme has been making a major contribution to this for many years. The Castlefields Team are implementing high energy-efficiency standards in all buildings and incorporating such innovations as a 'green' roof on the new community centre wherever possible.

Consideration will be given throughout the life of the Service Plan to ways in which support can be given to the action plan and to identify and implement opportunities to reduce any contribution to Climate Change and to promote best practice in the reduction of carbon emissions.

The Council has signed up to the Local Authority Carbon Management Programme in the early part of 2007/08. The programme will guide the Council through a systematic analysis of its carbon footprint, outline opportunities to help manage carbon emissions, develop Action Plans for realising carbon and financial savings; and embed carbon management into the authority's day-to-day business.

As part of the programme the Council has developed a Carbon Management Strategy and Implementation Plan to reduce energy bills and carbon emissions over the next five years. Through the Strategy and Implementation Plan, Council services will need to encourage closer examination of their policies around procurement, transport and the use of renewable energy.

## **3.2 Service Developments**

There have been no recent reviews, benchmarking or consultation undertaken with other best practice authorities or organisations since the work of the Department is collectively unique in nature and which is setting standards in its areas of operation. This is evidenced by the awards won for its programmes and projects (see section 2.2 above).

Within the lifetime of this Plan the loss of ERDF and other programme funding will have a dramatic impact on the Department. For example, in March 2008 funding for the Castlefields Team and the Urban Renewal Programme Co-ordination Officer was scheduled to expire, as was the ERDF funding for the EDZ Team. Although short-term (one year) extensions have been possible longer-term planning is mostly impossible without the certainty of funding. This has a major demoralisation affect on staff. There has already been a loss of staff from the Castlefields Team since no assurances could be given as to succession funding. Unless this issue is addressed successfully in 2008-9 these Teams, together with the experience and expertise of their Officers, will be lost to the Council. Additionally, again within the life of this Plan, the Operational Director, Major Projects Department, has already stated his intention to seek retirement by March 2010. A Succession Planning Strategy therefore needs to be put in place.

Budget savings imposed for 2008-9 will necessitate the loss of two posts.

The results of the Council's Single Status Job Evaluation exercise have impacted adversely on the service in terms of staff demoralisation and the ability to retain/recruit staff.

### **3.3 Efficiency Improvements**

Budget savings for 2008-9 of approximately £52,000 will necessitate the loss of two posts.

### **3.4 National Regional and Sub-regional Focus**

The work of the Department generally is concerned with the implementation of national and regional regeneration policies. Currently the evolution of the City Region and the various regional and sub-regional strategies which surround these directly affect the availability of funding, and therefore the capability of the Department to deliver programmes and projects.

The North West Development Agency's move to work through Sub-Regional Partnerships means that Halton will be in more direct competition for funding with the other Merseyside authorities in the future. This will inevitably make the securing of funding more difficult.

The LSP will move to Local Area Agreements, as per the new government initiative. The LAA has been agreed and was implemented in 2007 but revised for April 2008. This will impact on the projects supported by the Urban Renewal SSP since the availability of support funding attached to the LAA is critical for the work of the Department.

### **3.5 Equality and Diversity**

Halton Council is committed to ensuring equality of opportunity within all aspects of its service delivery, policy development and as an employer. This commitment is reflected in a range of policies, strategies and framework documents that underpin the work of the Council in its day-to-day operation and in the services it delivers.



In particular this is encapsulated in the adopted equal opportunities policy. This states that the Council 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; and, will combat discrimination throughout the organisation and will use its position of influence in the Borough, wherever possible, to help overcome discriminatory barriers.

Each year Equality Impact Assessments are conducted to examine the equality implications of all policies, procedures and practices. As a result an Equality Action Plan is developed to identify those issues that demand attention. This forms a contribution to the overall Corporate Equalities Plan.

Any high priority actions within the Equality Action Plan applicable to this service, that fall within the life of this plan, and that are yet to be completed, are detailed in section 6 of this service plan.

### **3.3 Unforeseen Developments**

Whilst every effort has been made to identify those developments that may influence or impact upon the service during the life of this plan the possibility exists that unforeseen developments may occur that need to be considered as and when they arise. Such developments will be detailed and commented upon as appropriate in the sections dealing with key developments or emerging issues within the relevant Service Plan Quarterly Monitoring Reports.

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of the unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

Each significant Programme has its own management and reporting procedures through, for example, the Castlefields Implementation Group and the 3MG Executive Sub-Board. These will be used to manage previously unforeseen developments.

All reports to the Policy and Performance Boards with the exception of Part II items, are publicly available documents and can be accessed through the Council's website at <http://www2.halton.gov.uk/>

## 4.0 RESOURCES

### 4.1 Budget Summary and Service Costs

To be inserted when available

### 4.1 Human Resource Requirements

Table: Number of F.T.E. Staff

	Management	Projects Development	Widnes Waterfront Management	Castlefields Regeneration Management	Urban Renewal Funding	Ditton Strategic Rail Freight Park
2007 / 08	1	6	3	3	1	3
2008 / 09	1	4	3	3	1	3

For more detailed information about any future staffing requirements detailed above, please refer to the appropriate Directorate Workforce plan. In particular see references to the fall-out of funding in 2008/9 and 2009/10 which affects the Widnes Waterfront EDZ, Castlefields Regeneration and Urban Renewal Teams.

### 4.2 ICT Requirements

No specific items of IT equipment have been identified apart from updating and replacement of equipment as necessary together with the purchase of specialist software when necessary.

### 4.4 Accommodation and Property Requirements

The Department is currently split in two locationally, an unacceptable situation which has existed for much too long. It has long been considered a priority to re-unite the Department within its Municipal Building base.

## 5.0 SERVICE PERFORMANCE

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and / or its statutory responsibilities. The service utilises a variety of measures and targets to enable performance against the service plan to be tracked, monitored, and reported. Details of these measures and targets are given below.

- **Objectives and Key Milestones.** These show the major events in the work of the Department that are planned to take place during 2008–11, such as the launch of new initiatives progress on major projects or the delivery of business critical activity. Objectives and Milestones are clearly linked to the appropriate Key Areas of Focus in the Corporate Plan 2006-11.
- **National Performance Indicators.** This is a national set of 198 indicators that have been prescribed by Central Government that are intended to measure the extent to which authorities are operating effectively and efficiently and are delivering upon both national and local priorities.
- **Local Performance Indicators.** These are indicators that have been developed by the Council and any relevant non-statutory indicators that have been adopted from national or other sources.
- **Local Area Agreement.** The Local Area Agreement (LAA) is a three-year agreement based on Halton's Community Strategy. The second round LAA commenced on 1<sup>st</sup> April 2008, and included within it are improvement targets for the Borough of Halton to which both the Council, and its partners will contribute.

The LAA contains 86 key targets addressing all of the priority issues identified in both the Community Strategy, and the Council's Corporate Plan. Of the 86 key targets, 34 are mandatory and also included are the 12 LPSA targets to which the Council signed up.

Many of the objectives contained within the current service plans are designed to support the achievement of LAA targets. A full version of Halton's LAA can be viewed on the Halton Strategic Partnership Website at [http://www.haltonpartnership.net/site/images/stories//laa\\_final\\_\(march\\_2007\).pdf](http://www.haltonpartnership.net/site/images/stories//laa_final_(march_2007).pdf)

Progress against the achievement of LAA targets is reported to all stakeholders at regular intervals. Following the establishment of the LAA, plans are being formulated to ensure that in future years the LAA and the Council's service plans are completely aligned.

## 5.1 Service Objectives

(NB Other than by exception those service objectives and/or Key Milestones shown in *italics* will only be reported at Quarter 2 (half-year) and Quarter 4 (year-end)).

<b>Corporate Priority:</b>	<b>Halton's Urban Renewal</b>
<b>Key Area (s) Of Focus:</b>	<p><b>AOF 8</b> Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business.</p> <p><b>AOF 9</b> Maintaining and developing local transport networks that meet the needs of resident's, businesses and visitors to Halton.</p> <p><b>AOF 10</b> Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.</p>

<b>Service Objective:</b>	<b>MP 1 - To implement a regeneration plan for the Widnes Waterfront EDZ in accordance with the EDZ Team Plan and Regeneration Masterplan resulting in 44 ha. of regenerated land on the Widnes waterfront</b>
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<b>Key Milestones</b>		<b>Responsible Officer</b>		
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>Implementation according to Masterplan Phase 2: Completion of CPO procedures, Public Artwork completed, Linear Park completed. <b>Mar 2009.</b> (AOF8 &amp; 10)</li> </ul>	Widnes Waterfront Programme Manager		
	<ul style="list-style-type: none"> <li>Implementation according to Masterplan Phase 2: Completion of Phase 1 of Venture Fields Leisure Development <b>Dec 2008.</b> (AOF8 &amp; 10)</li> </ul>	Widnes Waterfront Programme Manager		
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Implementation according to Masterplan Phase 2: completion of Heron Phase 2, Gyrotory completed. <b>Mar 2010.</b> (AOF8 &amp; 9)</li> </ul>	Widnes Waterfront Programme Manager		
<b>2010 -11</b>	There are no milestones for this year.			
<b>Risk Assessment</b>	<b>Initial</b>	Medium	<b>Linked Indicators</b>	MP L18, 11, 15
	<b>Residual</b>	Medium		

<b>Corporate Priority:</b>	<b>Halton's Urban Renewal</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 11</b> Maintaining levels of affordable housing provision within Halton that provides for quality and choice and meets the needs and aspirations of existing and potential residents.

<b>Service Objective:</b>	<b>MP 2 - To implement a regeneration plan for Castlefields according to the Castlefields Team Plan and Regeneration Masterplan (See Team Plan) resulting in the achievement of The Masterplan's Vision of an improved estate</b>
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<b>Key Milestones</b>			<b>Responsible Officer</b>
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>Implementation according to Masterplan Phase 2: Commence demolition and redevelopment of the existing local centre. <b>Mar 2009.</b> (AOF11)</li> </ul>		Regeneration Programme Manager
	<ul style="list-style-type: none"> <li>Implementation according to Masterplan Phase 2: Develop phase 3 of the programme. <b>Mar 2009.</b> (AOF11)</li> </ul>		Regeneration Programme Manager
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Implementation according to Masterplan Phase 3: Complete construction of local centre <b>Mar 2010.</b> (AOF11)</li> </ul>		Regeneration Programme Manager
<b>2010 -11</b>	There are no milestones for this year.		
<b>Risk Assessment</b>	<b>Initial</b>	Medium	<b>Linked Indicators</b> MP LI9, 12
	<b>Residual</b>	Medium	

<b>Corporate Priority:</b>	<b>Halton's Urban Renewal</b>
<b>Key Area (s) Of Focus:</b>	<p><b>AOF 8</b> Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business.</p> <p><b>AOF 9</b> Maintaining and developing local transport networks that meet the needs of resident's, businesses and visitors to Halton.</p> <p><b>AOF 10</b> Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.</p> <p><b>AOF 12</b> Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.</p>

<b>Service Objective:</b>	<b>MP 3 - To implement a regeneration plan for 3 MG (Ditton Strategic Rail Freight Park) resulting in the creation of a regionally-significant rail freight park</b>
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Key Milestones		Responsible Officer		
2008 - 09	<ul style="list-style-type: none"> <li>Completion of CPO procedures <b>Mar 2009.</b> (AOF8, 9 &amp; 10)</li> </ul>	Programme Manager 3MG - Mersey Multimodal Gateway		
	<ul style="list-style-type: none"> <li>Implementation of infrastructure works including road access to Halton Borough Council Field <b>Aug 2008.</b> (AOF 9 &amp; 12)</li> </ul>	Programme Manager 3MG - Mersey Multimodal Gateway		
2009 - 10	<ul style="list-style-type: none"> <li>Complete the disposal of Halton Borough Council Field <b>Mar 2010.</b> (AOF8 &amp; 12)</li> </ul>	Programme Manager 3MG - Mersey Multimodal Gateway		
2010 -11	There are no milestones for this year.			
Risk Assessment	<b>Initial</b>	Medium	<b>Linked Indicators</b>	MP LI14
	<b>Residual</b>	Medium		

<b>Corporate Priority:</b>	<b>Halton's Urban Renewal</b>
<b>Key Area (s) Of Focus:</b>	<p><b>AOF 8</b> Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business.</p> <p><b>AOF 10</b> Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.</p> <p><b>AOF 11</b> Maintaining levels of affordable housing provision within Halton that provides for quality and choice and meets the needs and aspirations of existing and potential residents.</p>

<b>Service Objective:</b>	<b>MP 4 - Monitor investment levels in the 3 town centres in order to comply with Community Plan objectives (See Team Plan) and ensure a continued improvement in the quality of Halton's Town Centres</b>
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Key Milestones			Responsible Officer	
2008 - 09	<ul style="list-style-type: none"> <li>Ensure continued investment in town centres of at least £1 million per annum. <b>Mar 2009.</b> (AOF 8 &amp; 10)</li> </ul>		Divisional Manager, Major Projects	
	<ul style="list-style-type: none"> <li>Co-ordinate the commencement on site of Phase 1 of the Canal Quarter development with residential and civic developments. <b>Mar 2009.</b> (AOF 8 &amp; 11)</li> </ul>		Divisional Manager, Major Projects	
2009 - 10	<ul style="list-style-type: none"> <li>Ensure continued investment in town centres of at least £1 million per annum. <b>Mar 2010.</b> (AOF 8 &amp; 10)</li> </ul>		Divisional Manager, Major Projects	
	<ul style="list-style-type: none"> <li>Co-ordinate the completion of Phase 1 of the Canal Quarter development. <b>Mar 2010.</b> (AOF 8 &amp; 11)</li> </ul>		Divisional Manager, Major Projects	
2010 -11	<ul style="list-style-type: none"> <li>Co-ordinate the commencement on site of Phase 2 of the Canal Quarter development with residential and retail developments. <b>Mar 2011.</b> (AOF 8 &amp; 11)</li> </ul>		Divisional Manager, Major Projects	
Risk Assessment	Initial	Medium	Linked Indicators	MP LI2, 4
	Residual	Low		

<b>Corporate Priority:</b>	<b>Halton's Urban Renewal</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 8</b> Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business. <b>AOF 12</b> Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.

<b>Service Objective:</b>	<b>MP 5 - Reclamation of contaminated and derelict land including 48 ha. at St Michael's Golf Course to produce a safe and attractive replacement course</b>
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Key Milestones			Responsible Officer	
2008 - 09	<ul style="list-style-type: none"> <li>Phase 1 reclamation of 18 ha. of the Golf Course begun with grant of £180,000 from Defra to finalise designs for Phase 2. <b>Mar 2009.</b> (AOF 8 &amp; 12)</li> </ul>		Divisional Manager, Major Projects	
	<ul style="list-style-type: none"> <li>Formal determination and funding application to Defra. <b>Mar 2009.</b> (AOF 8 &amp; 12)</li> </ul>		Divisional Manager, Major Projects	
2009 - 10	<ul style="list-style-type: none"> <li>Phase 2 of the reclamation of the Golf Course started <b>Mar 2010.</b> (AOF 8 &amp; 12)</li> </ul>		Divisional Manager, Major Projects	
2010 -11	<ul style="list-style-type: none"> <li>Phase 2 of the reclamation of the Golf Course completed <b>Mar 2011 .</b> (AOF 8 &amp; 12)</li> </ul>		Divisional Manager, Major Projects	
<b>Risk Assessment</b>	<b>Initial</b>	Low	<b>Linked Indicators</b>	MP LI6
	<b>Residual</b>	Low		



<b>Corporate Priority:</b>	<b>Halton's Urban Renewal</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 10</b> Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.

<b>Service Objective:</b>	<b>MP 6 - To implement the Urban Renewal Strategy and Action Plan</b>
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<b>Key Milestones</b>		<b>Responsible Officer</b>		
<b>2008 - 09</b>	• Three meetings of Urban Renewal SSP held. <b>Mar 2009.</b> (AOF10)	Urban Renewal Co-ordinator		
	• Urban Renewal allocation of WNF allocated and fully spent. <b>Mar 2009.</b> (AOF10)	Urban Renewal Co-ordinator		
<b>2009 - 10</b>	• Three meetings of Urban Renewal SSP held. <b>Mar 2010.</b> (AOF10)	Urban Renewal Co-ordinator		
	• Urban Renewal allocation of WNF allocated and fully spent. <b>Mar 2010.</b> (AOF10)	Urban Renewal Co-ordinator		
<b>2010 -11</b>	• Urban Renewal allocation of WNF allocated and fully spent. <b>Mar 2011.</b> (AOF10)	Urban Renewal Co-ordinator		
<b>Risk Assessment</b>	<b>Initial</b>	Medium	<b>Linked Indicators</b>	MP L113
	<b>Residual</b>	Low		

## 5.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
<b>Corporate Health</b>											
There are presently no indicators of this type identified for the service											
<b>Cost &amp; Efficiency</b>											
There are presently no indicators of this type identified for the service											
<b>Fair Access</b>											
There are presently no indicators of this type identified for the service											
<b>Quality</b>											
There are presently no indicators of this type identified for the service											
<b>Service Delivery</b>											
MP LI2	New office accommodation (sq ft)	CP2 AOF10	0	-	-	-	50000	TBC	50000	0	0
MP LI4	Local business premises improved	CP2 AOF10	21	-	-	-	10	TBC	TBC	TBC	TBC
MP LI6	Land reclamation programme (acres)	CP2 AOF10	5	-	-	-	10	TBC	10	10	10
MP LI8	EDZ Programme: Outputs as set out in ERDF offer letter (% achieved)	CP2 AOF8	100	-	-	-	100	TBC	100	N/a	N/a
MP LI11	EDZ Programme: Outputs as set out in Succession Masterplan	CP2 AOF8	N/a	-	-	-	N/a	N/a	N/a	100	100
MP LI15	EDZ Programme: Outputs as set out in the North West Development Agency Performance Plan	CP2 AOF8	N/a	-	-	-	100	TBC	100	100	0

<sup>1</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
<b>MP LI9</b>	Castlefields Regeneration: Outputs as set out in Masterplan (% achieved)	CP2 AOF11	100	-	-	-	100	TBC	100	0	0
MP LI12	Castlefields Regeneration: Outputs as set out in Masterplan Phase 2 & SPD (% achieved)	CP2 AOF11	N/a	-	-	-	N/a	N/a	100	100	100
<b>MP LI10</b>	Urban Renewal: Outputs as set out in Urban Renewal Strategy and Action Plan (% achieved)	CP2 AOF10	100	-	-	-	100	TBC	100	100	100
MP LI13	Urban Renewal: Outputs as set out in Succession Urban Renewal Strategy and Action Plan (% achieved)	CP2 AOF10	N/a	-	-	-	N/a	N/a	100	100	100
<b>MP LI14</b>	3MG: Outputs as set out in Masterplan (% achieved)	CP2 AOF8	100	-	-	-	100	TBC	100	100	100
MP LI16	Travellers' Transit Site: construction of	CP AOF30	N/a	-	-	-	N/a	N/a	1	0	0

### 5.3 Risk Management

Risk Management, which forms a key element of the strategic management and performance management processes of the Council a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

Risk assessments are the process by which departments identify those issues that are, or may be, likely to impede the delivery of service objectives. Such risks are categorised and rated in terms of both their probability, i.e. the extent to which they are likely to happen, and their severity i.e. the potential extent of their impact should they occur.

Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. Such numbers are then translated into a Low, Medium or High category.

Risk Score	Overall Level of Risk
1 – 4	LOW
5 – 10	MEDIUM
11 – 16	HIGH

Following such assessments a series of risk treatment measures are identified that will mitigate against such risks having an adverse impact upon the delivery of the departmental objectives.

Mitigation measures for those risks that were initially assessed as high have been included as an Appendix within this plan. As such their implementation will be monitored through the Quarterly Departmental Service Plan Monitoring Report process.

### 5.4 Equality Action Plan

Halton Borough Council has achieved levels one and two of the Equality Standard for Local Government and is now working towards achieving level three. To contribute towards level three the Major Projects Department has committed to provide a translation service for all community newsletters and information sent out to residents.

There are no actions rated as high priority in the Plan.

### 5.5 Local Area Agreement Targets

There are no local public service agreements for this service area.

## 6.0 PERFORMANCE REPORTING

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and or delivering it's statutory responsibilities.

It is imperative that the Council and interested members of the public can keep track of how the Council and its Departments are progressing against objectives and targets, and that mechanisms are in place to enable councillors and managers to see whether the service is performing as planned.

As a result Departmental progress will be monitored through:

- **The day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Provision of Quarterly progress reports to Corporate and Directorate Management Teams;**
- **The inclusion of Quarterly Service Plan Monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**
- **Publication of Quarterly Service Plan monitoring reports on the Councils intranet site.**

In demonstrating it's commitment to exploiting the potential of Information and Communications Technology to improve the accessibility of its services and related information an extensive range of documentation, including this plan and it's associated quarterly monitoring reports, are available via the Council's website

<http://www2.halton.gov.uk/content/councilanddemocracy/council/plansandstrategies>

Additionally information and assistance can be accessed through any of the Council's Halton Direct Link facilities (HDL) or the Council's libraries.

## 7.0 STATUTORY AND NON STATUTORY PLANS

Special Planning Documents for Castlefields, Halebank, 3 MG, and Widnes Waterfront have been formulated in the context of the relevant Masterplans for each area and will govern subsequent developments. The two Town Centre SPDs. will similarly provide the policy context for developments in those areas which are relevant to the developments in the Widnes and Runcorn town centres.

The following plans and strategy documents are relevant to this service plan:

[Community Strategy](#)  
Halton BVPP 2007/08

## **Appendix 1 – High Risks and Associated Mitigation Measures**

No objectives for this service have been assessed as High Risk.

## **Appendix 2 – Equality Impact Assessments – High Priority Actions**

There are no actions rated as high priority.



**Halton Corporate Plan (2006 – 2011) – Council Priorities and Key Areas of Focus.**

**A Healthy Halton**

<b>1</b>	Improving the future health prospects of Halton residents, particularly children, through the encouragement of an improved dietary intake and the availability of nutritionally balanced meals within schools and other Council establishments.
<b>2</b>	Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.
<b>3</b>	Delivering programmes of education to improve the health of Halton residents.
<b>4</b>	Helping people to manage the effects of ill health, disability and disadvantage.
<b>5</b>	Actively managing the environmental factors that are detrimental to good health.
<b>6</b>	Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.
<b>7</b>	Providing services and facilities to maintain existing good health and well-being.

**Halton's Urban Renewal**

<b>8</b>	Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business.
<b>9</b>	Maintaining and developing local transport networks that meet the needs of resident's, businesses and visitors to Halton.
<b>10</b>	Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.
<b>11</b>	Maintaining levels of affordable housing provision within Halton that provides for quality and choice and meets the needs and aspirations of existing and potential residents.
<b>12</b>	Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.

## Children & Young People in Halton

13	Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
14	To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood.
15	To deliver effective services to children and families by making best use of available resources
16	To provide transport facilities that meets the needs of children & young people in Halton accessing education and training.
17	Provide an effective transition for young people from school to employment, through opportunities for work related learning, and post 16 education, voluntary and community work.
18	To reduce the conception rate amongst women under 18 by providing awareness, education and relevant support
19	To ensure a safe environment for children where they are supported and protected from abuse and neglect

## Employment, Learning & Skills in Halton

20	To increase self-confidence and social inclusion by providing opportunities to adults to engage in basic skills learning.
21	To improve access to employment by providing opportunities to enhance employability skills and knowledge
22	Working with employers to identify and secure opportunities for the unemployed.
23	To provide transport facilities that meets the needs of those people in Halton accessing employment and training.
24	To sustain current employment levels by providing practical and financial advice and assistance to those from disadvantaged groups
25	To increase employment opportunities and business start ups in Halton, by developing an enterprise culture

## A Safer Halton

26	Actively encouraging socially responsible behaviour by engaging with Halton's young people and by providing opportunities for them to access and take part in affordable leisure time activities.
27	Reducing the physical effects of anti-social and criminal behaviour
28	Providing and maintaining a highways and footpath network that is safe, accessible, and meets the needs and expectations of those living, working or visiting in Halton.
29	Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.
30	Improving the social and physical well-being of those groups most at risk within the community

## Corporate Effectiveness & Efficient Service Delivery

31	Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.
32	Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access.
33	Ensuring that we are properly structured organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.
34	Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders
35	Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.
36	Ensuring that the Council's land and property portfolio is managed efficiently
37	Ensuring that Council buildings are safe and accessible, meet the needs of service users and the organisation, and comply with legislative requirements
38	Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery.
39	Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information
40	Ensuring that the Council has the right people with the right skills and who are informed and motivated and provided with opportunities for personal development and engagement.



**Older People &  
Independent Living  
Services**

**SERVICE PLAN**

**April 2008 to March 2011**

**Advanced Draft FEB 2008**

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## 1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified [6 key priorities](#), and a number of associated key Areas of Focus, which, as detailed within the Council's Corporate Plan, are: -

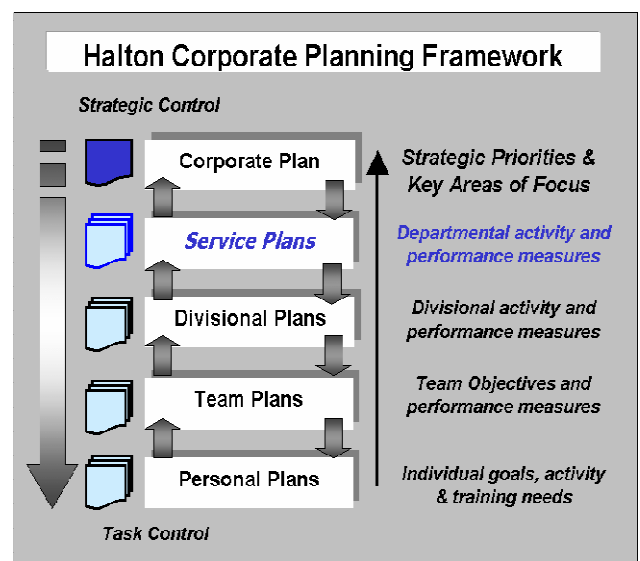
- **A Healthy Halton**
- **Halton's Urban Renewal**
- **Halton's Children & Young People**
- **Employment, Learning & Skills in Halton**
- **A Safer Halton**
- **Corporate Effectiveness & Business Efficiency**

Departmental Service Plans form an integral part of the authority's corporate planning framework, as illustrated below.

This framework ensures that the Council's operational activities are complementary to the delivery of its community aspirations and legal and statutory responsibilities.

Departmental Service Plans are primary documents that communicate:

- The existing and future influences that have informed the shaping of service delivery in the medium term.
- The existing and projected resources that are, or may, be required to deliver services.
- Departmental Service Objectives and Key Milestones that are to be delivered over the next three years.
- Those national and local performance indicators for which the department has a responsibility to report.



Such plans, and the Quarterly Service Plan Monitoring Reports that flow from them, are an essential tool in enabling the public, Elected Members, Senior Management, and staff how well Council departments are performing and what progress is being made in relation to improving the quality of life within the borough and service provision for local people, businesses and service users.

The Strategic Priorities and those Areas of Focus that have been most significant in the development of this plan are detailed below:-

*Strategic Priority 1:*

### **A Healthy Halton**

#### Area of Focus 2

Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.

#### Area of Focus 4

Helping people to manage the effects of ill health, disability and disadvantage.

#### Area of Focus 6

Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.

#### Area of Focus 7

Providing services and facilities to maintain existing good health and well-being.

## **2.0 SERVICE PROFILE**

### **2.1 Purpose**

The service provides an assessment and care management function for vulnerable older people and some people over 55 who have a mental health, physical disability or a learning disability. The Independent Living Team provides assessment, care management, and a service that provides equipment, minor and major adaptations to adults and children with physical impairments. It also offers a range of services to support re-enablement, encouraging people to retain or regain independence or to offer supported environments for them to live within Halton, whenever possible.

We retain a number of in-house provider services including home care, day services and residential care. The role of these services will further develop towards specialist functions such as intermediate care, out of hours, end of life care and dementia services. Increasingly maintenance and support services are purchased and commissioned from the independent sector and low level services enabling people to remain independent of social care are commissioned through the voluntary sector.

The delivery of a high quality service demands a balance, always placing the person needing a service at the Centre whilst recognising the demands and requirements of many others, stakeholders or policy influences. The Council's Fair Access to Care Services (FACS) Policy and Procedure assists in maintaining this balance. The Policy ensures equitable, transparent and consistent decision-making within available resources.

Whenever possible, individuals will be assisted to retain control of their life and direction of their services.

A number of professional services also contribute to the work of other departments, including working with Children, community development and supported employment, in order to deliver high-quality care to the local community in partnership with the NHS, private and voluntary sectors.

Much of our work is set down and delivered within the context of a strong national framework of statute and guidance, which includes:

- NHS and Community Care Act 1990
- Mental Health Act 1983 and 2007
- Carers (Equal Opportunities) Act 2004
- Disability Discrimination Act 1995 and 2005
- National Service Framework for Older People
- Care Standards Act 2000
- Mental Capacity Act 2005
- Our Health, Our Care, Our Say White Paper 2006
- Disability Equality Scheme 2006



### 2.1.1 Service Activities

#### Care Management Assessment and Provision

- Assessment and care management of older people, and those who care for them.
- Independent Living Team – Including Occupational Therapy and Independent Living Centre for all age groups. NB This team is merging with the Home Improvement Agency to form a new team that deals with the whole adaptations process.
- Effective Care Co-ordination (older people with mental health problems accessing specialist services)
- The provision, monitoring and review of care packages
- Hospital discharge – all over 18's
- Safeguarding Vulnerable Adults work
- Moving and Handling

#### Direct Care Services

- Community Day Services
- Community Meals
- Equipment Service
- Lifeline/community wardens
- Extra Care (Dorset Gardens)
- Residential Services (Oak Meadow)
- Sure Start
- Day Services - Bridgewater
  - Adult Placement
  - Community Day Services (Older People)
  - Oak Meadow Day Services (including dementia day care)

#### Intermediate Care Services (Assessment and provision)

- Home Care Services – dementia, intermediate care and end of life care, crisis intervention, and complex physical care.
- Intermediate Care Beds (Nursing and Residential)
- Rapid Access Rehabilitation Team

### 2.1.2 Who benefits ?

Older People's Services provides a range of services to people aged 65+, although increasingly seeks to ensure preventative services are available to those in their 50s. The Independent Living Team provides a service for adults and children. Intermediate Care Services provide a service for adults age 55+, home care Services provide a service for adults, age 18+. The main people who benefit from services are:

- Those who are at risk of being admitted to hospital or long term care.

- Those who require assessment and services to facilitate discharge from hospital
- Vulnerable/frail older people and some adults over 55 who need support to live at home – this can be through social care or supporting people.
- Vulnerable/frail older people, disabled adults and children who need support to live at home through the provision of equipment or adaptations.
- Vulnerable adults
- Those who care for older people.

Eligibility for services is established through 'Fair Access' to Care Services, implemented in April 2003 and reviewed annually, which determines the Council's eligibility threshold. The FACS approach requires Councils to prioritise their support to individuals in a hierarchical way. However, whilst services to those at greatest risk are a priority, it is essential that our investments enable agencies within the community to develop preventive, promotional and enabling services i.e. Intermediate Care Services.

## **2.2 Key Messages**

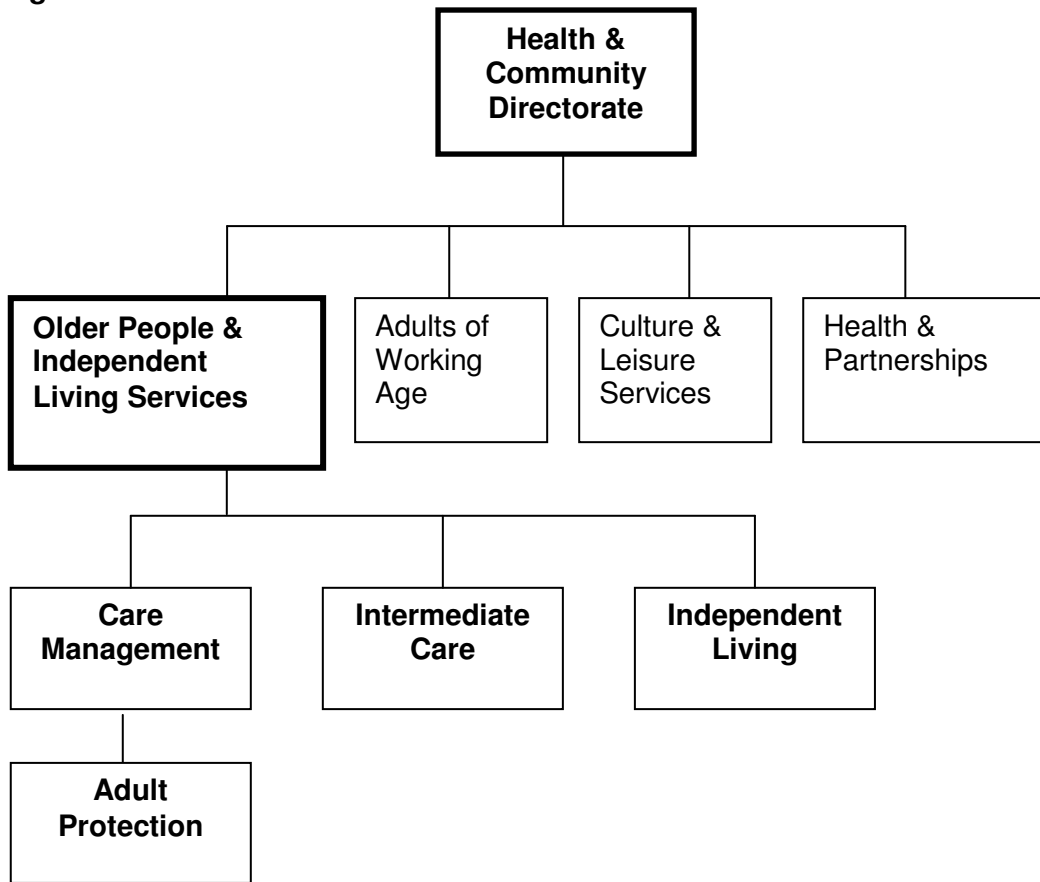
Given the breadth of service activities delivered, we are working within the key strategic priorities to support and deliver high quality services to improve health, independence and wellbeing of the residents of Halton. Key messages include:

- The development of the Joint Strategic Needs Assessment, which covers the health and social care needs of Adults and Children (in conjunction with key stakeholders and the community)
- The requirement to contribute to the Local Strategic Partnership's agenda, and the update of the Local Area Agreement (LAA) and delivery of LAA targets
- The need to maintain, develop and improve the level of service when the Directorate and Authority as a whole are faced with increasing budgetary pressures e.g. the Comprehensive Spending Review and the potential loss of some Grants.
- The need to develop partnerships which may include joint provision or commissioning with other Local Authorities, key statutory partners and in some circumstances with providers within the independent or voluntary sector;
- The need to refocus the Directorate's activity towards neighbourhood delivery of services

- The need to ensure that there are appropriate and effective infrastructures in place to be able to deliver the Directorate's aims and objectives
- The increase in self directed care and self-assessment linked to the In control pilot and development of individualised budgets. We need to continue to self-assessment for equipment, and evaluate the pilot phase and if successful continue to resource this development.
- The important need to ensure that vulnerable adults are properly safeguarded. The Directorate continues to invest heavily in strengthening reporting, recording and training processes associated with the safeguarding of vulnerable adults. Extensive work continues with our partner agencies (inc. Police) to ensure that appropriate policies and procedures are in place.
- The need to ensure that the potential barriers to the taking up of services through lack of awareness about what is available and how to access it by Halton's Black and Minority Ethnic community are overcome, thus ensuring that services are accessible to all.
- To make sure we work and consult with people who use our services so that they deliver the outcomes people want
- To ensure that people who use our services experience positive outcomes that deliver: -
  - Improved health & emotional wellbeing
  - An improved quality of life
  - A positive contribution
  - Increased choice and control
  - Freedom from discrimination & harassment
  - Economic well being
  - Personal dignity & respect
- A Community Bridge Building Service has been successfully implemented over the past 12 months, which aims to promote social inclusion for all adults and older people by helping them access mainstream services. Adequate resources will need to be secured to ensure this Service continues during 2008/9. This is linked to redesign of a range of community day service such as Adult Placement, community day services, Bridgewater and Sure start for Older People
- We continue to recognise and value the essential role that carers play in supporting some of the most vulnerable people in our community. We will continue to identify hidden carers, recognise and respond to carers needs, and improve information and access to support services. Working in partnership with voluntary agencies and the Primary Care Trust we intend to build on numerous improvements made and to continue to provide real support to carers.

- The need to explore and pilot alternative systems for equipment provision in partnership with CSED and Transforming Community Equipment initiative.
- The need to modernise adaptations service in partnership with Registered Social landlords (RSLs) to develop equitable service and use limited resources efficiently.
- Halton Health and Community Directorate is participating in the national Care Services Efficiency Delivery (CSED) programme to improve the efficiency of adult social care services and has set up a Project Steering Group to take the process forward. The group has a number of workstreams including Front End services (information, screening and FACS), Empowering Customers / Self-Directed Care / Individual Budgets and Financial Assessment, which will report on a programme of modernisation Spring 2008.
- Further development of Intermediate Care in partnership with the PCT is key to achieving the targets within the council and the directorate; adequate resources will need to be secured across the council and the PCT to maintain the services during 2008/09.
- The Directorate continues to lead on/contribute to a number of Corporate priorities e.g. Work life Balance, the equalities agenda etc. Activity in these areas will continue and may in some way impact on the ability to be able to deliver specific Directorate Operational objectives
- Halton BC Older Peoples service is entering into an agreement with the PCT to begin to integrate social care staff into general practices in Runcorn. The Runcorn PBC Consortium is funding three members of staff to work within the Runcorn practices on a rotational basis, the workers will be part of the social work team, the RARS team and the Surestart team. This joint working model will enable older people to receive a seamless service which will look at reducing the need for hospital and long term care admissions and will promote social inclusion and independence.

2.3 Organisation Structure



	<b>FTE Posts</b>
Care Management	50.9
Adult Protection	1.0
Intermediate Care (inc. Dorset Gardens & Comm. Wardens)	152.1
Independent Living (inc. PSD Provider Services)	38.2
Operational Director & Secretary	2.0
<b>TOTAL</b>	<b>244.2</b>

NB. Information regarding posts completed as at 30.9.07 (includes vacancies)

### **3.0 FACTORS AFFECTING THE SERVICE**

#### **3.1 External Factors**

The following factors have been identified as having a potential impact on the delivery of services during the period 2008-2011:

##### **3.1.1 Political**

- The development of the Joint Strategic Needs Assessment (JSNA), will form the basis of a new duty for the PCT and Local Authorities to co-operate in order to develop a whole health & social care response to the health, care and well-being needs of local populations and the strategic direction of service delivery to meet those needs, over 3-5 years.
- Halton's current Local Area Agreement (LAA), which provides an outcome based approach to tackling the major challenges facing Halton, is due for review and update in 2008. Many of the objectives outlined in the Service Plans are designed to support the achievement of the LAA Targets.
- The new model of care for mental health services 'Change for the Better' will be implemented from April 2008. The full impact will not be clear until implementation is complete. The model for Older People is under review.
- The reconfiguration of PCTs resulting in the merger of Halton and St Helen's PCTs has led to the requirement to form a new relationship. Partnerships across service areas have been strengthened as a result and this will need to continue. NB. There is the risk that funding does not follow services moving out of hospital system into community settings
- During the next 3 years there will be a need to further strengthen relationships with the voluntary sector. One particular area, which is a priority, is Carers. It is anticipated that the Cares Centres will transfer to the voluntary sector from April 2008 and there will be a need to ensure that there is an effective infrastructure in place to secure funding in the future.
- During 2007, the Government recognised the need to modernise and improve the Disabled Facilities Grant (DFG) programme. An extensive consultation process was undertaken and as a result the Government acknowledged that a number of changes needed to take place but they had associated financial implications. Further work is being carried out nationally as to what can be achieved. In addition to the national work, the North West Regional Assembly is undertaking work with regards to options for the future fairer distribution of the DFG amongst North West Authorities.
- To help make care fairer, the Secretary of State for Health has announced a comprehensive strategy for reducing health inequalities, challenging the NHS as a key player, to live up to its founding and enduring values. Local Authorities will therefore have a key role in influencing this agenda at a local level.

### **3.1.2 Economic Climate**

- There are significant budgetary pressures within the Department. Gershon efficiency gains, the implications of the Base Budget Review and Supporting People's retraction plan as well as changing demographics towards an older population and Halton's generally poor health statistics mean increase pressure on front line services. Services need to ensure that they are designed to deliver greater efficiency and value for money without detrimental impact on those people who use them.
- The need to have a robust LAA which is aligned to priorities will be essential as a number of specific grants and LAA ring-fenced grants will be delivered in the form of an Area Based Grant which will not be ring-fenced, the aim of which is to give Council's greater flexibility to manage financial pressures and focus funding on the priorities of their communities.
- Pressure on the Community Care Budget has meant a stricter application of Fair Access to Care services, resulting in care packages being re-assessed and in some cases re-designed for some people. Re-assessments will continue over the next twelve months.
- Continued pressure on the transport budget means the continued strict application of eligibility criteria for the provision of local authority transport. Transport will continue to be an area of increased focus this coming year.
- Registered Social Landlords (RSLs) are increasingly pulling back from adaptation work and requesting Disabled Facility Grants (DFGs).
- Acute Trusts and PCTs are further defining areas of work and by default are expecting the local authority to fill gaps e.g. reduction in acute beds resulting in hospital discharges being brought forward or not admitting, hospital Occupational Therapists not undertaking environmental visits or reviewing equipment issued by health services.

### **3.1.3 Social Factors**

- The new 24-hour access/out of hours emergency service came into force on 1.10.07. The Service, provided in partnership with St Helen's Local Authority, provides a new locally based service. The effectiveness of this service will be monitored over the next 12 months
- Ageing Population:

Population projection is not an exact science and figures are only available to the nearest 100 people. Forecasts suggest that Halton's population is ageing at a faster rate than England as a whole, which reflects a long-term demographic trend of an aging population.

Over 65's made up 13.6% (16,100) of population in 2003 and will be 22.1% (26,000) by 2028, this represents an increase of 61.5% in over 65's and 100% in over 85's. The over 65 population, is expected to rise annually, 300 people between 2007 and 2008. The largest proportionate growth is in over 85 years population. There is also an increase in the number of older people with more complex needs, particularly around homelessness, alcohol abuse and dementias

This shift to an older population will have a large effect on demand for social care, local government and health services unless outcomes are improved through effective, adequate prevention. However health and social care are still focussed on meeting need as it arises, i.e. once someone has had a fall or is in difficulty. That is not sustainable given the levels of health in the Borough. The relative increase in older people also reduces the number of informal carers available, which necessitates a stronger focus on supporting the carers that there are and developing preventative services that reduce social isolation.

- The aspirations of Older People are significantly higher than those of their parents. People expect to have the choice to live in their own home with their own front door. This means that the commissioning of services is increasingly about services that allow choices – intermediate care, lifeline, extra care sheltered housing, carers support and services that prevent social isolation and promote active lifestyles.
- A number of Government initiatives and legislative requirements have put social inclusion higher on the social care agenda. The Directorate's Community Bridge Building service, which has been in operation for over 12 months, aims to promote social inclusion for all adults and older people by helping them access mainstream services. A preventative strategy has been developed and is linked to Sure Start for Older People.

### **3.1.4 Technological Developments**

- A pilot of assistive technology, which aims to promote and encourage independent living, has resulted in one supported housing property successfully having the technology installed, with a view to rolling out this technology in a number of other suitable properties over the next 12 months. The next step from Telecare will be the development of Telemedicine with the PCT, which will continue to use new assistive technology to promote independence and choice for older people.
- Increased use of electronic monitoring of care, to allow greater transparency of services delivered. Pilot planned within the Directorate
- Work is still ongoing to roll out Single Assessment. The need to develop and implement an electronic solution to SAP to ensure that data currently written in assessments can be effectively loaded into Carefirst, Health and other agency services information systems is essential



### 3.1.5 Legislative

- The Mental Capacity Act 2005 implemented during 2007 continues to impact on the way in which the Department operates and delivers its services.
- The implications of the 2 White Papers published in 2006, *Our Health Our Care Our Say* and *Strong and Prosperous Communities*, and the new Outcomes Framework for Adults Social Care continues to be managed by the Department. These documents place a stronger emphasis on the involvement of people who access social care services and their carers being involved in service planning and delivery to ensure services are needs-led and outcome focussed. The increase in self directed care and self-assessment linked to the 'In control' pilot and development of individualised budgets continues to support the personalisation agenda.
- The Carers (Equal Opportunities) Act 2004 came into force in England on 1<sup>st</sup> April 2005. The Act gives carers new rights to information, ensures that work, life-long learning and leisure are considered when a carer is assessed and gives Local Authorities new powers to enlist the help of housing, health, education and other Local Authorities in providing support to carers.
- The Statutory Code of Practice on the Duty to Promote Disability Equality, which was introduced in the Disability Discrimination Act 2005, came into force in December 2006. The Duty required that a Disability Equality Scheme be in place by public sector organisations by December 2006. The action plan developed as part of the Scheme continues to be implemented corporately and departmentally.
- The New Performance Framework for Local Authorities & Local Authority Partnerships published in October 2007, sets out a single set of 198 measures (developed as part of the Comprehensive Spending Review 2007) representing what Government believes should be the national priorities for local government, working alone or in partnership, over the next three years. In each area, targets against the set of national indicators will be negotiated through new Local Area Agreements (LAAs). Each Agreement will include up to 35 targets from among the national indicators, complemented by 17 statutory targets on educational attainment and early years.
- The proposed development of a common complaints procedure, covering the NHS and Social Care (from 2009), was consulted on during 2007. It has the potential to enable complaints to be addressed more consistently and holistically, with lessons learned being shared with colleagues across the sector.
- Care Services Reform - As announced as part of the Comprehensive Spending Review (CSR), care and support services are to be reformed to meet the challenges of the 21<sup>st</sup> century, and to direct state funding to where it will have the biggest impact on wellbeing. It begins with extensive public engagement at the beginning of 2008 and will ultimately lead to the

publication of a Green Paper. Government requirements for reform include promoting independence, wellbeing and control for those in need, and affordability for taxpayers and individuals in need.

### **3.1.6 Environmental**

- The modernisation of day services across the Directorate continues to have an impact, with a steady shift of service provision from building based services to community based services. This will encourage more efficient use of buildings, increase variety in daytime opportunities available and increase social inclusion for those who access these services.
- Lifetime homes is a term used to describe the 16 point design standard that can be used to build homes that contain features that make them easily accessible for disabled people and can be readily adapted to meet the needs of people who become disabled at a later date. It is planned to adopt these standards within Halton, as a way of developing barrier free environments and reducing the overall cost of adapting homes for disabled people.

Typical features include switches, sockets and service controls at approx 1000mm above floor height, wider than usual doorways, a ground floor WC with drainage to create level access shower area in the future, if required.

### **Protecting our environment**

Awareness of Climate Change is growing and the Council is committed to taking a lead and setting an example in tackling the associated problems. A corporate Climate Change Action Plan is being prepared, but each department can make its own contribution.

Consideration will be given throughout the life of the Service Plan to ways in which support can be given to the action plan and to identify and implement opportunities to reduce any contribution to Climate Change and to promote best practice in the reduction of carbon emissions.

The Council has signed up to the Local Authority Carbon Management Programme in the early part of 2007/08. The programme will guide the Council through a systematic analysis of its carbon footprint, outline opportunities to help manage carbon emissions, develop Action Plans for realising carbon and financial savings; and embed carbon management into the authority's day-to-day business.

As part of the programme the Council has developed a Carbon Management Strategy and Implementation Plan to reduce energy bills and carbon emissions over the next five years. Through the Strategy and Implementation Plan, Council services will need to encourage closer examination of their policies around procurement, transport and the use of renewable energy.

### 3.2 Service Developments

All of the service developments and efficiency improvements detailed below have included an element of consultation with staff, service users, carers and other stakeholders and an element of external performance comparison and internal performance analysis.

- Adult Placement Service has been through a number of inspections following initial registration and continues to be rated highly.
- Older peoples services have redesigned a number of lower level preventative services to align towards supporting people rather community care, most recently the setting up of a Surestart for Older Age information and signposting service. Several contracts, such as Age Concern information and Red Cross home from hospital will need to be re-designed.
- Telecare continues to be extended across the Service.
- A project has been completed to re-design the whole adaptations service with integration of Home Improvement Agency and Independent Living Team.
- A pilot self-assessment for equipment system is being piloted and will be evaluated during 2008/09.
- A Project Steering Group was established to deliver on the national Care Services Efficiency Delivery (CSED) programme to improve the efficiency of adult social care services.
- Intermediate Care- an overall redesign of Intermediate Care Services will be completed by March 2008, in partnership with Halton and St Helens PCT; including:
  - Comprehensive map of existing care services, and gap analysis- capacity will be matched to demand
  - A recommended gold standard and performance management framework for future commissioning of services, including addressing the lack of provision to younger adults.
  - Fewer admissions to hospitals, facilitating timely discharge, and reducing inappropriate admissions to long term care.
  - Most efficient use of resources
  - Improved partnership working
- A new national framework for Continuing Health Care has been put in place following a number of health ombudsman judgements about shortfalls of the previous approach.
- The Directorate monitors and reports to the Senior Management Team on comments, compliments and complaints received. They provide essential information to help shape and develop services, and

complements the wide range of consultation exercises that the Directorate undertakes (including postal and telephone surveys, open forums, consultation days, participation in service developments and representation of users and carers on strategic boards). In addition to the consultation exercises undertaken, the Directorate also regularly undertakes Service User satisfaction and outcomes surveys, which help inform future delivery of services.

### **3.3 Efficiency Improvements**

Summary of planned efficiency improvements during 2007/8, taken from the mid year review of Gershon Savings (Nov'07): - **(Subject to Review)**

- Older People helped to live at home - £50,000 non cashable. Estimated savings via an increase in the numbers of Older people helped to live at home
- Continuing Care - £30,000 non cashable. Estimated savings via the redirection of Social Work time.
- Procurement Savings - £15,00 cashable.

Summary of planned efficiencies in 2008/9 :-

- Improved efficiency in delivery of hot meals through agreeing with transport that they move to single staff vehicles - £20,000 cashable savings
- Redesign of Bridgwater - £10,000 cashable savings
- Redesign of in-house home care and new contract for contracted home care and residential and nursing care. Croftwood block contract also comes to an end in August 2008 - £40,000 cashable savings
- Engagement in the national CSED process will improve front-end service access thus reducing assessments for care. This and a number of other CSED initiatives will be pursued.
- Implementation of electronic assessment services that enable individuals to assess themselves and access the services they are sign posted to.

### **3.4 National, Regional & Sub-Regional Focus**

The Department is making significant contributions to the Care Services Efficiency Delivery (CSED) programme, whose work is to support Council's to develop sustainable efficiency improvements in adult social care. The main focus of activity is around reviewing Assessment & Care Management Processes and Transforming Community Equipment Services. The programme has increased in significance due to the outcome of the Comprehensive Spending Review 2007.

### **3.5 Equality & Diversity**

Halton Council is committed to ensuring equality of opportunity within all aspects of its service delivery, policy development and as an employer. This commitment is reflected in a range of policies, strategies and framework documents that underpin the work of the Council in its day-to-day operation and in the services that it delivers.

This commitment is encapsulated in the equal opportunities policy that the Council has adopted. The policy sets out the Council's approach to promoting equal opportunities; valuing diversity and encouraging fairness and justice; and providing equal chances for everyone in Halton to work, learn and live free from discrimination and victimisation. The Council will combat discrimination throughout the organisation and will use its position of influence in the Borough, wherever possible, to help to identify and overcome discriminatory barriers that may exist.

Each year Departments undertake Equality Impact Assessments to examine the equality implications of all of their policies, procedures and practices. As a result an Equality Action Plan is developed to identify those issues that demand attention. This forms a contribution to the overall Corporate Equalities Plan.

As a result of such assessments any high priority actions that have been identified, that fall within the life of this plan, are detailed in section 5 -.

The Directorate commissioned a Black and Minority Ethnic Community Research Study in 2007 to determine the current and potential needs of Halton's Black and Minority Ethnic community. The results highlighted that there was a barrier to the taking-up of services as there was a lack of awareness about what was available and who to contact for information. The report also found that the BME community in Halton was less inclined or less well educated to defining their ethnic origin.

As a result of this research, work is currently underway to improve access and signpost members of the BME communities to support services that: -

- Advise re: housing options
- Establish the skills to maintain appropriate permanent housing
- Enable service users to remain in their own homes, and avoid eviction and homelessness
- Access other services including health, social care, education, training and leisure services.
- Help to ensure the more vulnerable amongst the Minority and Hard to Reach Communities can live independently
- Ensure there is fair access to all the Supporting People services in the borough.
- Help prevent minority communities from feeling socially excluded

### **3.6 Unforeseen Developments**

Whilst every effort has been made to identify those significant developments that may influence or impact upon the service during the life of this plan the possibility exists that unforeseen developments may occur that need to be considered as and when they arise. Such developments will be detailed and commented upon as appropriate in the sections dealing with key developments or emerging issues within the relevant Service Plan Quarterly Monitoring Reports.

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of any unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

All reports to the Policy and Performance Boards, with the exception of Part II items, are publicly available documents and can be accessed through the Council's website at <http://www2.halton.gov.uk/>

## 4.0 RESOURCES

### 4.1 Budget Summary and Service Costs

To follow

### 4.2 Human Resource Requirements

Year	Care Management	Adult Protection	Intermediate Care	Independent Living	Operational Director & Secretary
2007/08	50.9	1.0	152.1	38.2	2.0
2008/09	54.0	1.0	152.1	42.0	2.0

### 4.3 Future ICT Requirements

A number of high priority areas relating to IT have been identified through the IT Capital bid for 2008/9. The capital bid made, makes the assumption that Corporate IT maintain the network that the Directorate's software runs on and that they make appropriate finances available to replace it and that Corporate IT replace hardware that fails within the Directorate.

High priority areas identified within the bid include: -

- Carefirst 6 & Business Objects support costs
- Licences for use of Internet
- RSA token running costs
- Liquid logic SAP Easy care
- Electronic Monitoring of Care System
- Digital pen pilot for use with Easy Care
- Changing software, support and training

### 4.4 Future Accommodation/Property Requirements

An Accommodation Strategy has been prepared for the Health and Community Directorate. It is the intention that during 2008/9 all Runcorn based staff will relocate to Runcorn Town Hall. This will ensure increased co-location, efficient communication and effective working practices. The Health and Partnerships Department of the Directorate will work in conjunction with Property Services to ensure the smooth transfer of all staff to their new locations.

## 5.0 SERVICE PERFORMANCE

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and / or its statutory responsibilities. The service utilises a variety of measures and targets to enable performance against the service plan to be tracked, monitored, and reported. Details of these measures and targets are given below.

- Objectives and Key Milestones. These show the major events in the work of the Department that are planned to take place during 2008–11, such as the launch of new initiatives progress on major projects or the delivery of business critical activity. Objectives and Milestones are clearly linked to the appropriate Key Areas of Focus in the Corporate Plan 2006-11.
- National Performance Indicators. This is a national set of 198 indicators that have been prescribed by Central Government that are intended to measure the extent to which authorities are operating effectively and efficiently and are delivering upon both national and local priorities.
- Local Performance Indicators. These are indicators that have been developed by the Council and any relevant non-statutory indicators that have been adopted from national or other sources.
- Local Area Agreement. The Local Area Agreement (LAA) is a three-year agreement based on Halton's Community Strategy. The second round LAA commenced on 1st April 2008, and included within it are improvement targets for the Borough of Halton to which both the Council, and its partners will contribute.

The LAA contains 86 key targets addressing all of the priority issues identified in both the Community Strategy, and the Council's Corporate Plan. Of the 86 key targets, 34 are mandatory and also included are the 12 LPSA targets to which the Council signed up.

Many of the objectives contained within the current service plans are designed to support the achievement of LAA targets. A full version of Halton's LAA can be viewed on the Halton Strategic Partnership Website at [http://www.haltonpartnership.net/site/images/stories/laa\\_final\\_\(march\\_2007\).pdf](http://www.haltonpartnership.net/site/images/stories/laa_final_(march_2007).pdf)

Progress against the achievement of LAA targets is reported to all stakeholders at regular intervals. Following the establishment of the LAA, plans are being formulated to ensure that in future years the LAA and the Council's service plans are completely aligned.



## 5.1 Key Service Objectives

<b>Corporate Priority:</b>	<b>A Healthy Halton</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 6</b> Providing services and facilities to maintain the independence and well-being of vulnerable people within our community. <b>AOF 7</b> Providing services and facilities to maintain existing good health and well-being.
<b>Service Objective:</b>	<b>OPS 1 – Evaluate, plan, commission and redesign services to ensure they meet the need of vulnerable people within the local population, including those from hard to reach group (including the black and minority ethnic community)</b>

	<b>Key Milestones</b>	<b>Responsible Officer</b>
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>Analyse need and submit bids to DoH, Housing Corporation or other pots for at least one extra care development to provide additional extra care tenancies in Halton <b>Mar 2009</b>. (AOF6 &amp; 7)</li> </ul>	Joint Commissioning Manager (Older People)
	<ul style="list-style-type: none"> <li>Establish strategy to improve performance and service delivery to BME Community, to ensure services are meeting the needs of the community <b>Jun 2008</b>. (AOF6 &amp; 7)</li> </ul>	DM (Planning & Commissioning)
	<ul style="list-style-type: none"> <li>Complete review of extra care housing model for Halton <b>Jul 2008</b>. (AOF6 &amp; 7)</li> </ul>	DM (Intermediate Care)
	<ul style="list-style-type: none"> <li>Identify options to re-design Older People Day Services <b>May 2008</b> (AOF6 &amp;7)</li> </ul>	DM (Independent Living)
	<ul style="list-style-type: none"> <li><i>Develop monitoring information for lower level services and outcomes they deliver to older people <b>Sept 2008</b> (AOF6)</i></li> </ul>	Joint Commissioning Manager (Older People)
	<ul style="list-style-type: none"> <li><i>Contribute to development of operation of individualised budgets, thus enabling people needing social care and associated services to design that support <b>Mar 2009</b>. (AOF6)</i></li> </ul>	DM (Care Management)

2009 - 10	<ul style="list-style-type: none"> <li>Commission specialist housing provision for older people with higher levels of need <b>Mar 2010.</b> (AOF6 &amp; 7)</li> </ul>			Joint Commissioning Manager (Older People)
	<ul style="list-style-type: none"> <li>Implement BME Strategy developed in 2008/9, to ensure services are meeting the needs of the community <b>Mar 2010.</b> (AOF7)</li> </ul>			All Divisional Managers
	<ul style="list-style-type: none"> <li>Analyse need and submit bids to DoH, Housing Corporation or other pots for at least one extra care development to provide additional extra care tenancies in Halton <b>Mar 2010.</b> (AOF6 &amp; 7)</li> </ul>			Joint Commissioning Manager (Older People)
2010 -11	<ul style="list-style-type: none"> <li><i>Submit bids to DoH, Housing Corporation or other pots for at least once extra care development to provide additional extra care tenancies in Halton <b>Mar 2011</b> (AOF6 &amp; 7)</i></li> </ul>			Joint Commissioning Manager (Older People)
	<ul style="list-style-type: none"> <li><i>Monitor and review all OPS 1 milestones in line with three year planning cycle <b>Mar 2011.</b></i></li> </ul>			Operational Director (Older People/ILS)
Risk Assessment	Initial	Score Missing	Linked Indicators	No indicators linked
	Residual	Score Missing		

<b>Corporate Priority:</b>	<b>A Healthy Halton Corporate Effectiveness &amp; Efficient Service Delivery</b>
<b>Key Area (s) Of Focus:</b>	<p><b>AOF 2</b> Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.</p> <p><b>AOF 6</b> Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.</p> <p><b>AOF 7</b> Providing services and facilities to maintain existing good health and well-being.</p> <p><b>AOF 31</b> Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.</p>

<b>Service Objective:</b>	<b>OPS 2 - Work in partnership to enhance joint working arrangements and delivery of services to vulnerable people</b>
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	<b>Key Milestones</b>	<b>Responsible Officer</b>
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>Lead council input into developing Local Area Agreement Health and Older Peoples block <b>June 08</b> (AOF 31)</li> </ul>	Operational Director (Older People/ILS)
	<ul style="list-style-type: none"> <li>Continue to contribute to the implementation of Change for the Better, the 5BP's new model of care for mental health services, thus ensuring that services are based on recovery and social inclusion <b>Mar 2009</b>. (AOF6 &amp; 31)</li> </ul>	Operational Director (Older People/ILS)
	<ul style="list-style-type: none"> <li><i>Begin implementation of Older People's mental health services redesign <b>Mar 2009</b>. (AOF6 &amp; 31)</i></li> </ul>	DM (Care Management)
	<ul style="list-style-type: none"> <li>In partnership with Halton and St Helen's PCT, refocus care provision at Oakmeadow in line with Intermediate Care approach <b>Nov 2008</b> (AOF2 &amp; 31)</li> </ul>	DM (Intermediate Care)
	<ul style="list-style-type: none"> <li>Redesign of Intermediate Care Services, in partnership with Halton and St Helens PCT <b>Mar 2008</b> (AOF 6)</li> </ul>	DM (Intermediate Care)

	<ul style="list-style-type: none"> <li>• <i>Work with Halton 'Older People's Engagement Network' (OPEN) to agree their future role in terms of community engagement and consultation – paper to Older People's Local Implementation Team (LIT) Nov 08 (AOF7 &amp; 31)</i></li> </ul>	Joint Commissioning Manager (Older People)		
	<ul style="list-style-type: none"> <li>• <i>Work with Older People's LIT, Halton OPEN and partners to appoint dignity in care champions (or other system as agreed) Sept 2008. (AOF7 &amp; 31)</i></li> </ul>	Operational Director (Older People/ILS)		
	<ul style="list-style-type: none"> <li>• Establish pilot joint service to support primary care through Runcorn Practice Based Commissioning (PBC) Consortium July 2008 (AOF6)</li> </ul>	DM (Care Management) & (Intermediate Care)		
2009 - 10	<ul style="list-style-type: none"> <li>• Review local arrangements for continuing health care by Apr 2009 (AOF 2&amp;7)</li> </ul>	DM (Care Management)		
2010 -11	<ul style="list-style-type: none"> <li>• <i>Evaluate joint service developed with Runcorn PBC Mar 2011 (AOF2 &amp; 4)</i></li> </ul>	Joint Commissioning Manager (Older People)		
	<ul style="list-style-type: none"> <li>• <i>Monitor and review all OPS 2 milestones in line with three year planning cycle Mar 2011</i></li> </ul>	Operational Director (Older People/ILS)		
Risk Assessment	Initial	Score Missing	Linked Indicators	No indicators linked
	Residual	Score Missing		

<b>Corporate Priority:</b>	<b>A Healthy Halton</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 7</b> Providing services and facilities to maintain existing good health and well-being.

<b>Service Objective:</b>	<b>OPS 3 - Provide facilities and support to carers, assisting them to maintain good health and well-being</b>
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<b>Key Milestones</b>		<b>Responsible Officer</b>		
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>Increase the number of carers provided with assessments leading to provision of services, including black and minority ethnic carers, to ensure Carers needs are met <b>Mar 2009.</b> (AOF7)</li> </ul>	DM (Care Management)		
	<ul style="list-style-type: none"> <li>Maintain the numbers of carers receiving a carers break <b>Mar 2009.</b> (AOF7)</li> </ul>	DM (Care Management)		
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Increase the numbers of carers provided with assessment leading to the provision of services, including black and minority ethnic carers, to ensure Carers needs are met <b>Mar 2010.</b> (AOF7)</li> </ul>	DM (Care Management)		
	<ul style="list-style-type: none"> <li>Maintain the number of carers receiving a carers break, to ensure Carers need are met <b>Mar 2010.</b> (AOF7)</li> </ul>	DM (Care Management)		
<b>2010 -11</b>	<ul style="list-style-type: none"> <li><i>Monitor and review all OPS 3 milestones in line with three year planning cycle <b>Mar 2011</b> (AOF 7)</i></li> </ul>	Operational Director (Older People/ILS)		
<b>Risk Assessment</b>	<b>Initial</b>	<b>Score Missing</b>	<b>Linked Indicators</b>	<b>No indicators linked</b>
	<b>Residual</b>	<b>Score Missing</b>		

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Efficient Service Delivery</b>
<b>Key Area (s) Of Focus:</b>	<p><b>AOF 31</b> Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.</p> <p><b>AOF 33</b> Ensuring that we are properly structured organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.</p> <p><b>AOF 35</b> Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.</p> <p><b>AOF 39</b> Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information</p> <p><b>AOF 40</b> Ensuring that the Council has the right people with the right skills and who are informed and motivated and provided with opportunities for personal development and engagement.</p>

<b>Service Objective:</b>	<b>OPS 4 - Ensure that service delivery, commissioning and procurement arrangements are efficient and offer value for money</b>
---------------------------	---

	<b>Key Milestones</b>	<b>Responsible Officer</b>
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>Aim to reduce the cost of transport element of meals on wheels contract to ensure cost effectiveness <b>May 2008</b>. (AOF35)</li> </ul>	DM (Intermediate Care)
	<ul style="list-style-type: none"> <li><i>Redesign in house homecare to improve efficiency and outcomes <b>Aug 2008</b>. (AOF39 &amp; 40)</i></li> </ul>	DM (Intermediate Care)
	<ul style="list-style-type: none"> <li><i>Review Older People's Commissioning Strategy and associated partnerships structures to ensure that they are fulfilling service delivery requirements and are being managed in a cost effective way <b>Nov 2008</b> (AOF33 &amp; 35)</i></li> </ul>	Operational Director (Older People/ILS)
	<ul style="list-style-type: none"> <li>Establish or participate in working group with neighbouring authorities to re-provide equipment services linked to developing a retail model <b>Oct 2008</b> (AOF33)</li> </ul>	DM (Independent Living)

	<ul style="list-style-type: none"> <li>Build on learning for Halton from CSED improving care management efficiency project, identifying potential areas and priorities for redesign <b>Jun 2008.</b> (AOF33)</li> </ul>	DM (Care Management)		
	<ul style="list-style-type: none"> <li>Integrate Home Improvement Agency and Independent Living Team to improve waiting times and efficiency <b>Jun 2008.</b> (AOF33)</li> </ul>	DM (Independent Living)		
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li><i>Monitor and review all OPS 4 milestones in line with three year planning cycle <b>Mar 2010</b></i></li> </ul>	Operational Director (Older People/ILS)		
<b>2010 -11</b>	<ul style="list-style-type: none"> <li><i>Monitor and review all OPS 4 milestones in line with three year planning cycle <b>Mar 2011</b></i></li> </ul>	Operational Director (Older People/ILS)		
<b>Risk Assessment</b>	<b>Initial</b>	<b>Score Missing</b>	<b>Linked Indicators</b>	<b>No indicators linked</b>
	<b>Residual</b>	<b>Score Missing</b>		

<b>Corporate Priority:</b>	<b>A Healthy Halton</b>
<b>Key Area (s) Of Focus:</b>	<p><b>AOF 2</b> Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.</p> <p><b>AOF 4</b> Helping people to manage the effects of ill health, disability and disadvantage.</p> <p><b>AOF 7</b> Providing services and facilities to maintain existing good health and well-being.</p>

<b>Service Objective:</b>	<b>OPS 5 – Promote physical activity, preventative services and therapy for vulnerable people to maintain optimum levels of health and wellbeing</b>
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Key Milestones		Responsible Officer		
2008 - 09	<ul style="list-style-type: none"> <li>Evaluate and report on the first year of 'Sure Start for Older People' services to establish if it is effective in helping manage the effects of ill health, disability and disadvantage; increased access to physical activity and effective in maintaining the existing health and wellbeing of older people <b>Sept 2008</b> (AOF2 &amp; 4)</li> </ul>	DM (Intermediate Care)		
	<ul style="list-style-type: none"> <li>Support development of joint process with PCT for implementation of new national guidance and toolkit for continuing health care <b>Apr 2008</b> (AOF2 &amp; 7)</li> </ul>	DM (Care Management)/ Operational Director (Older People/ILS)		
	<ul style="list-style-type: none"> <li>Report to Health PPB on progress with delivering the Advancing Well Strategy <b>Mar 2009</b> (AOF2 &amp; 7)</li> </ul>	Joint Commissioning Manager (Older People)		
2009 - 10	<ul style="list-style-type: none"> <li>Monitor and review all OPS 5 milestones in line with three year planning cycle <b>Mar 2010</b></li> </ul>	Operational Director (Older People/ILS)		
2010 - 11	<ul style="list-style-type: none"> <li>Monitor and review all OPS 5 milestones in line with three year planning cycle <b>Mar 2011</b></li> </ul>	Operational Director (Older People/ILS)		
Risk Assessment	Initial	Score Missing	Linked Indicators	No indicators linked
	Residual	Score Missing		



## 5.2 Performance Indicators and Targets (Statutory & Local Indicators):

Indicators and targets still to be confirmed following outcome of new performance framework consultation exercise and the publication of CSCI's guidance in February 2008.

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
<b>Corporate Health</b>											
There are presently no indicators of this type identified for the service											
<b>Cost &amp; Efficiency</b>											
OP LI	Intensive home care as a % of intensive home care and residential care	CP2 AOF11	28	33	29	24	28	TBC	28	28	TBC
OP LI	Cost of intensive social care for adults and older people	CP6 AOF34	471	612	538	484	410	TBC	TBC	TBC	TBC
OP LI	Unit cost of home care for adults and older people	CP6 AOF34	14.8	16.45	15.07	13.15	15.2	TBC	TBC	TBC	TBC
<b><u>OP LI</u></b>	No. of days reimbursement as a result of delayed discharge of older people	CP6 AOF34	0	N/A	N/A	N/A	20	TBC	20	20	20
<b>Fair Access</b>											
OP LI	Ethnicity of older people receiving assessment	CP6 AOF32	0.73	1.46	1.25	1.05	1.1	TBC	1.1	1.1	1.1
OP LI	Ethnicity of older people receiving services following assessment	CP6 AOF32	1.43	1.05	1.01	0.96	1	TBC	1	1	1
<b><u>OP LI</u></b>	Assessment of adults and older people leading to	CP6 AOF32	67	82	73	66	70	TBC	70	70	70

<sup>1</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
	provision of a service										
OP LPI	% of older people being supported to live at home intensively, as a proportion of all those supported intensively at home or in residential care	CP2 AOF9	0.325	N/A	N/A	N/A	0.27	TBC	0.28	0.29	0.3
OP LPI	% of adults assessed in year where ethnicity is not stated Key Threshold < 10%	CP6 AOF32	0.5	N/A	N/A	N/A	0.5	TBC	0.5	0.5	0.5
OP LPI	% of adults with one or more services in year where ethnicity is not stated Key Threshold < 10%	CP6 AOF32	0.2	N/A	N/A	N/A	0.2	TBC	0.2	0.2	0.2
<b>Quality</b>											
OP LI	Availability of single rooms for adults & older people entering permanent residential / nursing care	CP2 AOF11	100	100	98	96	100	TBC	100	100	100
<u>OP LI</u>	Percentage of people receiving a statement of their needs and how they will be met	CP2 AOF11	99	96	97	98	99	TBC	99	99	99
<u>OP LI</u>	Clients receiving a review as a %age of adult clients receiving a service	CP2 AOF11	81	76	72	65	80	TBC	80	80	80

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
<b><u>NI 131</u></b>	Delayed Transfers of Care	CP2 AOF11	29	37	27	16	27	TBC	25	25	25
<b><u>OP LI</u></b>	Percentage of items of equipment and adaptations delivered within 7 working days Key Threshold TBC	CP2 AOF9	92	93	90	85	91	TBC	92	93	93
<b><u>NI 132</u></b>	Timeliness of Social Care Assessments	CP2 AOF11	83.5	TBC	TBC	TBC	83	TBC	85	85	85
<b><u>NI 133</u></b>	Timeliness of Social Care packages	CP2 AOF11	92.6	TBC	TBC	TBC	85	TBC	87	89	89
<b><u>NI 127</u></b>	Self reported Experience of Social Care Users	CP6 AOF32	N/A	N/A	N/A	N/A	N/A	N/A	TBC	TBC	TBC
<b>Service Delivery</b>											
<b><u>OP LI</u></b>	Admissions of supported residents aged 65+ to permanent residential/nursing care (per 10,000 population) key Threshold < 140	CP2 AOF11	80	91	80	69	79	TBC	79	79	79
<b><u>OP LI</u></b>	Household (all adults) receiving intensive homecare (per 1000 population aged 65 or over) Key Threshold > 8	CP2 AOF11	11.14	17.0	13.2	10.0	12	TBC	13	14	15
<b><u>NI 136</u></b>	People Supported to Live independently through Social Carer Services	CP1 AOF5	124.75	TBC	TBC	TBC	126	TBC	128	130	130
<b><u>NI 130</u></b>	Social Care Clients receiving	CP2	189	TBC	TBC	TBC	193	TBC	197	205	TBC

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
	self directed support (DP's/Individual Budgets)	AOF11									
<b><u>NI 135</u></b>	Care receiving needs assessment or review and a specific carer's service, or advice and information	CP2 AOF11	10.2	TBC	TBC	TBC	11.5	TBC	12	12	15
<b><u>NI 125</u></b>	Achieving independence for Older People through rehabilitation/Intermediate Care	CP1 AOF4	N/A	N/A	N/A	N/A	N/A	N/A	TBC	TBC	TBC
<b><u>NI 141</u></b>	Number of vulnerable people achieving independent living	CP1 AOF4	N/A	N/A	N/A	N/A	N/A	N/A	TBC	TBC	TBC
<b><u>NI 142</u></b>	Number of vulnerable people who are supported to maintain independent living	CP1 AOF4	N/A	N/A	N/A	N/A	N/A	N/A	TBC	TBC	TBC
<b><u>NI 145</u></b>	Adults with learning disabilities in settled accommodation	CP1 AOF4	N/A	N/A	N/A	N/A	N/A	N/A	TBC	TBC	TBC
<b><u>NI 146</u></b>	Adult with learning disabilities in employment	CP4 AOF21	N/A	N/A	N/A	N/A	N/A	N/A	TBC	TBC	TBC

### 5.3 Risk Management

Risk Management, which forms a key element of the strategic management and performance management processes of the Council, is a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

Risk assessments are the process by which departments identify those issues that are, or may be, likely to impede the delivery of service objectives. Such risks are categorised and rated in terms of both their probability, i.e. the extent to which they are likely to happen, and their severity i.e. the potential extent of their impact should they occur.

Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. Such numbers are then translated into a Low, Medium or High category.

<b>Risk Score</b>	<b>Overall Level of Risk</b>
1 – 4	LOW
5 – 10	MEDIUM
11 – 16	HIGH

Following such assessments a series of risk treatment measures are identified that will mitigate against such risks having an adverse impact upon the delivery of the departmental objectives.

Mitigation measures for those risks that were initially assessed as high have been included as an Appendix within this plan. As such their implementation will be monitored through the Quarterly Departmental Service Plan Monitoring Report process.

### 5.4 Equality Action Plan

The Health & Community Directorate continues to carry out Equality Impact Assessments (EIAs) on all new/revised policies, procedures and strategies within the Directorate to ensure they eliminate unlawful discrimination and promote equality of opportunity and good relations between racial groups. Where specific actions are identified these are incorporated into an overall annual Directorate Equalities Action Plan and the Directorate Equal Opportunities Working Group monitors progress towards completion of these actions.

Those actions yet to be completed that are considered to be high priority are detailed in Appendix 2

Please note that these actions apply to all three adult social care services (Adults of Working Age, Older People's Services and Health & Partnerships), and are detailed in each of the three plans.

**5.5 Local Area Agreement Targets**  
**New LAA targets to follow**

Ref	Description	Corp. Plan Priority	Actual	LPSA target
8	<b>Improved care for long term conditions and support for carers</b>			
	1. Number of unplanned emergency bed days (Halton PCT registered population)	CP1 – A Healthy Halton AOF 6	<b>58,649</b> 04/05	<b>- 6%</b> <b>(55,130)</b> for 08/09
	2. Number of carers receiving a specific carer service from Halton Borough Council and it's partners, after receiving a carer's assessment or review	CP1 – A Healthy Halton AOF 6	<b>195</b> first six months of 04/05	<b>600</b> for 08/09

## 6.0 PERFORMANCE REPORTING

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and or delivering it's statutory responsibilities.

It is imperative that the Council and interested members of the public can keep track of how the Council and its Departments are progressing against objectives and targets, and that mechanisms are in place to enable councillors and managers to see whether the service is performing as planned.

As a result Departmental progress will be monitored through:

- **The day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Provision of Quarterly progress reports to Corporate and Directorate Management Teams;**
- **The inclusion of Quarterly Service Plan Monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**
- **Publication of Quarterly Service Plan monitoring reports on the Councils intranet site.**

In demonstrating it's commitment to exploiting the potential of Information and Communications Technology to improve the accessibility of its services and related information an extensive range of documentation, including this plan and it's associated quarterly monitoring reports, are available via the Council's website at <http://www2.halton.gov.uk/content/councilanddemocracy/council/plansandstrategies>

Additionally information and assistance can be accessed through any of the Council's Halton Direct Link facilities (HDL) or the Council's libraries.



## 7.0 STATUTORY & NON-STATUTORY PLANS

The following plans and strategy documents are relevant to this service plan:

- The Council's Corporate Plan 2006-11
- Halton's Community Strategy
- Comprehensive Performance Assessment
- Halton 's Best Value Performance Plan 2007/08
- Local Area Agreement
- Joint Strategy Needs Assessment
- Joint Commissioning Framework
- Mental Health Commissioning Strategy
- Adults with Learning Disabilities Commissioning Strategy
- Commissioning Strategy for Physically Disabled People
- Older People's Commissioning Strategy
- Carers Strategy
- Better Care, Higher Standards
- National Service Framework for Mental Health
- National Service Framework for Long Term Conditions
- Valuing People Strategy for Learning Disabilities
- CSCI's Performance Framework
- Health & Community Budget Book
- Older People, Health & Partnerships and Culture and Leisure Services Service Plans in the Health and Community Directorate
- White Paper "Our Health, Our Care, Our Say"
- White Paper "Strong and Prosperous Communities"
- Supporting People Strategy
- Three year Financial Strategy 2007/8 to 2009/10

**High Risks and Associated Mitigation Measures**

To follow

**Equality Impact Assessments – High Priority Actions**

Strategy/Policy/Service	Impact Assessment (High/Low/None)	Proposed Action(s)	Timetable			Officer Responsible
			2008/9	2009/10	2010/11	
To follow						

## Appendix 3

# Halton Corporate Plan (2006 – 2011) – Council Priorities and Key Areas of Focus.

### A Healthy Halton

1	Improving the future health prospects of Halton residents, particularly children, through the encouragement of an improved dietary intake and the availability of nutritionally balanced meals within schools and other Council establishments.
2	Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.
3	Delivering programmes of education to improve the health of Halton residents.
4	Helping people to manage the effects of ill health, disability and disadvantage.
5	Actively managing the environmental factors that are detrimental to good health.
6	Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.
7	Providing services and facilities to maintain existing good health and well-being.

### Halton's Urban Renewal

8	Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business.
9	Maintaining and developing local transport networks that meet the needs of resident's, businesses and visitors to Halton.
10	Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.
11	Maintaining levels of affordable housing provision within Halton that provides for quality and choice and meets the needs and aspirations of existing and potential residents.
12	Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.

## Children & Young People in Halton

13	Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
14	To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood.
15	To deliver effective services to children and families by making best use of available resources
16	To provide transport facilities that meets the needs of children & young people in Halton accessing education and training.
17	Provide an effective transition for young people from school to employment, through opportunities for work related learning, and post 16 education, voluntary and community work.
18	To reduce the conception rate amongst women under 18 by providing awareness, education and relevant support
19	To ensure a safe environment for children where they are supported and protected from abuse and neglect

## Employment, Learning & Skills in Halton

20	To increase self-confidence and social inclusion by providing opportunities to adults to engage in basic skills learning.
21	To improve access to employment by providing opportunities to enhance employability skills and knowledge
22	Working with employers to identify and secure opportunities for the unemployed.
23	To provide transport facilities that meets the needs of those people in Halton accessing employment and training.
24	To sustain current employment levels by providing practical and financial advice and assistance to those from disadvantaged groups
25	To increase employment opportunities and business start ups in Halton, by developing an enterprise culture

## A Safer Halton

26	Actively encouraging socially responsible behaviour by engaging with Halton's young people and by providing opportunities for them to access and take part in affordable leisure time activities.
27	Reducing the physical effects of anti-social and criminal behaviour
28	Providing and maintaining a highways and footpath network that is safe, accessible, and meets the needs and expectations of those living, working or visiting in Halton.
29	Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.
30	Improving the social and physical well-being of those groups most at risk within the community

## Corporate Effectiveness & Efficient Service Delivery

31	Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.
32	Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access.
33	Ensuring that we are properly structured organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.
34	Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders
35	Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.
36	Ensuring that the Council's land and property portfolio is managed efficiently
37	Ensuring that Council buildings are safe and accessible, meet the needs of service users and the organisation, and comply with legislative requirements
38	Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of

	electronic service delivery.
<b>39</b>	Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information
<b>40</b>	Ensuring that the Council has the right people with the right skills and who are informed and motivated and provided with opportunities for personal development and engagement.



**POLICY & PERFORMANCE  
DEPARTMENT**

**SERVICE PLAN**

**April 2008 to March 2011**

**Advanced Draft FEB 2008**



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### ***Appendices***

<b><i>1.0 Corporate Priorities and Key Areas of Focus</i></b>	
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## 1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified [6 key priorities](#), and a number of associated key Areas of Focus, which, as detailed within the Council's Corporate Plan, are: -

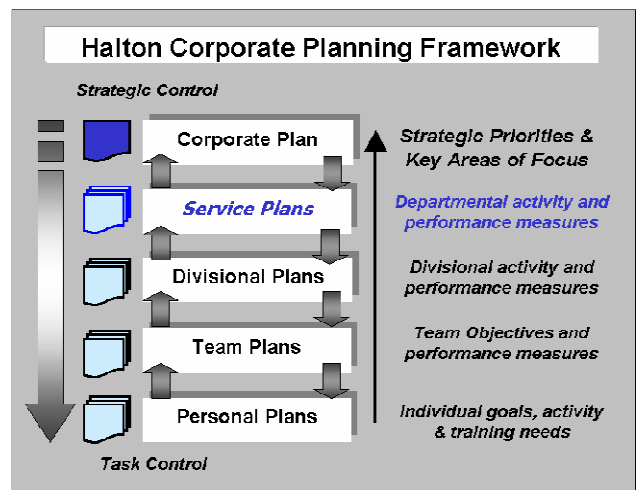
- **A Healthy Halton**
- **Halton's Urban Renewal**
- **Halton's Children & Young People**
- **Employment, Learning & Skills in Halton**
- **A Safer Halton**
- **Corporate Effectiveness & Business Efficiency**

Departmental Service Plans form an integral part of the authority's corporate planning framework, as illustrated below.

This framework ensures that the Council's operational activities are complementary to the delivery of its community aspirations and legal and statutory responsibilities.

Departmental Service Plans are primary documents that communicate:

- The existing and future influences that have informed the shaping of service delivery in the medium term.
- The existing and projected resources that are, or may, be required to deliver services.
- Departmental Service Objectives and Key Milestones that are to be delivered over the next three years.
- Those national and local performance indicators for which the department has a responsibility to report.



Such plans, and the Quarterly Service Plan Monitoring Reports that flow from them, are an essential tool in enabling the public, Elected Members, Senior Management, and staff how well Council departments are performing and what progress is being made in relation to improving the quality of life within the borough and service provision for local people, businesses and service users.

The Strategic Priority and those Areas of Focus that have been most significant in the development of this plan are detailed below: -

Strategic Priority 6:

**Corporate Effectiveness and Efficient Service Delivery**

*Area of Focus 31*

***Working with partners and the community to ensure that our priorities, objectives and targets are evidence based, regularly monitored and reviewed and that there are plausible delivery plans to improve the quality of life in Halton and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.***

*Area of Focus 32*

***Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access to services.***

*Area of Focus 33*

***Ensuring that we are properly structured, organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information***

*Area of Focus 34*

***Attracting and managing financial resources effectively, maintaining transparency, financial probity and prudence, and accountability, to our stakeholders.***

## **2.0 SERVICE PROFILE**

### **2.1 Purpose**

The Policy and Performance Department exists to provide effective support for Elected Members, Senior Officers and Management Team and all Directorates, providing community leadership and providing for the well being of those who live and work within the borough.

The service enables the formulation and review of joined-up policies by providing intelligence on current conditions and future trends and developments and by integrating policy and resource planning and performance review.

In supporting strategic leadership the service can build and support partnerships and provide a key link to central government, and its agencies, and other stakeholders that will support the Council's ambitions to make Halton a thriving and vibrant borough.

In undertaking these roles the Department

- Supports and enables the Council and its partners to develop and implement policies and actions, at neighbourhood, borough, sub-regional and regional levels, which focus on the current and future challenges that the borough faces and to help to achieve the long-term aspiration of Halton as a place which is vibrant and thriving.
- Supports and co-ordinates all aspects of service performance and improvement through corporate planning, performance monitoring and review processes to enable the Council to achieve continuous improvement in all its priority service areas.
- Promotes a two-way flow of information between the Council and its stakeholders i.e. the staff, residents, public, private and voluntary organisations of Halton through a mix of consultation, engagement and exchange.
- Supports policy development and planning through statistical information and surveys and co-ordinates and develops town-twinning activities.
- Advises on the identification of risks to the delivery of the Council's strategies and other key objectives and on all matters relating to Risk Management (Operational), Business Continuity, Health and Safety, and Emergency Planning in partnership with central and regional government departments and emergency services, and provides a round the clock emergency planning service.

- Promotes and co-ordinates external partnership working at sub-regional, national and European levels. It maximises external funding opportunities and manages funding programmes for which the Council is the administrative body (for example European Budget Programmes).
- Hosts the Halton Strategic Partnership Neighbourhood Management Team, and provides management support.

For completeness, this Service plan also includes the Chief Executive's Personal Office function. The Chief Executive is the principal advisor to members of the Council, and is the Head of Paid Service and the provider of overall direction and leadership for staff of the authority. The personal office provides direct support for the Chief Executive's role and for overview and scrutiny, which is also a feature of this plan.

## **2.2 Key Messages**

The external environment has changed rapidly during 2007/08. The Local Government and Public Involvement in Health Act 2007, and the Comprehensive Spending Review 2007, have significant implications for the service in the following areas:

- New national performance framework of 198 indicators
- Increased focus on Local Area Agreements and the role of the Local Strategic Partnerships
- Amended best value duty to inform, consult and engage
- Increased focus on neighbourhoods
- Development of city region arrangements
- Strengthening of role of scrutiny

At the time of drafting, precise details are still emerging (see external factors below).

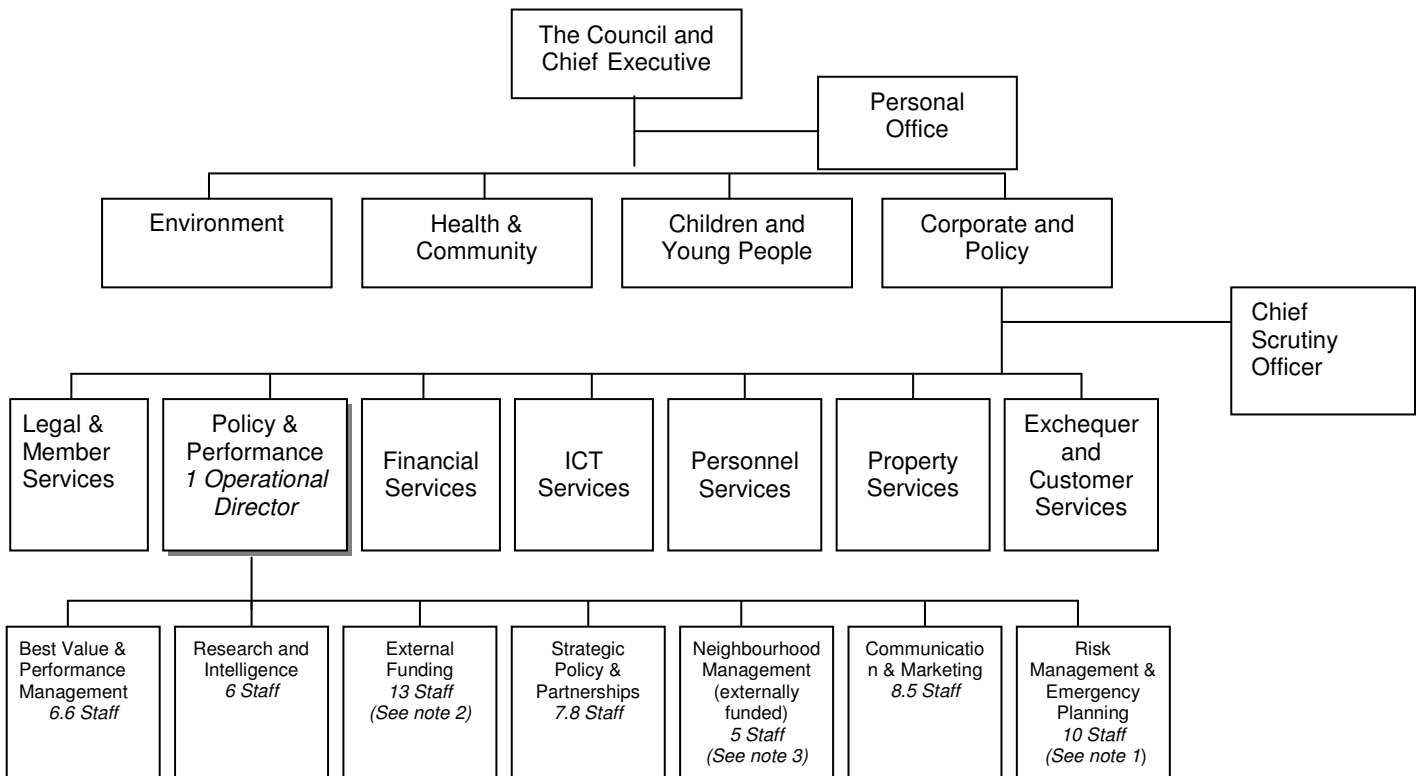
Lessons from 2007/08 for other areas of the department are:

- the need to continue to invest in arrangements to manage content on the Council's website;
- the need to support continued development of business continuity arrangements across the authority;
- increased government expectation in relation to preparedness to respond to terrorist threats and natural disasters

- the impact of increasingly burdensome EU audit requirements on the 2001/06 Objective 2 programme which closes in December 2008;
- the need for close involvement in the development of sub-regional arrangements from city regional governance to safeguard Halton's interest;
- the need to continue to develop corporate data equality arrangements as identified by the annual data quality audit.

Service performance during 2007/08 has been good. All key objectives and PI targets will be met by the year-end.

### 2.3 Organisation Structure<sup>1</sup>



<sup>1</sup> Staffing levels relate to the number of Full Time Equivalent posts. Additional notes are provided on page 17

### **3.0 FACTORS AFFECTING THE SERVICE**

#### **3.1 External Factors**

##### **Political**

The Local Government White Paper and subsequent act reflects a shift in relations between central and local government that is also built into the sub-national review of economic development (July 2008), and the Comprehensive Spending Review. The political emphasis is on agreeing outcomes for local areas (rather than for individual organisations) to be delivered by local partnerships. Councils have been given a clear leadership role. This is reflected in the new local area agreements, new obligations on partners to co-operate in local partnerships, and changes to funding. There is a recognition that some issues need to be addressed on a wider geography through multi-area agreements (MAAs) underpinned by City Regional Governance. The Government expects local partnerships to inform, involve, and engage citizens in services, and to address the problems of disadvantaged areas. There is an increased focus on addressing worklessness and skills in the most disadvantaged areas.

The Policy and Performance department will have a key role in supporting the Council and the Halton Strategic Partnership in addressing these changes through:

- continued development of Neighbourhood Management (2008-2011)
- development of a revised Local Area Agreement (LAA 2008)
- development of Liverpool city regional governance arrangements and multi-area agreement (2008/09)
- reviewing performance management arrangements (2008)
- supporting the scrutiny of partnership performance (2008/11)

##### **Economic**

NRF is to be replaced by a new Working Neighbourhoods Fund (WNF) in 2008/09, which forms part of the area based grant for Halton. It is likely that the Halton Strategic Partnership Board will want to continue to monitor spend and delivery through a central partnership team as is presently the case. However, the amount of working neighbourhoods fund is 12% less than last year's NRF allocation, and this is likely to be reflected in reduced funding for the central partnership team.

Once the 2000/06 Objective 2 programme has been closed, technical assistance income will come to an end. There will however, be a continued need to identify and develop Objective 2 projects and bids and the regional Objective 2 allocation for 2007/12, and to find other alternative sources of grant funding.

Continued pressure on Council budgets will require sustained and systematic effort to identify more efficient ways of working. The department will support the Strategic Director Corporate & Policy who is leading on this work in conjunction with the Council's efficiency partners KPMG.

### **Social**

Changes to the local population, and continued gaps in the quality of life between different parts of the Borough mean that the Council must maintain and develop its approach to community cohesion. There is no dedicated resource to support this work, but the department will continue to provide policy advice.

The continued threat of extremist terrorism had increased focus on local preparedness and resilience through the emergency-planning framework as have recent weather related events, and this will continue to generate additional workload.

### **Technological**

The T-government Programme, and the Varney Review highlight the need to offer electronic access to an increasing range of services. A review of the Council's website has identified an improvement programme. The Council also needs to develop a set of protocols for data sharing with partner agencies.

Technological developments such as the remote access to emails enable greater flexibility in working practices within the department.

### **Legislative**

The Local Government and Public Involvement in Health Act 2007, together with associated regulations and guidance, has a number of significant implications for the service:

1. Role of Halton Strategic Partnership - the Act strengthens the statutory framework for Local Strategic Partnerships and requires partners to co-operate. Whilst there is little practical change required to Halton's Partnership arrangements, it represents a clear raising of profile.
2. The new National Performance Framework - starts in April 2008. We will be required to report on progress on 198 national indicators relating to activities developed in partnership (such as community safety and health improvement) as well as activities for which the Council is directly responsible.



These indicators are more outcome focused and replace the 1000 or more best value performance indicators, performance assessment framework indicators, and a myriad of other performance measures that are currently reported to Government. Although many performance measures will be dropped, some of them will still need to be submitted to the Government for “statistical purposes”. These changes have significant implications for the Council’s performance framework and will require even closer alignment to that of the LSP.

3. Local Area Agreements are now central to the relationship between service deliverers in Halton and central government. A revised Local Area Agreement will be negotiated by June 2008 and it will include the 16 statutory education and early years targets, and up to 35 other targets, drawn from the 198 national indicators to reflect local and national priorities.
4. Draft statutory guidance has been issued covering amongst other things, the new duty to “inform, involve and engage”. This places further emphasis on the publication of performance information, the use of mechanisms like Halton 2000 to consult, and Neighbourhood Management to engage.
5. The Act and associated guidance also have implications for scrutiny. The Act and guidance emphasis the power of local authorities to scrutinise partnership performance, and to require partners to take account of the recommendations of scrutiny boards. It also introduces the Councillor Call for Action.
6. The Act makes provision for sub-regional arrangements (multi-area agreements subject to two appropriate governance arrangements). Merseyside is developing city region governance arrangements, and has agreed to develop a Multi Area Agreement covering worklessness and skills initially, with probable extension to include transport later.

**Environmental****2008 on****Protecting our environment**

Awareness of Climate Change is growing and the Council is committed to taking a lead and setting an example in tackling the associated problems. A corporate Climate Change Action Plan is being prepared, but each department can make its own contribution.

Consideration will be given throughout the life of the Service Plan to ways in which support can be given to the action plan and to identify and implement opportunities to reduce any contribution to Climate Change and to promote best practice in the reduction of carbon emissions.

The Council will sign up to the Local Authority Carbon Management Programme in the early part of 2007/08. The programme will guide the Council through a systematic analysis of its carbon footprint, outline opportunities to help manage carbon emissions, develop Action Plans for realising carbon and financial savings; and embed carbon management into the authority's day-to-day business.

As part of the programme the Council will develop a Carbon Management Strategy and Implementation Plan by March 2008 to reduce energy bills and carbon emissions over the next five years. Through the Strategy and Implementation Plan, Council services will need to encourage closer examination of their policies around procurement, transport and the use of renewable energy.

**3.2 Service Developments****Review Activities**

A number of service review activities took place during 2007/08 as follows:

- a. Performance Management - Corporate Services PPB is conducting a review of our current corporate arrangements, looking at how well they meet current needs, and the impact of the new national performance framework. This is likely to produce recommendations for phased implementation commencing in 2008/09. The outcome will be a more focused approach leading to improved performance.
- b. Handling Complaints - a second review being conducted by Corporate Services PPB is looking at how complaints are handled. It is likely to result in changes to the Corporate Complaints system administered by the Policy and Performance department, and to make recommendations about wider complaint handling and customer care within the Council. The outcome will be improved satisfaction with the way complaints are handled.

- c. Website Strategy - an internal review has looked at the software, hardware, and organisational arrangements for managing the content of the Council's websites. Subject to resources, this will result in an improved use of existing software, improved communication and co-ordination of those involved, and subsequently, software will be upgraded. The outcome will be that visitors to the website can access information and services more easily, and the quality of information and the range of services electronically available will be improved.
- d. Business Continuity Management - an external review was conducted by expert consultants to validate our business continuity arrangements and to test our plans. It confirmed that "decent progress" has been made but that there is still work to do to reach the levels required by S25999 Part 1. An action plan to develop our arrangements further will be prepared and implemented.
- e. Data Quality - the annual audit review of data quality found no problems with reported BVPI data, and strong arrangements for securing data quality in both directorates that had been audited (Health & Community & Children & Young People). However, the audit reported a lack of a Council wide policy framework or consistent arrangements for securing data quality. An Action Plan has been agreed for 2007/08 and 2008/09.
- f. Scrutiny arrangements - an external facilitator has helped Executive Board Members, Management Team and the Chairs, to review our current scrutiny arrangements. An Action Plan is to be developed.
- g. A review of progress with Neighbourhood Management is to be conducted in the fourth quarter of 2007/08 by a Government funded Neighbourhood Renewal Advisor.
- h. Also in the fourth quarter, the Council will be required to self assess its preparedness for emergencies through a national capability survey.

### **Consultation and Engagement**

During 2007/08, the following consultation and engagement activities have taken place:

- a. The full results of the Best Value User Satisfaction Survey 2006 have been received and are being used to inform improvement planning (eg the review of complaint handling).
- b. A telephone survey of 2, 500 residents has been conducted as part of the regular review of our progress with the Community Strategy and LAA outcome targets. The results have formed part of the background to the updating of the LAA.

An enhanced sample has been taken in the Neighbourhood Management areas to assist the development and monitoring of Neighbourhood Management Action Plans.

- c. A number of events to take place in the Neighbourhood Management areas to engage residents in Neighbourhood Management, for example through clean up days. Over 200 residents have expressed interest in being involved in Neighbourhood Management Boards or acting in some other capacity.
- d. A number of surveys of our Halton 2000 Residents Panel have been conducted. Of particular relevance to Policy and Performance was a survey of attitudes to web based services (as part of the review of the Web Strategy). A survey of views on Council Communications is planned for the final quarter of 2007/08.
- e. An internal survey of satisfaction with internal communications was undertaken to assess progress. It was part of the regular review of internal communication, and showed further improvement in satisfaction helping to roll forward the relevant part of the Communication Strategy.
- f. An internal and external customer survey of Emergency Planning and Risk Management Service Users/Partners was also conducted.

In addition to the Halton 2000 Communications Survey referred to above in 2008/09 there will be the first of the national biennial "Places" surveys.

### **Benchmarking**

During 2007/08 the regular benchmarking took place against national performance indicators, the national Best Value User Survey and Audit Commission profiles. In addition,

- a. External Funding conducted its annual funding review to establish how much funding is flowing into Halton (particularly lottery funding) and whether Halton is retaining its fair share compared to other areas.
- b. Neighbourhood Management's was benchmarked by visiting the Neighbourhood Management Partnership of the Year. As a result, a number of initiatives are being considered for inclusion in Neighbourhood Action Plans.
- c. Performance Management Processes have been benchmarked against published best practice, and a visit to a comparable authority as planned for quarter 4 2007/08.

- d. The Halton Data Observatory has provided benchmarking nationally and locally against a variety of strategic and operational performance data.

In the coming year, the authority will be joining a PWC Unitary Council Benchmarking Group for National Indicators. KPMG, our efficiency partner will be benchmarking our cost effectiveness against other local authorities. The places survey will provide further perception comparisons.

### **3.3 Efficiency Improvements**

There are no specific efficiency gains in the service included in the 2007/08 Efficiency Statement. However, there has been a reduction in the number of senior management posts following the retirement of the Head of Beat Value and Performance Management, resulting in a saving of approximately £50,000. Further improvements were made during 2007/08 through re-tendering of the Council newspaper, Inside Halton, and procurement of advertising amounting to a full year saving of £37,000 in 2008/09. Further minor savings of £13,000 will be made in 2008/09.

### **3.4 National Regional and Sub-regional Focus**

As reported in the key messages section of this plan, ahead of the 2007 Comprehensive Spending Review, Government commissioned a Sub-national Economic Development and Regeneration Review (SNR) to identify how existing sub-national structures in England could be further improved. The review presents resource implications for the department.

For example, the SNR proposes the eventual dissolution of Regional Assemblies, and Local Authorities will take on a greater role in scrutinising the Regional Development Agency and other regional institutions. The department will, therefore, support Members and senior offices to ensure that they play a meaningful role in this regard. It is worth noting that the Leader is now a member of the NWDA Board and will need appropriate policy support and guidance.

In addition, The Policy and Performance department will be required to develop policies and procedures to enable the Council and its partners to make a full and proactive contribution to the economic and social prosperity of the Liverpool City Region. This alignment includes gaining greater involvement in city-region decision-making processes, notably the Sub-Regional Partnership and The Merseyside Partnership Board. Halton is now included in the Merseyside Phasing in Sub-Committee, the sub-regional arrangements for the management of the European Programme 2007-2013.

Wider Liverpool City Region governance arrangements i.e. the establishment of a city region cabinet, have formally integrated Halton into the Merseyside sub-region, (for example Halton's Leader holds the sub-regional Transport portfolio and is also Vice-Chair of the City Region Leaders Group).

Halton's involvement in these processes requires a continuing input from the Policy and Performance department, particularly through the briefings provided to Senior members and Officers of the Council, as well as representation on policy forums and working groups.

The SNR also refers to the development of Multi Area Agreements (**MAAs**), which will involve the Merseyside Local Authorities coming together on a voluntary basis to agree collective targets and pooled funding streams. The Policy and Performance department is providing input into these arrangements through participation in the newly established MAA group.

### **3.5 Equality and Diversity**

Halton Council is committed to ensuring equality of opportunity within all aspects of its service delivery, policy development and as an employer. This commitment is reflected in a range of policies, strategies and framework documents that underpin the work of the Council in its day-to-day operation and in the services that it delivers.

This commitment is encapsulated in the equal opportunities policy that the Council has adopted. The policy sets out the Council's approach to promoting equal opportunities; valuing diversity and encouraging fairness and justice; and providing equal chances for everyone in Halton to work, learn and live free from discrimination and victimisation. The Council will combat discrimination throughout the organisation and will use its position of influence in the Borough, wherever possible, to help to identify and overcome discriminatory barriers that may exist.

Each year Departments undertake Equality Impact Assessments to examine the equality implications of all of their policies, procedures and practices. As a result an Equality Action Plan is developed to identify those issues that demand attention. This forms a contribution to the overall Corporate Equalities Plan.

As a result of such assessments any high priority actions that have been identified, that fall within the life of this plan, are detailed in section 5.

### **3.6 Unforeseen Developments**

Whilst every effort has been made to identify those significant developments that may influence or impact upon the service during the life of this plan the possibility exists that unforeseen developments may occur that need to be considered as and when they arise. Such developments will be detailed and commented upon as appropriate in the sections dealing with key developments or emerging issues within the relevant Service Plan Quarterly Monitoring Reports.

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur.

Where a more immediate decision is required due to the pressing nature of any unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

All reports to the Policy and Performance Boards, with the exception of Part II items, are publicly available documents and can be accessed through the Council's website at <http://www2.halton.gov.uk/>

## 4.0 RESOURCES

### 4.1 Budget Summary and Service Costs

#### Information to follow

### 4.2 Human Resource Requirements

Staffing levels	2006/07	2007/08
Operational Director		1
Chief Executives Personal Office		3
Best Value & Performance Management		7.6
Communications & Marketing		8.5
Research & Intelligence		6.5
Risk Management & Emergency Planning		10 <sup>2</sup>
Strategic Policy & Partnerships		7.3
External Funding		13 <sup>3</sup>
Neighbourhood Management		5 <sup>4</sup>
Chief Scrutiny Advisor		1 <sup>5</sup>
<b>Total</b>		<b>62.9</b>

At the time of writing there are no indications that the human resource requirements of the Department will be subject to any significant change during the plan period to 2011.

### 4.3 ICT Requirements

No specific needs are identified at this stage, although at some stage during the plan period there will be a review of the "warn and inform" arrangements under the Emergency Plan, and this may have direct IT implications.

A review of performance management arrangements is currently underway, which may highlight the need for improved software, either from an external supplier or by adapting existing systems.

<sup>2</sup> Includes 3 posts that are hosted on behalf of Cheshire Consortium

<sup>3</sup> Includes 2 vacant posts that will not be filled unless sustainable external funding can be generated to substitute for ERDF and SRB administration fees.

<sup>4</sup> The neighbourhood management team is externally funded by LAA Grant Neighbourhood Element, and are on fixed term contracts related to the duration of the grant.

<sup>5</sup> The Chief Scrutiny Advisor forms part of the Director of Corporate and Policy's office



A web strategy has been drafted, and subject to approval, will require further investment in software and hardware in 2008/09, and an upgrade to the Content Management System in 2009/10.

**4.4 Accommodation and Property Requirements**

None foreseen over and above the planned refurbishment of the Runcorn DOSEC as part of the work to Runcorn Town Hall.

## 5.0 Service Performance

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and / or its statutory responsibilities. The service utilises a variety of measures and targets to enable performance against the service plan to be tracked, monitored, and reported. Details of these measures and targets are given below.

- **Objectives and Key Milestones.** These show the major events in the work of the Department that are planned to take place during 2008–11, such as the launch of new initiatives progress on major projects or the delivery of business critical activity. Objectives and Milestones are clearly linked to the appropriate Key Areas of Focus in the Corporate Plan 2006-11.
- **National Performance Indicators.** This is a national set of 198 indicators that have been prescribed by Central Government that are intended to measure the extent to which authorities are operating effectively and efficiently and are delivering upon both national and local priorities.
- **Local Performance Indicators.** These are indicators that have been developed by the Council and any relevant non-statutory indicators that have been adopted from national or other sources.
- **Local Area Agreement Targets.** The Local Area Agreement (LAA) is a three-year agreement based on Halton's Community Strategy. The second round LAA commenced on 1<sup>st</sup> April 2008, and included within it are improvement targets for the Borough of Halton to which both the Council, and its partners will contribute.

Many of the objectives contained within the current service plans are designed to support the achievement of LAA targets. A full version of Halton's LAA can be viewed on the Halton Strategic Partnership Website at [http://www.haltonpartnership.net/site/images/stories//laa final \(march 2007\).pdf](http://www.haltonpartnership.net/site/images/stories//laa%20final%20(march%202007).pdf)

Progress against the achievement of LAA targets is reported to all stakeholders at regular intervals. Following the establishment of the LAA, plans are being formulated to ensure that in future years the LAA and the Council's service plans are completely aligned.

## 5.1 Service Objectives

<b>Corporate Priority 6</b>	<b>Corporate Effectiveness and Efficient Service Delivery</b>					
<b>Key Area of Focus 31</b>	Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.					
<b>Service Objective: PP O1</b>	<b>Improve the effectiveness of the support intelligence and advice provided by the Council and its partners to review policy, resource planning service delivery and performance.</b>					
Key Milestone(s) (08 - 09)	<ul style="list-style-type: none"> <li>• Monitor performance against Community Strategy targets and review delivery plans <b>June 2008</b>.</li> <li>• Agree new Local area Agreement with government and secure ministerial sign-off <b>June 2008</b>.</li> <li>• Review Community Engagement Strategy and agree annual Action Plan <b>March 2009</b>.</li> <li>• Monitor and review progress in delivering Local Area Agreement targets with partners <b>March 2009</b></li> <li>• Complete design of and Undertake Place Surveys <b>September 2008*</b></li> <li>• Analyse, evaluate and disseminate results to relevant audiences <b>February 2009*</b></li> </ul>					
Key Milestone(s) (09 - 10)	<ul style="list-style-type: none"> <li>• Monitor performance against Community Strategy Targets and review delivery plans <b>June 2009</b>.</li> <li>• Review Community Engagement Strategy and agree annual Action Plan <b>March 2010</b>.</li> <li>• Review and refresh Local Area Agreement <b>March 2010</b>.</li> </ul> <p style="margin-left: 20px;">Agree approach for engagement and development of new Community Strategy / Corporate Plan (2011-16) <b>March 2010</b>.</p>					
Key Milestone(s) (10 - 11)	<ul style="list-style-type: none"> <li>• Monitor performance against Community Strategy Targets and review delivery plans <b>June 2010</b>.</li> <li>• Review Community Engagement Strategy and agree annual Action Plan <b>March 2011</b>.</li> <li>• Review and refresh Local Area Agreement <b>March 2011</b>.</li> <li>• Secure political / partnership agreement and publish 2011 – 2016 Community Strategy and Corporate Plans <b>April 2011</b></li> </ul>					
<b>Risk Assessment</b>	Initial		<b>Responsible Officer(s)</b>	Head of Policy & Partnerships Head of Research & Intelligence*	<b>Linked Indicators</b>	
	Residual					

<b>Corporate Priority 6</b>	<b>Corporate Effectiveness and Efficient Service Delivery</b>					
<b>Key Area of Focus 32</b>	Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access.					
<b>Service Objective: PP O2</b>	<b>Improve the quality and effectiveness of the Council's external communications.</b>					
Key Milestone(s) (08 - 09)	<ul style="list-style-type: none"> <li>Undertake customer survey <b>November 2008</b>.</li> <li>Complete analysis of data and produce report and recommendations by <b>March 2009</b>.</li> <li>Implement revised Communications <b>Strategy March 2009</b></li> </ul>					
Key Milestone(s) (09 - 10)	<ul style="list-style-type: none"> <li>N/A</li> </ul>					
Key Milestone(s) (10 - 11)	<ul style="list-style-type: none"> <li>N/A</li> </ul>					
<b>Risk Assessment</b>	Initial	TBA	<b>Responsible Officer</b>	Communications Manager	<b>Linked Indicators</b>	
	Residual	TBA				
<b>Service Objective: PP O3</b>	<b>To address inequalities and improve opportunities by narrowing the gap between the most deprived wards in the borough and the rest through the delivery of neighbourhood management arrangements.</b>					
Key Milestone(s) (08 - 09)	<ul style="list-style-type: none"> <li>Evaluate impact of Neighbourhood Management Teams and review delivery plans <b>March 2009</b>.</li> <li>Complete resident satisfaction surveys <b>October 2008</b>.</li> <li>Produce and publish NM Update <b>Quarterly</b>.</li> </ul>					
Key Milestone(s) (09 - 10)	<ul style="list-style-type: none"> <li>Evaluate impact of Neighbourhood management Teams and review delivery plans <b>March 2010</b>.</li> <li>Produce and publish NM Update <b>Quarterly</b></li> <li>Review and evaluate opportunities for extending NM arrangements <b>TBA 2009</b></li> </ul>					
Key Milestone(s) (10 - 11)	<ul style="list-style-type: none"> <li>Produce and publish NM Update <b>Quarterly</b></li> </ul>					
<b>Risk Assessment</b>	Initial	TBA	<b>Responsible Officer</b>	Neighbourhood Management Director	<b>Linked Indicators</b>	
	Residual	TBA				

<b>Corporate Priority 6</b>	<b>Corporate Effectiveness and Efficient Service Delivery</b>					
<b>Key Area of Focus 33</b>	Ensuring that we are properly structured organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.					
<b>Service Objective: PP 04</b>	<b>To ensure that the organisation remains fit for purpose through the ongoing development of business continuity, risk management and health and safety arrangements.</b>					
Key Milestone(s) (08 - 09)	<ul style="list-style-type: none"> <li>• Implement current action plan and further review arrangements for business continuity in Directorates by <b>December 2008</b>.</li> <li>• Review the embeddedness of strategic risk management arrangements <b>December 2008</b></li> <li>• Corporate &amp; Directorate Risk Registers reviewed by Corporate Risk Group, performance monitoring reports delivered and manager / member training provided by <b>December 2008</b></li> <li>• Secure external accreditation for Health and Safety <b>March 2009</b>.</li> <li>• Review the Council's preparedness for pandemic flu and have appropriate plans in place <b>March 2009</b>.</li> </ul>					
Key Milestone(s) (09 - 10)	<ul style="list-style-type: none"> <li>• Review Business Continuity arrangements and compliance of in Directorates <b>December 2009</b></li> <li>• Corporate &amp; Directorate Risk Registers reviewed by Corporate Risk Group, performance monitoring reports delivered and manager / member training provided by <b>December 2009</b></li> </ul>					
Key Milestone(s) (10 - 11)	<ul style="list-style-type: none"> <li>• Review Business Continuity arrangements and compliance of in Directorates <b>December 2009</b></li> <li>• Corporate &amp; Directorate Risk Registers reviewed by Corporate Risk Group, performance monitoring reports delivered and manager / member training provided by <b>December 2009</b></li> </ul>					
<b>Risk Assessment</b>	Initial	<b>TBA</b>	<b>Responsible Officer</b>	Head of Risk Management & Emergency Planning	<b>Linked Indicators</b>	
	Residual	<b>TBA</b>				

<b>Corporate Priority 6</b>	<b>Corporate Effectiveness and Efficient Service Delivery</b>					
<b>Key Area of Focus 33</b>	Ensuring that we are properly structured organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.					
<b>Service Objective: PP 05</b>	<b>Improve the effectiveness of the service improvement and overview and scrutiny framework for the Council to deliver efficient, effective and high quality services through a programme of continuous improvement.</b>					
Key Milestone(s) (08 - 09)	<ul style="list-style-type: none"> <li>Review progress on implementing Overview and Scrutiny Action Plan <b>March 2009</b></li> </ul>					
Key Milestone(s) (09 - 10)	<ul style="list-style-type: none"> <li>Integrate guidance that has emerged since LA Act 2007 into Halton Overview &amp; Scrutiny Framework <b>May 2009</b></li> <li>Develop a functioning overview and scrutiny intranet web area and gateway <b>July 2009</b>.</li> </ul>					
Key Milestone(s) (10 - 11)	<ul style="list-style-type: none"> <li>Review overview and scrutiny arrangements and processes and make recommendations for improvement by <b>October 2010</b>.</li> </ul>					
<b>Risk Assessment</b>	Initial	TBA	<b>Responsible Officer</b>	Chief Scrutiny Advisor	<b>Linked Indicators</b>	
	Residual	TBA				
<b>Service Objective: PP 06</b>	<b>Work with the Policy and Performance Boards to develop and review policy proposals and hold Executive to account.</b>					
Key Milestone(s) (08 - 09)	<ul style="list-style-type: none"> <li>Complete 07 – 08 Work Programme by <b>30th June 2008</b></li> <li>Agree 07-08 Work Programmes for each PPB by <b>30<sup>th</sup> June 2008</b></li> </ul>					
Key Milestone(s) (09 - 10)	<ul style="list-style-type: none"> <li>Complete 07 – 08 Work Programme by <b>30th June 2009</b></li> <li>Agree 07-08 Work Programmes for each PPB by <b>30<sup>th</sup> June 2009</b></li> </ul>					
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<b>Risk Assessment</b>	Initial	TBA	<b>Responsible Officer</b>	Chief Scrutiny Advisor	<b>Linked Indicators</b>	
	Residual	TBA				

## 6.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref <sup>6</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles <sup>7</sup> (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11

### Corporate Health

NI 1	% Of people who believe that people from different backgrounds get on well together	CP 6 AOF 32	New PI for 2008						TBA	TBA	TBA
NI 2	% Of people who feel that they belong to their neighbourhood.	CP 6 AOF 32	New PI for 2008						TBA	TBA	TBA
NI 4	% Of people who feel that they can influence decisions in their locality.	CP 6 AOF 32	New PI for 2008						TBA	TBA	TBA
NI 5	Overall / general satisfaction with local area.	CP 6 AOF 32	New PI for 2008						TBA	TBA	TBA
NI 37	Awareness of civil protection arrangements in the local area	CP 6 AOF 33	New PI for 2008						TBA	TBA	TBA
PPLI 1	% Of LAA Spend (%)	CP6 AOF 34	100				100	TBA	100	TBA	TBA
PPLI 2	% Of LAA Outputs achieved (%)	“ “ “	95				95	TBA	95	TBA	TBA
PPLI 3	% Of neighbourhood element funding committed / spent	“ “ “	New for 07/08				New for 07/08	TBA	100 %	100 %	100 %
PPLI 4	% Of Departments with up to date Business Continuity Plans	CP 6 AOF 33	100 %				100 %	TBA	100 %	100 %	100 %

<sup>6</sup> Key Indicators are identified by an **underlined reference in bold type**.

<sup>7</sup> No quartile data is available for local performance indicators

Ref <sup>8</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles <sup>9</sup> (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11

**Corporate Health cont'd**

PPLI 5	% Of Departments with up to date Risk Registers	CP 6 AOF 33	100				100	TBA	100	100	100
PPLI 6	Number of accidents resulting in injuries to staff	CP 6 AOF 40	64				62	TBA	56	51	TBA
PPLI 7	% Of employees attending emergency planning training exercises.	“ “ “	100				100	TBA	100	100	100
PPLI 8	% Of Objective 2 Action Plan ERDF committed.	CP 6 AOF 34	96				100	TBA	N/A	N/A	Program ceases of Deceml 2008
PPLI 9	% Of Objective 2 Action Plan ERDF outputs achieved.	“ “ “	67				70	TBA	80	95	
PPLI 10	% Of invoices paid within 30 days	CP 6 AOF 33	94				92	TBA	94	95	

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**Cost and Efficiency**

PPLI 11	% Of departmental working days lost due to sickness absence.	CP 6 AOF 40	3.6				3	TBA	3	3	3
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<sup>8</sup> Key Indicators are identified by an **underlined reference in bold type.**

<sup>9</sup> No quartile data is available for local performance indicators



Ref <sup>10</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles <sup>11</sup> (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11

<b>Fair Access</b>
--------------------

PPLI 12	The duty to report Race Equality (Does the authority have a Race Equality scheme in place (%))	CP 6 AOF 32	68				68	TBA	75	82	TBA
NI 140	Fair treatment by local services	“ “ “	New PI for 2008								

<b>Quality</b>
----------------

<b><u>PPLI 13</u></b>	Overall satisfaction with the communications of the Council (%)	CP 6 AOF 32	48 (2006)				N/A	TBA	TBA	TBA	TBA
<b><u>PPLI 14</u></b>	Satisfaction with internal communications of the Council (%)	“ “ “	78				75	TBA	75	75	75
<b><u>PPLI 15</u></b>	% Of residents in Halton's NM pilot areas reporting an increase in satisfaction with their neighbourhoods.	“ “ “	N/a				55	TBA	60	65	TBA
PPLI 16	% Of NM pilot area residents who feel that they can influence decisions affecting their local area	“ “ “	N/a				20	TBA	30	40	TBA
PPLI 17	% Of residents in NM pilot areas engaged in Neighbourhood Partnership activity.	“ “ “	N/a				New for 07/ 08	New for 07/ 08	Baseline established	TBA	TBA

<sup>10</sup> Key Indicators are identified by an **underlined reference in bold type**.

<sup>11</sup> No quartile data is available for local performance indicators

Ref <sup>12</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles <sup>13</sup> (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11

<b>Service Delivery</b>
-------------------------

PPLI 18	Value of external funding bids supported (£000,s)	CP 6 AOF 34	500				500	TBA	500	500	500
PPLI 19	% Of neighbourhood management improvement targets achieved	“ “ “	New for 2008 - 09				N/A	N/A	TBA	TBA	TBA
PPLI 20	% Of milestones and objectives within annual Neighbourhood Management Action Plan achieved.	“ “ “	New for 2008 - 09				N/A	N/A	TBA	TBA	TBA

<sup>12</sup> Key Indicators are identified by an **underlined reference in bold type**.

<sup>13</sup> No quartile data is available for local performance indicators

### 5.3 Risk Management

Risk Management, which forms a key element of the strategic management and performance management processes of the Council, is a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

Risk assessments are the process by which departments identify those issues that are, or may be, likely to impede the delivery of service objectives. Such risks are categorised and rated in terms of both their probability, i.e. the extent to which they are likely to happen, and their severity i.e. the potential extent of their impact should they occur.

Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. Such numbers are then translated into a Low, Medium or High category.

Risk Score	Overall Level of Risk
1 – 4	LOW
5 – 10	MEDIUM
11 – 16	HIGH

Following such assessments a series of risk treatment measures are identified that will mitigate against such risks having an adverse impact upon the delivery of the departmental objectives.

### 5.4 Equality Action Plan

#### **INFORMATION TO FOLLOW**

### 5.5 Local Area Agreement Targets

The Local area Agreement 2008 is presently under development. Additional information will be inserted once the agreement has been finalised.

## 6.0 Performance Reporting

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and or delivering it's statutory responsibilities.

It is imperative that the Council and interested members of the public can keep track of how the Council and its Departments are progressing against objectives and targets, and that mechanisms are in place to enable councillors and managers to see whether the service is performing as planned.

As a result Departmental progress will be monitored through:

- **The day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Provision of Quarterly progress reports to Corporate and Directorate Management Teams;**
- **The inclusion of Quarterly Service Plan Monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**
- **Publication of Quarterly Service Plan monitoring reports on the Councils intranet site.**

In demonstrating it's commitment to exploiting the potential of Information and Communications Technology to improve the accessibility of its services and related information an extensive range of documentation, including this plan and it's associated quarterly monitoring reports, are available via the Council's website at <http://www2.halton.gov.uk/content/councilanddemocracy/council/plansandstrategies>

Additionally information and assistance can be accessed through any of the Council's Halton Direct Link facilities (HDL) or the Council's libraries.

## 7.0 Statutory and Non-statutory Plans

### **INFORMATION TO FOLLOW**

## Appendix 1

### Halton Corporate Plan (2006 – 2011) – Council Priorities and Key Areas of Focus.

#### A Healthy Halton

1	Improving the future health prospects of Halton residents, particularly children, through the encouragement of an improved dietary intake and the availability of nutritionally balanced meals within schools and other Council establishments.
2	Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.
3	Delivering programmes of education to improve the health of Halton residents.
4	Helping people to manage the effects of ill health, disability and disadvantage.
5	Actively managing the environmental factors that are detrimental to good health.
6	Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.
7	Providing services and facilities to maintain existing good health and well-being.

#### Halton's Urban Renewal

8	Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business.
9	Maintaining and developing local transport networks that meet the needs of resident's, businesses and visitors to Halton.
10	Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.
11	Maintaining levels of affordable housing provision within Halton that provides for quality and choice and meets the needs and aspirations of existing and potential residents.
12	Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.

## Children & Young People in Halton

13	Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
14	To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood.
15	To deliver effective services to children and families by making best use of available resources
16	To provide transport facilities that meets the needs of children & young people in Halton accessing education and training.
17	Provide an effective transition for young people from school to employment, through opportunities for work related learning, and post 16 education, voluntary and community work.
18	To reduce the conception rate amongst women under 18 by providing awareness, education and relevant support
19	To ensure a safe environment for children where they are supported and protected from abuse and neglect

## Employment, Learning & Skills in Halton

20	To increase self-confidence and social inclusion by providing opportunities to adults to engage in basic skills learning.
21	To improve access to employment by providing opportunities to enhance employability skills and knowledge
22	Working with employers to identify and secure opportunities for the unemployed.
23	To provide transport facilities that meets the needs of those people in Halton accessing employment and training.
24	To sustain current employment levels by providing practical and financial advice and assistance to those from disadvantaged groups
25	To increase employment opportunities and business start ups in Halton, by developing an enterprise culture

## A Safer Halton

26	Actively encouraging socially responsible behaviour by engaging with Halton's young people and by providing opportunities for them to access and take part in affordable leisure time activities.
27	Reducing the physical effects of anti-social and criminal behaviour
28	Providing and maintaining a highways and footpath network that is safe, accessible, and meets the needs and expectations of those living, working or visiting in Halton.
29	Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.
30	Improving the social and physical well-being of those groups most at risk within the community

## Corporate Effectiveness & Efficient Service Delivery

31	Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.
32	Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access.
33	Ensuring that we are properly structured organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.
34	Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders
35	Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.
36	Ensuring that the Council's land and property portfolio is managed efficiently
37	Ensuring that Council buildings are safe and accessible, meet the needs of service users and the organisation, and comply with legislative requirements
38	Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery.
39	Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information
40	Ensuring that the Council has the right people with the right skills and who are informed and motivated and provided with opportunities for personal development and engagement.



# Preventative Services

## **SERVICE PLAN**

**April 2008 to March 2011**

**Advanced Draft FEB 2008**



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## 1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified [6 key priorities](#), and a number of associated key Areas of Focus, which, as detailed within the Council's Corporate Plan, are: -

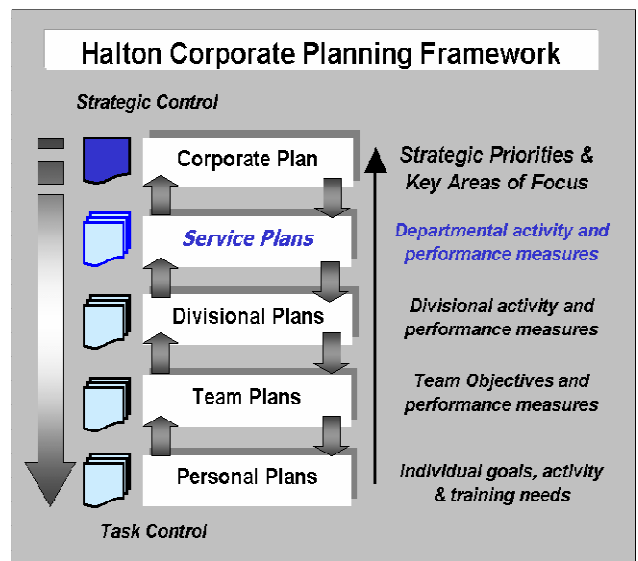
- **A Healthy Halton**
- **Halton's Urban Renewal**
- **Halton's Children & Young People**
- **Employment, Learning & Skills in Halton**
- **A Safer Halton**
- **Corporate Effectiveness & Business Efficiency**

Departmental Service Plans form an integral part of the authority's corporate planning framework, as illustrated below.

This framework ensures that the Council's operational activities are complementary to the delivery of its community aspirations and legal and statutory responsibilities.

Departmental Service Plans are primary documents that communicate:

- The existing and future influences that have informed the shaping of service delivery in the medium term.
- The existing and projected resources that are, or may, be required to deliver services.
- Departmental Service Objectives and Key Milestones that are to be delivered over the next three years.
- Those national and local performance indicators for which the department has a responsibility to report.



Such plans, and the Quarterly Service Plan Monitoring Reports that flow from them, are an essential tool in enabling the public, Elected Members, Senior Management, and staff how well Council departments are performing and what progress is being made in relation to improving the quality of life within the borough and service provision for local people, businesses and service users.

## 2.0 SERVICE PROFILE

### 2.1 Purpose

This Department has been reconfigured from the previous Community Services department with the key purpose of bringing an identified focus upon the development of prevention and early identification for vulnerable children, young people and their families to step there needs escalating. Historically, Halton has offered a breadth of universal provision across health service delivery, schools, childcare, recreation and play. Additionally, it has delivered targeted specialist services in response to identified needs for some of the most vulnerable children and families within the Borough. With the onset of Every Child Matters the development of a stronger preventative focus strengthens the middle band of service provision with the objective over time to reduce the need to recourse to specialist and expensive service provision. It is intended that this will result in the redeployment of resources from under used specialist provision to strengthen the services on offer at a universal and preventative dimension.

The overarching objectives of this Department are as follows:

- To enable children, young people and their families to continue to access universal services through the effective targeting of services on a preventative basis;
- Through the effective targeting of preventative services, narrow the gap in outcomes for vulnerable children, young people and their families;
- To offer opportunities to build resilience for vulnerable children/families; and
- To secure early and earlier intervention to vulnerable children/families.

Across the Borough all agencies are committed to targeting resources to identified need. As a consequence efforts are underway to target services based upon area based need. For this purpose the Borough has been divided into 5 Children and Young People Area Networks (CYPANs). These are geographical areas across the borough all, which offer extended services for families, children and young people depending on the need in that area. Within each CYPAN area services include access to Sure Start Children's Centres, Early Education integrated with Childcare, Extended Services in Schools, Health and Family Support.

**Early Years Services:** Early Years team has responsibility for the implementation of the National Childcare Strategy in Halton. The strategy is driven by the Childcare Act 2006, which is the first ever legislation specifically for early years and childcare. The Act places a number of duties on LA's; to secure and sustain sufficient childcare; to secure sufficient quality early years education; to provide quality information to parent/carers and providers on services for children aged 0-19; to complete a comprehensive sufficiency assessment in consultation with parents/carers, young people, local childcare and early years providers and employers. The second part of the act introduces the Early Years Foundation Stage, which will build on and bring together the existing Birth to Three Matters, Foundation Stage and national standards for day care and childminding. This new framework will support the alignment of provision across

all sectors in implementing the Foundation Stage and in delivering quality integrated early education and care for children from birth to age 5. Currently, all 3 and 4 year olds may access 12.5 hours of free early years education a week. This offer will extend in 2009 to provide 15 hours over 38 weeks. The Act promotes the rationalisation of planning, funding and procurement across early years services and emphasises the need to draw upon the relevant and valuable expertise within the Private and Voluntary sectors. Representation from these sectors will be secured for the Schools' Forum.

**Children's Centres:** The Department has a lead role in implementing the Government's vision of a Sure Start Children's Centre for every community providing all families with young children with access to high quality early years provision and other health and family support services, as well as improved support for their children's transition into school. They will also support parents who are seeking to return to work with employment related services, which will help lift families out of poverty. Sure Start Children's Centres will be central to all local authorities' efforts to develop mainstream early years services as part of wider local provision for children. The main purpose of children's centres will be to improve outcomes for young children as set out in Every Child Matters, with a particular focus on the most disadvantaged. Since life chances for children are strongly related to poverty and deprivation, we are investing most in, and requiring a fuller and more intensive service from, children's centres in disadvantaged areas. Halton will have 9 Children's Centres operational from 2007 with an additional 3 by 2008. Confirmation for the planning and delivery of Phase 3 Children's Centres was received in November 2007. Halton will be required to develop 2 more Children's Centres by 2010. Funding for the provision of these centres includes revenue for the ongoing running costs of the earlier centres as well as funding to set up the next phase of centres, which will result in universal coverage.

**Extended Schools:** The Children & Families Extended Services Division also leads on Extended School developments combining work in this area with extended service delivery. The government's target is that by 2010 all schools in Halton will offer extended services. Government guidance for Extended Schools states that schools have to provide access to the core offer and do not have to provide the services themselves. The core offer includes quality childcare, swift and easy referral to specialist services, varied menu of activity, parenting support and community use of facilities. Targets set for 2008 have been exceeded in the delivery of extended school services. Future plans will incorporate an integrated approach to the delivery of extended services through schools including play, sport and arts developments.

**Access:** The Access Division provides the Educational Welfare Service, Behaviour Support function, the division provides support around the process of Exclusions, and provides the Pupil Referral Units (KS3 and KS4). The division acts as the interface between the council and the Education Action Zone/Excellence in Cities programmes. The Division oversees Children Educated at Home and the education of Travellers/Refugees/EAL.

**Preventative Services Children's Mini Trust** was established in April 2006 to enhance the preventative services agenda. The remit of the Mini-Trust will

include Young Peoples Substance Misuse, Teenage Pregnancy and services commissioned using Children's Fund finance, and it is focussed on ensuring that services for children and young people are able to respond collaboratively and efficiently to local need, with joint commissioning and service re-design resulting in quicker and more integrated, tailored packages of care. The project plan outlines the key actions that are required to progress the development of the Mini-Trust.

The Preventative Services Mini-Trust Board is responsible for strategic planning and performance. The Children and Young People's Commissioning Partnership oversees the financial and funding arrangements. The Children and Young People's Alliance Board oversees and co-ordinate the work of the Children's Mini-Trusts to ensure effective and equitable delivery.

**PSHE and Citizenship** comprises all aspects of a school's planned provision to promote personal and social development, including health and well-being. It helps to give pupils the knowledge, skills and understanding they need to lead confident, healthy, independent lives and to become informed, active, responsible citizens. Pupils are encouraged to become self-aware, recognise their self worth and grow in confidence to enable them to:

- Make the best of their own and others' abilities
- Keep themselves and others safe
- Play an active role as members of a democratic society
- Develop independence and responsibility
- Respect the differences between people
- Have worthwhile and fulfilling relationships
- Stay as healthy as possible

**Integrated Youth Support:** To be added

## 2.2 Key Messages

Working within a coherent framework under the Strategic Director of Children's Services, the aim is that services will work better together, not only across the new Directorate, but also across the Council and all partner agencies providing services for children.

The Children and Young People Plan is the multi agency plan outlining how agencies will work together to achieve the Every Child Matters outcomes. The Children and Young People Plan 2006-2009 was refreshed in June 2007 and the following revised priorities agreed by the Alliance Board for the work of the partnership;

**BH1 Physical health & healthy lifestyles**

**BH2 Sexual health**

**BH3 Emotional, psychological and physical well-being**

SS1 Community awareness & engagement in safeguarding

SS2 Prevention and early intervention

- SS3 Targeted support for vulnerable children
- SS4 Placement choice & quality of care for LAC**
- EA1 Educational outcomes for all children**
- EA2 Attendance of all children**
- EA3 Narrowing the gap for vulnerable children**
- MPC1 Young People's participation and community engagement
- MPC2 Youth Offending & anti-social behaviour
- AEW1 Learning opportunities for 14-19 year olds**
- AEW2 Access to suitable accommodation
- SM1 Enhance financial planning
- SM2 Integrate delivery of service
- SM3 Develop the workforce
- SM4 Develop performance management
- SM5 Transform learning opportunities for all children.

In addition, as part of the strategic engagement cycle led by Government Office North West a process of further prioritising these priorities was completed in November 2007. The eight priorities shown in **bold** in the list above were agreed as the key priorities for further scrutiny and to receive support from the GONW fieldforce. They will also form the basis of negotiation for inclusion in the new Local Area Agreement.

The Preventative Services Department has the lead on a number of priorities and is evolving into an integrated structure to meet the requirements of the Children's Trust arrangements. The Department will be central to reducing inequalities and improving support to vulnerable children to prevent them moving up the levels of need scale into Specialist Services. Integrated service delivery through the Children and Young People's Area Networks will bring together the alliance of services for children in Halton to tackle these priority areas and the Department will lead its development.

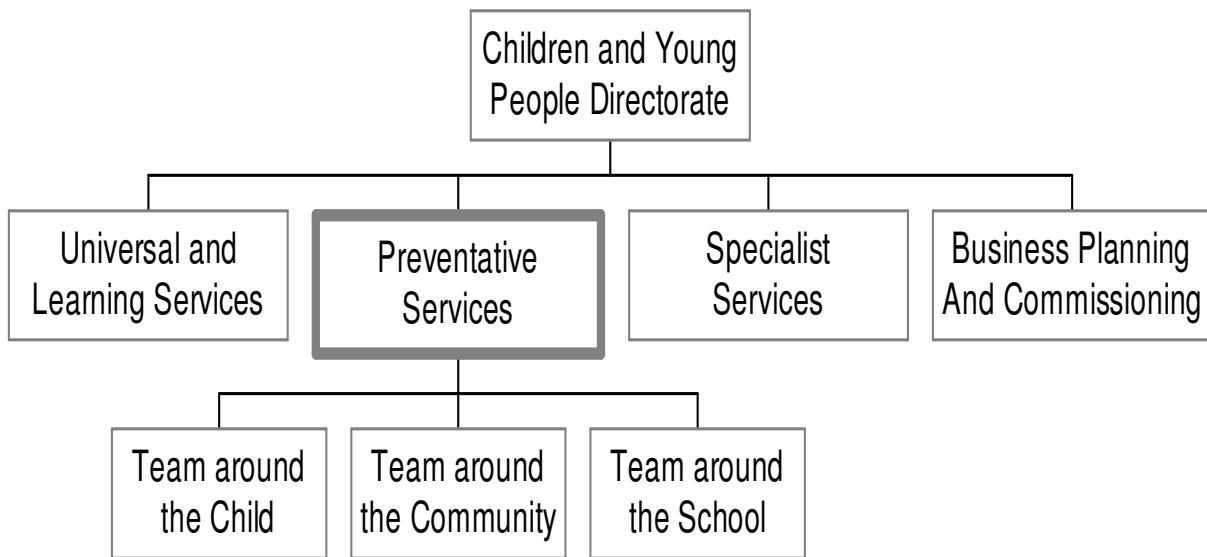
**Annual Performance Assessment:**

The Annual Performance Assessment judgements for Children's Services are on a scale of 1 to 4 ranging from 1 'a service that does not deliver minimum requirements for users (Inadequate) to 4 'a service that delivers well above minimum requirements for users (Excellent/Outstanding). Halton's 2007 APA Judgements were as follows;

Area for Judgement	Grade Awarded
Overall Effectiveness of Children's Services	3
Being Healthy	3

Staying Safe	4
Enjoying and Achieving	3
Making a Positive Contribution	4
Achieving Economic Well-Being	2
Capacity to Improve (Including Service Management)	3

### 2.3 Organisation Structure



### **3.0 FACTORS AFFECTING THE SERVICE**

#### **3.1 External Factors**

##### **Political**

##### **Every Child Matters:**

The Every Child Matters: Change for Children Agenda introduced a new approach to the well-being of children and young people from birth to age 19. The aim is for every child, whatever their background or their circumstances, to have the support they need to:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic well-being

The Agenda promotes early intervention and co-ordinated service provision delivered through stronger partnership working and children's trusts.

##### **Children's Plan:**

The Children's Plan, published in December 2007, sets out the government's plans for the next ten years under each of the Department for Children, Schools and Families' strategic objectives under the following chapters:

- Happy and healthy – secure the wellbeing and health of children and young people
- Safe and sound – safeguard the young and vulnerable
- Excellence and Equity – individual progress to achieve world class standards and close the gap in educational achievement for disadvantaged children
- Leadership and collaboration – system reform to achieve world-class standards and close the gap in educational achievement for disadvantaged children.
- Staying on – ensure that young people are participating and achieving their potential to 18 and beyond
- On the right track – keeping children and young people on the path to success
- Making it happen – vision for 21<sup>st</sup> century children's services.

##### **Halton Community Strategy:**

The Community Strategy 2006-2011 identifies 5 priorities, which for the first time includes children and young people as a specific theme. The Children and Young People's Commissioning Partnership was established following this decision, and functions as the Specialist Strategic Partnership for Children and Young People. The Partnership also holds responsibility for implementing the practical arrangements needed to implement a Children's Trust, functions as a forum for the Alliance Board Task Group Chairs and for driving the joint commissioning agenda.

##### **Children and Young People's Alliance Board:**



The Alliance Board functions as the Children's Trust, and is responsible for strategic planning of services to children and young people, including developing and implementing the Children and Young People's Plan and Children's Trust arrangements. The work of the Alliance Board is underpinned by the Halton Multi-Agency Compact, which sets out the responsibilities of Halton Borough Council and its Partner agencies on the Board.

### **Halton Safeguarding Children Board**

The Board was established in April 2006 in line with the requirements of the Children Act 2004, and links into the Halton Children & Young People's Strategic Planning arrangements and the Halton Children & Young Peoples Plan. The Board is the key statutory mechanism for agreeing how the relevant organisations in each local area will co-operate to safeguard and promote the welfare of children in that locality, and for ensuring the effectiveness of what they do.

### **Joint Area Reviews:**

New arrangements for inspection of children's services at local authority area level were been in the Children Act 2004. Joint Area Reviews will look at how services are working together locally to improve outcomes. They evaluate the collective contributions made to each outcome by relevant services and examine the involvement of children, young people and their parents in service planning structures. Halton's Joint Area Review will be held across two weeks in February and March/April 2008.

### **Economic**

#### **Deprivation:**

The Index of Multiple Deprivation (IMD) for 2007 suggests that deprivation has improved in the Borough. In 2007 the IMD ranked Halton as 30<sup>th</sup> most deprived Authority in England compared to 21<sup>st</sup> in the 2004 Index and 16<sup>th</sup> in 2000. However, it still ranks as one of the most deprived districts in England. Although located in Cheshire, Halton shares many of the social and economic problems more associated with its urban neighbours on Merseyside. Halton is ranked in the IMD as the 3<sup>rd</sup> highest authority in terms of deprivation on Merseyside, behind Knowsley and Liverpool, and 10<sup>th</sup> highest in the North West. Neighbouring authorities St Helens (47<sup>th</sup> overall), Wirral (60<sup>th</sup>) and Sefton (83<sup>rd</sup>) are well down the table compared to Halton.

Halton has some of the most deprived wards in the country in terms of child poverty. Several parts of Halton are amongst the poorest in the country. In Widnes, the most deprived areas are Kingsway, Riverside and Appleton. In Runcorn, the most deprived areas are Castlefields, Halton Lea and Windmill Hill. However, there are many affluent areas of the borough as well. These are located mainly on the outskirts of both towns and comprise of several new housing estates.

#### **Employment:**

Claimant unemployment in the Borough fell from 5.0% in January 2000 to 3.1% in November 2005. However, Halton still had the 5<sup>th</sup> highest claimant rate in the North West in November 2005.

The claimant count unemployment rate looks at the number of people who are out of work and claiming Job Seekers Allowance. The claimant count rate in February 2007 for the whole of Halton is 3.6% compared with the national rate of 2.6% and the regional (North West) rate of 2.9%. This was a rise in Halton from 3.3% since October 2006.

For the period January – December 2005 the worklessness rate was 27.1% of the working aged population in Halton, but this has now rose to 30.1% for the latest figure available (July 05 – June 06). This is 2.2 percentage points below the Greater Merseyside figure. Worklessness is an indicator of employment that differs slightly from traditional unemployment rates in that it also considers those that are economically inactive.

In March 2007 the Office for National Statistics released the 2005 data from the Annual Business Inquiry (ABI). This data measured the total number of employees in each industry across the Borough at district level. Previously the total number of employees in Halton was 53,086, this figure was based on the ABI 2004 data. The 2005 ABI figure was 54,710, a rise of 3.1%. This is much higher than the 0.3% rise across Greater Merseyside in the same period.

Research shows that the skill base of the local area is relatively poor compared to the United Kingdom as a whole and surrounding local economies. Halton has a low percentage of adults with further education qualifications and low rates of numeracy and literacy. All told, there is a mismatch between skills in the local workforce and jobs available in the borough, and it is anticipated that in the future over 95% of new jobs will need qualifications of at least NVQ 2 level and over 70% at NVQ 3 and above. The latest data available for Halton shows that there are 14,400 working age people who have no qualifications, this equates to 20% of the working age population.

## **Social**

### **Demographic changes:**

The mid-2005 population of Halton stood at 119,200 (rounded to the nearest 100 people). This is up from the mid-2004 population of 118,900. Halton has a larger number of people in the 5-24 age categories than across England as a whole. This is partly down to the influence of Runcorn New Town where a lot of younger people live.

The birth rate in Halton is declining, and this is already being seen in the falling numbers on roll in the district's primary schools. In January 2003 pupil numbers in Halton's Primary schools were over 1000 fewer than their net capacity. This will, naturally work its way through the system and result in reducing pupil numbers in secondary education and FE. This could lead to the problem of surplus Secondary school places across the borough in the near future.

The next ten years will see a reduction in teenagers by 20%. 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.

The ethnic composition of residents in Halton as of mid-2005 was as follows:

<b>Ethnicity</b>	<b>Total Proportion of Halton Residents</b>
White British	96.8%
White Irish	0.67%
Other White	0.75%
Mixed White & Black Caribbean	0.25%
Mixed White & Black African	0.17%
Mixed White & Asian	0.17%
Other Mixed	0.17%
Asian: Indian	0.25%
Asian: Pakistani	0.08%
Asian: Bangladeshi	0.08%
Other Asian	0.08%
Black Caribbean	0.08%
Black African	0.17%
Chinese	0.25%
Other	0.08%

### **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.

### **Technological**

#### **Integrated Children's System:**

A recent DCSF review found that 121 Local Authorities (80%) will have a Phase 1 compliance system rolled out on or before 31st March 2008. ICS provides an electronic recording system for social care through the development of web based E-Forms that integrate directly with the client database, Carefirst. Halton have now fully implemented Phase 1a of ICS across all 9 Children's Social Care teams, the DCSF have assessed the Halton ICS E-forms system against their set Business Requirements, the outstanding requirements from this assessment are now ready for testing by ICS Stakeholders. Phase 1b development is now underway with a planned completion date of 31st March'08.

#### **ContactPoint:**

ContactPoint will be the quick way for a practitioner to find out who else is working with the same child or young person, making it easier to deliver more coordinated support. This basic online directory will be available to authorised staff who need it to do their jobs. It is a key part of the Every Child Matters programme to improve outcomes for children. Halton has been designated as an early adopter authority, with a "go live" date for Halton and other early adopters in September/October 2008, with full implementation across England in early 2009.

**Electronic Common Assessment Framework:**

The electronic CAF system (eCAF) for Halton has been piloted with practitioners from a range of voluntary and statutory agencies between February 2007 and February 2008. A new eCAF system has been purchased, which will be rolled out in April 2008 to all the necessary agencies across Halton. The system has been built on the Children and Young People's Database. The DCSF has recently announced the decision for the implementation of a national eCAF solution, in which implementation will start in the coming years.

**Carefirst 6i Implementation:**

Feasibility study for CareFirst 6 Project has now been completed with estimates given for timescales for completion and resources required, a Project Brief is currently being completed. A full Business Process re-engineering exercise will need to be carried out by the CYP Directorate and ICT Services in order for the Project to be fully successful.

**Legislative**

**Children Act 2004** provides the legislative spine for the Every Child Matters agenda. It aims to minimize the risks and improve outcomes for children and young people by transforming the way children's services are organised and improving joint working between agencies. The Children Act is supported by a wide range of guidance regarding strategic planning, safeguarding, service delivery and local engagement.

The Every Child Matters agenda arising out of the Children Act provides the framework for the development of integrated service delivery for children and moves towards Children's Trusts. The act also established the key strategic roles of Director of Children's Services and Lead Member for Children's Services. It also introduced a single Children & Young People's plan covering all services to children to focus strategic planning.

**Adoption and Children Act 2002** became operational from December 2005, introducing comprehensive changes to adoption services. The Act makes the child's welfare the paramount consideration in all the decisions by courts and introduces the use of the 'welfare checklist' into adoption work. It also highlights the need to prevent delay in planning for permanence and adoption and places a duty on local authorities to ensure that the support and financial assistance needed is available to people affected by adoption. The Adoption and Fostering Service has been restructured in order to ensure services are delivered in accordance with the new legislation.

**Childcare Act 2006** aims to transform childcare and early years services in England, taking forward some of the key commitments from the Ten Year Childcare Strategy, published in December 2004. The Act requires authorities to improve the five Every Child Matters outcomes for all pre-school children and reduce inequalities in these outcomes, secure sufficient childcare for working parents and provide a better parental information service. The Act also reforms and simplifies early years regulation and inspection arrangements. It is anticipated that the main provisions of the Act will come into effect in 2008.

**Education and Skills Bill** brings in the legislative changes needed to implement elements of the Leitch Review of Skills. The bill is based on the consultation paper Raising Expectations and introduces a number of duties placed on parents, young people, providers and the Local Authority in relation to education and training. The main duties for the LA are to provide support and advice to students through an Information, Advice and Guidance services and to assess the training needs of young people 16-19 with special educational needs. The Bill also raises the compulsory minimum age for young people to remain in education or training to 17 from 2013 and 18 from 2015.

**Local Government and Public Involvement in Health Act 2007** gained Royal Assent in October 2007 and enacts many of the provisions in the White Paper "Strong and Prosperous Communities". The Act introduces measures designed to:

- Empower communities, such as devolving power to create parishes (and other forms of community governance) to principal authorities, and introducing a community call for action;
- Make local government more effective and accountable through, for example, revised leadership and electoral arrangements, provision for restructuring in two-tier areas and a move to a more locally-based standards regime;
- Strengthen the community leadership role of councils;
- Simplify the performance framework and reduce the burden of inspection on councils.
- Provide a statutory framework for Local Area Agreements (LAA) including a list of partners who have a duty to cooperate with LAAs.
- The Act also provides for a Valuation Tribunal for England and it contains a number of measures designed to enhance patient and public involvement in health and social care.

**Children and Young Persons Bill** began its parliamentary progress in the House of Lords in November 2007, and enacts proposals detailed in the White Paper "Care Matters: Time for Change" which was published in June 2007. The Bill will have a far-reaching impact on the way services to children and young people are delivered. The provisions of the Bill are grouped around the following areas:

- **Social Work Practices** – piloting a new model of delivery of care services to test whether partnership with external agencies can improve the child's experience of care
- **care planning and reviews** – strengthening the role of Independent Reviewing Officers, extending the requirements for social workers to visit looked after children, and giving more children in care access to an Independent Visitor
  - **education** – limiting changes of school for looked after children, especially in years 10 and 11, making the 'designated teacher' a statutory requirement, and introducing a statutory £2000 bursary for care leavers progressing to higher education
  - **placements** – restricting local authority use of out-of-authority placements, improving the inspection regime for children's homes, and giving foster carers access to independent reviewing mechanisms

- **transitions to adulthood** – giving young people a greater say in moves to independence, especially at age 16/17, and extending the duties to appoint a personal adviser and keep the pathway plan under review to care leavers up to the age of 25
- **supporting children in their families** – focusing on early intervention to reduce the need for children to be taken into care.

**Education and Inspections Act 2006** aims to ensure that all children get the education they need to enable them to fulfil their potential. The Act gives local authorities a new strategic role as champion of parents and children, and sets up the national inspectorate covering education, skills and children's services. The Act introduces the new specialized diplomas for 14-19 education and revises the law on school discipline and parenting contracts. The Act also places a duty on governing bodies to promote well-being and community cohesion, provide and publicise Positive activities for 13 to 19 year olds and to take the Children and Young People's Plan into consideration.

**Extended Schools Prospectus 2005** sets the agenda for all schools and children and families to be able to access a core of extended services which are developed through multi-agency partnership. Extended services can include childcare, adult education, parenting support programmes, community-based health and social care services, multi-agency behaviour support teams and after-school activities. In Halton this agenda has been merged with the Children's Centre strategy to ensure seamless provision across the 0-19 age range. Targets have been set by the Training and Development Agency (TDA) for 38% schools to be delivering the full core offer by September 2007 (target met) 54% by September 2008 and all schools delivering by 2010. Halton has exceeded these targets with 54% of schools delivering the core offer and 56% due to develop the core offer by 2008. Extensive Consultation has been carried out with over 800 families to identify local needs and to design extended school services suited to the community.

**14-19 strategy** aims to develop a coherent 14-19 phase of education where young people are committed to continuing learning whether in school, college or the workplace. The Strategy aims to encourage more young people to stay in school beyond 16 by increasing curriculum flexibility and choice, extending the program of studies for learners in the 16-19 age group and improve the vocational offer. Halton's 14-19 Partnership has been successful in its bid to deliver 3 new Diplomas across schools and other learning settings from 2008 onwards covering Construction and the Built Environment, Society Health and Development, and Creative and Media. The Partnership is on track to broaden the curriculum offer to young people from 2008 onwards. Introduction of the Diplomas locally is part of a wider strategy to engage young people in learning through wider vocational opportunities

## **Environmental**

### **Protecting our environment:**

Awareness of Climate Change is growing and the Council is committed to taking a lead and setting an example in tackling the associated problems. A corporate Climate Change Action Plan is being prepared, but each department can make its own contribution.

Consideration will be given throughout the life of the Service Plan to ways in which support can be given to the action plan and to identify and implement opportunities to reduce any contribution to Climate Change and to promote best practice in the reduction of carbon emissions.

The Council has signed up to the Local Authority Carbon Management Programme in the early part of 2007/08. The programme will guide the Council through a systematic analysis of its carbon footprint, outline opportunities to help manage carbon emissions, develop Action Plans for realising carbon and financial savings; and embed carbon management into the authority's day-to-day business.

As part of the programme the Council has developed a Carbon Management Strategy and Implementation Plan to reduce energy bills and carbon emissions over the next five years. Through the Strategy and Implementation Plan, Council services will need to encourage closer examination of their policies around procurement, transport and the use of renewable energy.

### **3.2 Service Developments**

**Children and Young People's Plan:** In line with the Children Act 2004, the Halton Children and Young People's Plan brings together all agencies and services within Halton, not just those delivered by the Council, and sets out joint priorities and joint activities to improve outcomes for children and young people. All Council Directorates, local Health Trusts, Cheshire Constabulary, Cheshire Probation Service, The Youth Offending Team, Connexions, Learning and Skills Council, Education Business Partnership and a range of voluntary sector services contributed to the Plan. Most importantly, it takes into account consultations held with children, young people and their parents and carers across Halton and reflects their aspirations and views. A review of the Plan was published in June 2007, which reports on progress against the targets in the original Plan, reviews developments between 2006 and 2007 and consultation with children and young people and sets the key priorities and activities for 2007-09.

**Consultation Activity:** A participation strategy was produced in 2004, revised in 2006 and adopted by the Alliance Board. This ensures that children, young people and their families are given the opportunity to be fully engaged in strategic planning and shaping services. In line with the strategy, a process of consultation has been undertaken in respect of the changes to the design and delivery of children's services and the Children and Young People's Plan.

383 young people 11 – 16 years responded to an on-line survey of young people which was undertaken as part of the review of the Children and Young People's Plan. The consultation aimed to find out their views on whether the aims and targets of the Plan were making any difference in their lives, and what they thought the priorities should be for the coming year.

Consultations were also undertaken with groups of children from 2 – 19 years which included the Halton Member of UK Youth Parliament and the Youth Cabinet, the Halton Youth Bank, nearly all school councils, looked after children,

care leavers, young people with learning and/or physical disability, lesbian gay bisexual & transgendered young people, young carers, and homeless young people A resource pack of consultation materials was issued to group leaders that facilitated the active participation of this wide range of ages and abilities. A total of 260 children contributed through group discussions and exercises. The consultation captured their views on whether the aims and targets of the Plan were making any difference in their lives, and what they thought the priorities should be for the coming year.

The Participation strategy includes the adoption by the Alliance of the Hear by Right standards for the involvement and participation of young people within organisations and services for them From October 2006 to April 2007 there was a thorough piloting of Hear by Right using eight very different organisations working with various ages both within and outside the council. From this pilot a a three year development and action plan has been produced, a “Haltonised” version of the standards has been produced which better suit our needs and the full age range; 0-19, and a Participation Team set up to support these changes. In November 2007 four Hear by Right Champions were agreed from within the borough, an elected member from the cabinet, Chief Executive of the Council, Director of Children’s Service and Member off Youth Parliament. They publicise the value of involving children and young people and challenge reluctance of organisations and individuals to do so. Over 50 Halton organisations and council departments/services are expected to sign up to the three year plan by March 2008 with at least 30 of them completing the first year targets for involvement.

Halton Parent and Carer Forum continues its development. Parents across Halton are encouraged and supported to participate effectively. Currently there is a core of about 15 parents who regularly attend or contribute to meetings. Plans are in place to develop this important Forum by adding additional capacity from within Children’s Centre teams to recruit more parents in attending the Forum particularly from harder to reach and marginalised families.

### **3.3 Efficiency Improvements**

Service reviews and efficiencies have already been achieved in School Improvement, Special Education Needs and Business Support Services. Reviews will continue in 2008 and be undertaken on all service areas over the next three years. These will commence with Play Service Provision.

A review of the Play Service has been commissioned to identify the links between children centres and extended schools to ensure the service can be delivered more efficiently. Within this, the role of the Play Resource Centre and the staffing of the service will be closely looked at to achieve the level of service efficiencies.

It is likely that some of the services offered by the play resource centre and the service may be met by children centres and extended school.

From 2008 additional efficiencies will be provided through revisions to the Transport Policy for Schools.



A comprehensive review of all special needs funding has been undertaken and will be introduced from April 2008. This review will provide schools with increased delegated funding through the better alignment of resources, increased funding for early intervention, a new funding formula for Special Schools and a clear and transparent formula for Special Needs,

From April 2008 efficiency savings will be required in schools. Advice and guidance will be provided to support schools meet their efficiency targets.

### **3.4 National Regional and Sub-regional Focus**

The Department is involved in a number of national, regional and sub-regional groups covering its main service areas. Further opportunities to share good practice at these levels will be explored and the joint commissioning of services with neighbouring authorities or at regional or sub-regional level will be considered during the year.

### **3.5 Equality and Diversity**

Halton Council is committed to ensuring equality of opportunity within all aspects of its service delivery, policy development and as an employer. This commitment is reflected in a range of policies, strategies and framework documents that underpin the work of the Council in its day-to-day operation and in the services that it delivers.

This commitment is encapsulated in the equal opportunities policy that the Council has adopted. The policy sets out the Council's approach to promoting equal opportunities; valuing diversity and encouraging fairness and justice; and providing equal chances for everyone in Halton to work, learn and live free from discrimination and victimisation. The Council will combat discrimination throughout the organisation and will use its position of influence in the Borough, wherever possible, to help to identify and overcome discriminatory barriers that may exist.

Each year Departments undertake Equality Impact Assessments to examine the equality implications of all of their policies, procedures and practices. As a result an Equality Action Plan is developed to identify those issues that demand attention. This forms a contribution to the overall Corporate Equalities Plan.

As a result of such assessments any high priority actions that have been identified, that fall within the life of this plan, are detailed in section 5 -.

### **3.6 Unforeseen Developments**

Whilst every effort has been made to identify those significant developments that may influence or impact upon the service during the life of this plan the possibility exists that unforeseen developments may occur

that need to be considered as and when they arise. Such developments will be detailed and commented upon as appropriate in the sections dealing with key developments or emerging issues within the relevant Service Plan Quarterly Monitoring Reports.

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of any unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

All reports to the Policy and Performance Boards, with the exception of Part II items, are publicly available documents and can be accessed through the Council's website at <http://www2.halton.gov.uk/>

## 4.0 Resources

### 4.1 Budget Summary and Service Costs

To follow

### 4.2 Human Resource Requirements

	Team Around the Child	Team Around the Community	Team Around the School	
2007-08	70.27	4.59	46	Number of FTE's
2008-09	70.27	4.59	46	

Projections will be amended and additional information added from the Workforce Strategy when finalised

### 4.3 ICT Requirements

The ICT Development Plan looks forward to developments over 3 years 2006-2009. The most significant developments centre around the continuing developments to the Halton Children and Young People's Database and the Social Care system - Care First and the Integrated Children System (ICS) and the increasing amount of tracking data and the need to provide comprehensive analysis and reports. This will be further impacted upon with the demands for development / introduction of these major projects -

#### **CYP Database**

Upgrade to the existing import manager to Systalk (IDEAR V6) to improve the import process. All existing processes and imports to be reviewed and updated to operate successfully in the new system. Requiring a complete change to working practices within the information team, each individual who is responsible for an import will need to re create it in Systalk. New rules, functions and data cleaning / matching options to be created and extensive testing will need to take place on each import to ensure all data is being imported to the CYP Database promptly and accurately. Systalk will also hold the extract option for the Local Data Quality Toolkit for the CYP Database file to be uploaded to Contact Point, which also requires testing.

#### **ECAF**

An eCAF pilot was rolled out in Halton in February 2007 over six pilot sites with 25 practitioners from various partner organisations. The eCAF pilot has allowed for practitioners to complete the Common Assessment Framework form electronically online, which is then attached to the Halton CYP database. The DCSF has recently announced that a national eCAF solution will be implemented in the next few years. A new eCAF Module has recently been purchased called Synergy: Gateway Ecaf, and is currently being tested before it will be rolled out across Halton commencing in April 2008

### **Online Prospectus**

Over the next 12 months the Online Prospectus will need significant further development to coincide with the 3 new 14-19 Diplomas being delivered in Halton in 2009. Upcoming issues involve the ongoing costs for hosting and support of Halton Prospectus as well as the need for Helpdesk Support for schools / public. Schools, colleges and training providers have been keen to provide initial data to populate the Prospectus, however further work regarding protocols is needed to ensure data is kept up-to-date, accurate and truly reflects the curriculum offer within the borough. There is also the need for a Marketing Strategy to ensure members of the public are aware of the Prospectus and that Schools and Colleges continue to use the Prospectus year-on-year.

### **Common Application Process**

Upcoming issues involve the ongoing costs for hosting and support for GM CAP as well as the need for local helpdesk Support for Schools and Connexions PAs. Significant work is required in analysing the role of Connexions PAs based in Schools and in Connexions Centres and how this new procedure will impact upon workloads. Additional analysis of admission policies for Colleges and Sixth Forms is required to determine how much impact a CAP system will have upon current admission processes.

### **IS - ContactPoint**

NW authorities were invited to become early adopters of ContactPoint and Halton agreed to become an early adopter authority. As part of the required development of Contact Point it is vital that access to the CYP database and Carefirst can be undertaken on the web by all relevant practitioners in Halton. The systems needs to be web based to allow all practitioners to report on their involvement with the child/young person. The CYP Database will then via XML reports link to update ContactPoint. In order to do this we have now purchased Synergy gateway from Tribal Software Solutions - this is a fully integrated web portal to the CYP database designed to underpin multi agency collaboration. For Carefirst we will need to purchase CareConnect which will be run as part of the Carefirst6i project. Halton has been nominated by Tribal authorities to lead the national DCSF/Tribal project regarding ContactPoint enablement of their core system.

### **OLM Carefirst 6 Software**

This will include the incorporation of the developments required Integrated Children System (ICS) together with the Electronic Social Care Record. To enable the project to be implemented the following is essential - OLM Consultancy and Project Management Issues. Additional IT infrastructure / servers are also required together a project team in the CYP Directorate. There is a statutory requirement on the authority to store electronically all letters/reports etc. relating to Children Social Care records. This will involve all current, archived and future records. The process will require new IT infrastructure, scanning and new working arrangements to be introduced - in particular a new content management process will be need to be adopted. Resources will be required to work on all current and historical records.

### **Halton Virtual Learning Platform**

From March 2008 each school in Halton will be given the opportunity to adopt the recommended Halton platform. A roll out plan/training schedule will be developed and implemented to enable all schools to have access to and receive support for the platform. This will ensure that all schools will meet their DCSF target of having access to a VLP by 1<sup>st</sup> April 2008 and that all pupils will be able to access a personalised online workspace, capable of supporting an e-portfolio i.e. learning platform by August 2008. One to one training and helpdesk support will be required from the Learning Platform Support Unit to aid the ongoing development and success of the project. All relevant information that is currently held on the Halton Grid for Learning website will be transferred across to the Halton Learning Platform Hub and will be maintained and updated by the proposed Learning Platform Support Unit. A learning platform is similar to a website, but has additional features which make it interactive. The aim of a learning platform is to help and support teaching and learning, both in and out of the classroom. They have been designed to be used by teachers, students and parents. The essential feature of a learning platform is that they provide a secure and safe environment for students to work in. Each user will have a unique username and password to log in and access the system.

#### **Building Schools for the Future:**

Key to the success of BSF is the integration of learning and teaching, physical environment/buildings, infrastructure and technologies. None can be considered in isolation. Information and communications technology (ICT) is a core part of the programme with specified funding provision. Our vision is for an ICT enabled learning community, building on our current ICT strategy. Through BSF, ICT will transform the way that education is delivered in Halton. The BSF ICT strategy opens the way to a new pedagogy, making it easier for teachers to plan and access high quality materials, help pupils and their parents to explore their subjects they are studying. The use of new technology will energise learners and practitioners. ICT will enable practitioners to personalise learning. We aim to develop and exploit ICT as part of our overall programme to raise standards.

#### **Other Issues**

Effective Business Continuity arrangements are essential due to the increased reliance on Technology within the Directorate and between stakeholders in order to deliver services.

Increased maintenance and increased costs for the Halton Children and Young People's Database and Carefirst 6i and their associated modules will significantly impact on resources and growth items will be required. The relatively small amount of capacity within the Management Information and Communication Division for these tasks suggests that growth will be required unless central support services are able to widen their support or that additional resources can be made available within the directorate. The directorate has a significant number of PCs / laptops / printers that are out of warranty or will shortly be out of warranty. A capital bid has been submitted to enable the replacement of these units.

The directorate is also increasing its number of mobile IT working devices - laptops and tablet PCs. The revenue cost of running the 3g devices is increasing and additional resources will need to be allocated.

An investment of capital resources is necessary to tackle effectively our duty to promote effective learning environments in our schools, which include keeping pace with technological advances. In addition, there are issues related to condition, suitability, accessibility and security which demand an ongoing prioritised programme if learners' interests are to be adequately safeguarded and promoted.

#### **4.4 Accommodation and Property Requirements**

To ensure budget efficiencies and provide more effective, integrated service delivery, accommodation at Grosvenor House will be rationalised in summer 2008. Opportunities will be explored to increase flexible learning for staff and where appropriate deploy teams of staff to deliver services locally. There will be ongoing efforts to secure the co-location of staff from the alliance of children's services within community settings to secure improved access to services by children, young people and parents/carers.

Through the BSF Programme, Children's Centre Phase 3 and Primary Capital Strategy the directorate aims to transform the learning environment for all Children and Young People within the Borough. The aim is to provide 21<sup>st</sup> Century learning at the heart of the local community with a range of services within the reach of every family.

## 5.0 Service Performance

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and / or its statutory responsibilities. The service utilises a variety of measures and targets to enable performance against the service plan to be tracked, monitored, and reported. Details of these measures and targets are given below.

- Objectives and Key Milestones. These show the major events in the work of the Department that are planned to take place during 2008–11, such as the launch of new initiatives progress on major projects or the delivery of business critical activity. Objectives and Milestones are clearly linked to the appropriate Key Areas of Focus in the Corporate Plan 2006-11.
- National Performance Indicators. This is a national set of 198 indicators that have been prescribed by Central Government that are intended to measure the extent to which authorities are operating effectively and efficiently and are delivering upon both national and local priorities.
- Local Performance Indicators. These are indicators that have been developed by the Council and any relevant non-statutory indicators that have been adopted from national or other sources.
- Local Area Agreement. The Local Area Agreement (LAA) is a three-year agreement based on Halton's Community Strategy. The second round LAA commenced on 1<sup>st</sup> April 2008, and included within it are improvement targets for the Borough of Halton to which both the Council, and its partners will contribute.

The LAA contains 86 key targets addressing all of the priority issues identified in both the Community Strategy, and the Council's Corporate Plan. Of the 86 key targets, 34 are mandatory and also included are the 12 LPSA targets to which the Council signed up.

Many of the objectives contained within the current service plans are designed to support the achievement of LAA targets. A full version of Halton's LAA can be viewed on the Halton Strategic Partnership Website at [http://www.haltonpartnership.net/site/images/stories//laa final \(march 2007\).pdf](http://www.haltonpartnership.net/site/images/stories//laa_final(march%202007).pdf)

Progress against the achievement of LAA targets is reported to all stakeholders at regular intervals. Following the establishment of the LAA, plans are being formulated to ensure that in future years the LAA and the Council's service plans are completely aligned.

## 5.1 Service Objectives

### Objective PS1

<b>Corporate Priority:</b>	<b>Halton's Children and Young People; Healthy Halton</b>
<b>Key Area Of Focus:</b>	<b>15 - To deliver effective services to children and families by making best use of available resources</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Enjoy and Achieve; CYPP EA1, CYPP EA3</b>

<b>Service Objective:</b>	<b>PS1: To secure sufficient childcare and Early Education Places in line with Childcare Act</b>					
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>To develop early years services in line with Childcare Sufficiency Assessment by March 2009</li> <li>Establish an enhanced provision panel to support Private and Voluntary childcare providers to increase access for children with additional needs by September 2008.</li> </ul>					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>Develop the capacity for the extended offer for early education in partnership with the maintained, private and voluntary sectors by March 2010.</li> <li>Contribute to the development of a single funding formula for early years entitlement by March 2010.</li> </ul>					
<b>Key Milestone(s) (010/11)</b>	<ul style="list-style-type: none"> <li>Ensure a universal, extended and flexible offer of 15 hours free early education by March 2011</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>	DM Extended Services	<b>Linked Indicators</b>	
	<b>Residual</b>					



**Objective PS2**

<b>Corporate Priority:</b>	<b>Halton's Children and Young People; Healthy Halton</b>
<b>Key Area Of Focus:</b>	<b>15 - To deliver effective services to children and families by making best use of available resources</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Enjoy and Achieve; CYPP EA1, CYPP EA3</b>

<b>Service Objective:</b>	<b>PS2: To increase accessibility to Children's Centres services</b>					
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>To have completed Children's Centre Self Evaluation Forms for submission to Children Centre Advisory Boards by March 2008</li> <li>To move into phase 3 of Children Centre Planning by September 2008</li> <li>To establish a fully operational JNA data-base for all Children's Centres by September 2008</li> </ul>					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>To achieve designation of 2 new Children's Centres by March 2010.</li> </ul>					
<b>Key Milestone(s) (010/11)</b>	<ul style="list-style-type: none"> <li>To ensure universal reach of Children's Centre services to all families with children aged under 5 by March 2011.</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>	DM Extended Services	<b>Linked Indicators</b>	NI109
	<b>Residual</b>					

<b>Corporate Priority:</b>	<b>Halton's Children and Young People; Healthy Halton</b>
<b>Key Area Of Focus:</b>	<b>15 - To deliver effective services to children and families by making best use of available resources</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Enjoy and Achieve; CYPP EA1, CYPP EA3</b>

<b>Service Objective:</b>	<b>PS3: To Organise Service Delivery on a Locality Basis According to Need</b>					
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>To establish a baseline position for local targets and ensure robust monitoring systems are in place to provide analysis by locality by March 2009.</li> <li>Implement a system to effectively commission services underpinned by a strategic needs analysis, and meeting local and national targets by March 2009</li> <li>Develop the JNA database to record early identification issues, and inform locality needs by March 2009</li> </ul>					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>To review and revise the needs analysis and community consultation within localities by September 2009.</li> <li>To evidence improved performance against baseline position for local targets by March 2010</li> </ul>					
<b>Key Milestone(s) (010/11)</b>	<ul style="list-style-type: none"> <li>To ensure that services are reviewed and continue to be commissioned against local need and contribute to achieving national and local targets by March 2011</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>	DM Extended Services	<b>Linked Indicators</b>	LI1, LI2
	<b>Residual</b>					

## Objective PS4

<b>Corporate Priority:</b>	<b>Halton's Children and Young People; Healthy Halton</b>					
<b>Key Area Of Focus:</b>	<b>3 – Delivering programmes of education to improve the health of Halton residents</b>					
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Be Healthy; CYPP BH1</b>					
<b>Service Objective:</b>	<b>PS4: To Reduce Health Inequalities for all Children</b>					
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>Local reporting system is developed to provide an accurate benchmark to monitor the joint PCT and Children's Centres targets for breastfeeding, teenage pregnancy, and childhood obesity by March 2009</li> <li>Implement effective commissioning arrangements for delivery of health services as part of the Children's Centre core offer by March 2009</li> <li>Increase the number of new parents registering at Children's Centres during the ante-natal period and in the first year of the child's life by March 2009</li> <li>Agree an action plan for the co-location of core health practitioners in Children's Centres by March 2009</li> <li>To develop relevant and accessible information for young people on drugs and alcohol, their effects and support services across Halton by March 2009</li> </ul>					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>Integrated teams including a range of health service professionals to be fully operational through 14 Children's Centres by September 2009</li> <li>Establish effective links with acute wards to ensure all young people admitted due to self-harm or overdose are aware of specialist treatment services</li> </ul>					
<b>Key Milestone(s) (010/11)</b>	<ul style="list-style-type: none"> <li>Evidence of improved performance against baseline position across all health targets by March 2011</li> <li>Establish and build upon effective links within GP surgeries across Halton to increase accessibility for young people requiring specialist support/treatment services by March 2011</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>	DM Extended Service	<b>Linked Indicators</b>	NI53, NI56
	<b>Residual</b>					

**Objective PS5**

<b>Corporate Priority:</b>	<b>Halton's Children and Young People; Healthy Halton</b>
<b>Key Area Of Focus:</b>	<b>13 - Improving the educational attainment of pupils in Halton, by providing effective teaching and school support</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Enjoy and Achieve; CYPP EA2</b>

<b>Service Objective:</b>	<b>PS5: To Improve Levels of School Attendance for All Children</b>					
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>• Develop joint working with health sector to reduce non attendance due to chronic health issues by March 2009</li> <li>• Develop multi-agency intervention plan each pupil identified in persistent absent cohort by September 2008</li> <li>• 95% of EWO agreed contacts with schools made during the year</li> </ul>					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>• Reduce level of non attendance due to chronic health issues by March 2010</li> <li>• Review attendance strategy in conjunction with Head teachers and key staff by March 2010</li> <li>• 95% of EWO agreed contacts with schools made during the year</li> </ul>					
<b>Key Milestone(s) (010/11)</b>	<ul style="list-style-type: none"> <li>• Implement reviewed attendance strategy and sustain improvements enabled by March 2010</li> <li>• 95% of EWO agreed contacts with schools made during the year</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>	DM Access	<b>Linked Indicators</b>	NI87
	<b>Residual</b>					

**Objective PS6**

<b>Corporate Priority:</b>	<b>Halton's Children and Young People; Healthy Halton</b>
<b>Key Area Of Focus:</b>	<b>13 - Improving the educational attainment of pupils in Halton, by providing effective teaching and school support</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Enjoy and Achieve; CYPP EA2</b>

<b>Service Objective:</b>	<b>PS6: To Behaviour in Schools for All Children</b>					
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>• Every secondary school to be part of an Education Improvement Partnership on Behaviour by Sept 2008</li> <li>• Develop a broader, high quality alternative curriculum ensuring accredited outcomes by Sept 2008</li> </ul>					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>• Increase number of pupils accessing alternative curriculum by 5% by March 2010</li> </ul>					
<b>Key Milestone(s) (010/11)</b>	<ul style="list-style-type: none"> <li>• Increase number of pupils accessing alternative curriculum by 10% by March 2011</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>	DM Access	<b>Linked Indicators</b>	LI3
	<b>Residual</b>					

**Objective PS7**

<b>Corporate Priority:</b>	<b>Halton's Children and Young People; Healthy Halton</b>
<b>Key Area Of Focus:</b>	<b>16 - To provide transport facilities that meets the needs of children &amp; young people in Halton accessing education and training</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Enjoy and Achieve; CYPP MPC1</b>

<b>Service Objective:</b>	<b>PS7: To Improve the Engagement of Young People</b>					
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>70% of total of young people who participate in activities have recorded outcome as a result of their participation by March 2009</li> <li>Increase by 10% the number of Young People voting in the election of Halton MYP by March 2009</li> </ul>					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>73% of total of young people who participate in activities have recorded outcome as a result of their participation by March 2010</li> <li>Increase by 15% the number of Young People voting in the election of Halton MYP by March 2010</li> </ul>					
<b>Key Milestone(s) (010/11)</b>	<ul style="list-style-type: none"> <li>All young people develop citizenship skills and there is a 5% increase in children and young people receiving citizenship awards by July 2009</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>		<b>Linked Indicators</b>	NI110
	<b>Residual</b>					

**Objective PS8**

<b>Corporate Priority:</b>	<b>Halton's Children and Young People; Healthy Halton</b>
<b>Key Area Of Focus:</b>	<b>18 - To reduce the conception rate amongst women under 18 by providing awareness, education and relevant support</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Enjoy and Achieve; CYPP BH2</b>

<b>Service Objective:</b>	<b>PS8: To Improve Young People's Sexual Health</b>					
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>• Improve the quality of teaching &amp; learning for SRE in secondary schools by March 2009</li> <li>• Reduce the Under 18 conception rate by March 2009</li> <li>• Increase the % of Teenage Mothers in EET by March 2009</li> </ul>					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>• Increase the range of community based SRE services available to young people by March 2010</li> <li>• Reduce the Under 18 conception rate by March 2010</li> <li>• Increase the % of Teenage Mothers in EET by March 2010</li> </ul>					
<b>Key Milestone(s) (010/11)</b>	<ul style="list-style-type: none"> <li>• Increase the range of community based SRE services available to young people by March 2011</li> <li>• Reduce the Under 18 conception rate by March 2011</li> <li>• Increase the % of Teenage Mothers in EET by March 2011</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>		<b>Linked Indicators</b>	NI112, NI113
	<b>Residual</b>					

## 5.2 Performance Indicators and Targets (Statutory & Local Indicators):

Targets to be set when 2007-08 actual is available

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
<b>Corporate Health</b>											
There are presently no indicators of this type identified for the service											
<b>Cost &amp; Efficiency</b>											
<b>Fair Access</b>											
<b><u>NI109</u></b>	Number of Sure Start Children's Centres										
NI118	Take up of formal childcare by low income working families										
PS LI3	% of pupils receiving full time provision from 6th school day after exclusion										
<b><u>NI110</u></b>	Young peoples participation in positive activities										
<b>Quality</b>											
<b>Service Delivery</b>											
PS LI1	Percentage of leaders of integrated early education and childcare settings funded or part funded by the LA - <i>with a qualification at level 4 or above</i>										
<b><u>PS LI2</u></b>	Percentage of leaders of										

<sup>1</sup> Key Indicators are identified by an **underlined reference in bold type**.



Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
	integrated early education and childcare settings funded or part funded by the LA - <i>with input from staff with graduate / post graduate training in teaching / child development.</i>										
NI53	Prevalence of breastfeeding at 6-8 weeks from birth										
NI56	Obesity among primary age children in Year 6										
NI87	Secondary school persistent absence rate										
NI112	Under18 conception rate										
NI113	Under 20 Chlamydia rate										

### 5.3 Risk Management

Risk Management, which forms a key element of the strategic management and performance management processes of the Council, is a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

Risk assessments are the process by which departments identify those issues that are, or may be, likely to impede the delivery of service objectives. Such risks are categorised and rated in terms of both their probability, i.e. the extent to which they are likely to happen, and their severity i.e. the potential extent of their impact should they occur.

Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. Such numbers are then translated into a Low, Medium or High category.

<b>Risk Score</b>	<b>Overall Level of Risk</b>
1 – 4	LOW
5 – 10	MEDIUM
11 – 16	HIGH

Following such assessments a series of risk treatment measures are identified that will mitigate against such risks having an adverse impact upon the delivery of the departmental objectives.

Mitigation measures for those risks that were initially assessed as high have been included as an Appendix within this plan. As such their implementation will be monitored through the Quarterly Departmental Service Plan Monitoring Report process.

### 5.4 Equality Action Plan

High Priority equality actions are detailed in Appendix 2 this plan

### 5.5 Local Area Agreement Targets

To follow

### 6.0 Performance Reporting

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and or delivering it's statutory responsibilities.

It is imperative that the Council and interested members of the public can keep track of how the Council and its Departments are progressing against objectives and targets, and that mechanisms are in place to enable councillors and managers to see whether the service is performing as planned.

As a result Departmental progress will be monitored through:

- **The day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Provision of Quarterly progress reports to Corporate and Directorate Management Teams;**
- **The inclusion of Quarterly Service Plan Monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**
- **Publication of Quarterly Service Plan monitoring reports on the Councils intranet site.**

In demonstrating it's commitment to exploiting the potential of Information and Communications Technology to improve the accessibility of its services and related information an extensive range of documentation, including this plan and it's associated quarterly monitoring reports, are available via the Council's website at <http://www2.halton.gov.uk/content/councilanddemocracy/council/plansandstrategies>

Additionally information and assistance can be accessed through any of the Council's Halton Direct Link facilities (HDL) or the Council's libraries.

## 7.0 Statutory and Non-statutory Plans

### [Community Strategy](#)

#### [Halton Best Value Performance Plan 2006/07](#)

Halton Children and Young People's Plan Refresh 2007-2010

Halton Corporate Plan 2006-2011

Halton Community Strategy 2006-2011

Youth Justice Plan

Halton Safeguarding Children Board Business Plan

Preventative Services Partnership Board Business Plan

Common Processes Task Group Business Plan

Specialist/Targeted Task Group business Plan

Universal Task Group Business Plan

Building Bridges Strategy for Children and Young People with Disabilities

Looked After Children Strategy

14-19 Strategy Plan

Emotional Health and Well-being Strategy

Children in Need Strategy

Teenage Pregnancy Strategy

Young Person's Substance Misuse Plan

## **Appendix 1 – High Risks and Associated Mitigation Measures**

To be added when risk assessment is finalised

## Appendix 2 – Equality Impact Assessments – High Priority Actions

Strategy/Policy/Service	Impact Assessment (High/Low/None)	Proposed Action(s)	Timetable			Officer Responsible
			2008/9	2009/10	2010/11	
Universal & Learning Services	High	Ensure staff participate in a programme of Equality and Diversity training	X	X	X	OD Universal & Learning Services and all DM's
Universal & Learning Services	High	Participate in programme of Equality Impact assessments on all Strategy, Policy, and Service Areas	X	X	X	OD Universal & Learning Services and all DM's
Universal & Learning Services	High	Embed a system of stakeholder engagement, participation and consultation in all aspects of Service Delivery	X	X	X	OD Universal & Learning Services and all DM's

**Halton Corporate Plan (2006 – 2011) – Council Priorities and Key Areas of Focus.**

**A Healthy Halton**

<b>1</b>	Improving the future health prospects of Halton residents, particularly children, through the encouragement of an improved dietary intake and the availability of nutritionally balanced meals within schools and other Council establishments.
<b>2</b>	Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.
<b>3</b>	Delivering programmes of education to improve the health of Halton residents.
<b>4</b>	Helping people to manage the effects of ill health, disability and disadvantage.
<b>5</b>	Actively managing the environmental factors that are detrimental to good health.
<b>6</b>	Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.
<b>7</b>	Providing services and facilities to maintain existing good health and well-being.

**Halton's Urban Renewal**

<b>8</b>	Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business.
<b>9</b>	Maintaining and developing local transport networks that meet the needs of resident's, businesses and visitors to Halton.
<b>10</b>	Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.
<b>11</b>	Maintaining levels of affordable housing provision within Halton that provides for quality and choice and meets the needs and aspirations of existing and potential residents.
<b>12</b>	Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.

## Children & Young People in Halton

13	Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
14	To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood.
15	To deliver effective services to children and families by making best use of available resources
16	To provide transport facilities that meets the needs of children & young people in Halton accessing education and training.
17	Provide an effective transition for young people from school to employment, through opportunities for work related learning, and post 16 education, voluntary and community work.
18	To reduce the conception rate amongst women under 18 by providing awareness, education and relevant support
19	To ensure a safe environment for children where they are supported and protected from abuse and neglect

## Employment, Learning & Skills in Halton

20	To increase self-confidence and social inclusion by providing opportunities to adults to engage in basic skills learning.
21	To improve access to employment by providing opportunities to enhance employability skills and knowledge
22	Working with employers to identify and secure opportunities for the unemployed.
23	To provide transport facilities that meets the needs of those people in Halton accessing employment and training.
24	To sustain current employment levels by providing practical and financial advice and assistance to those from disadvantaged groups
25	To increase employment opportunities and business start ups in Halton, by developing an enterprise culture



## A Safer Halton

26	Actively encouraging socially responsible behaviour by engaging with Halton's young people and by providing opportunities for them to access and take part in affordable leisure time activities.
27	Reducing the physical effects of anti-social and criminal behaviour
28	Providing and maintaining a highways and footpath network that is safe, accessible, and meets the needs and expectations of those living, working or visiting in Halton.
29	Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.
30	Improving the social and physical well-being of those groups most at risk within the community

## Corporate Effectiveness & Efficient Service Delivery

31	Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.
32	Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access.
33	Ensuring that we are properly structured organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.
34	Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders
35	Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.
36	Ensuring that the Council's land and property portfolio is managed efficiently
37	Ensuring that Council buildings are safe and accessible, meet the needs of service users and the organisation, and comply with legislative requirements
38	Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery.
39	Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information
40	Ensuring that the Council has the right people with the right skills and who are informed and motivated and provided with opportunities for personal development and engagement.



**Property Services  
Department**

**SERVICE PLAN**

**April 2008 to March 2011**

**Advanced Draft FEB 2008**

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## 1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified [6 key priorities](#), and a number of associated key Areas of Focus, which, as detailed within the Council's Corporate Plan, are: -

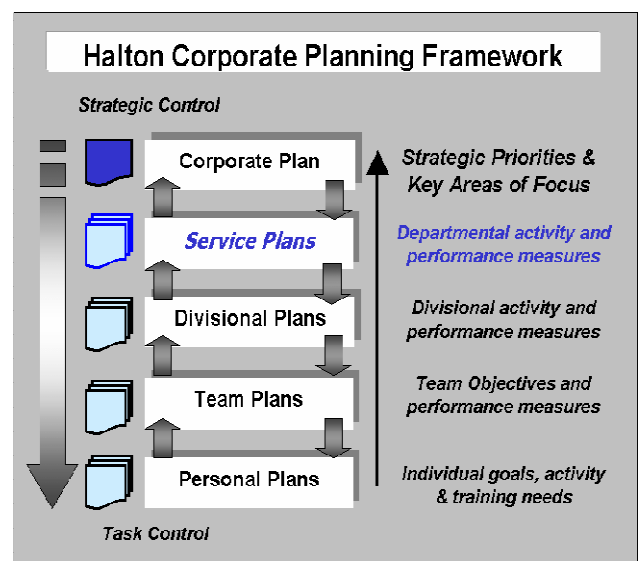
- **A Healthy Halton**
- **Halton's Urban Renewal**
- **Halton's Children & Young People**
- **Employment, Learning & Skills in Halton**
- **A Safer Halton**
- **Corporate Effectiveness & Business Efficiency**

Departmental Service Plans form an integral part of the authority's corporate planning framework, as illustrated below.

This framework ensures that the Council's operational activities are complementary to the delivery of its community aspirations and legal and statutory responsibilities.

Departmental Service Plans are primary documents that communicate:

- The existing and future influences that have informed the shaping of service delivery in the medium term.
- The existing and projected resources that are, or may, be required to deliver services.
- Departmental Service Objectives and Key Milestones that are to be delivered over the next three years.
- Those national and local performance indicators for which the department has a responsibility to report.



Such plans, and the Quarterly Service Plan Monitoring Reports that flow from them, are an essential tool in enabling the public, Elected Members, Senior Management, and staff how well Council departments are performing and what progress is being made in relation to improving the quality of life within the borough and service provision for local people, businesses and service users.

The Strategic Priority and associated Areas of Focus that have been most significant in the development of this plan are detailed below: -

Strategic Priority 6

**Corporate Effectiveness and Efficient Service Delivery**

*Area of Focus 36*

***Ensuring that the Council's portfolio of land and property are managed effectively.***

*Area of Focus 37*

***Ensuring that the council's buildings are safe, accessible, meet the needs of service users and the organisation and comply with legislative requirements.***

## **2.0 SERVICE PROFILE**

### **2.1 Purpose**

Property Services exists to provide Corporate support to all areas of the Council in relation to the management, maintenance and development of the Council's property portfolio and regeneration schemes. The Department comprises the following three teams: -

#### **OPERATIONS**

Manages and implements capital projects, repairs & maintenance and facilities management.

#### **STRATEGIC ASSET MANAGEMENT**

Forward planning for acquisitions, disposals, major works and repairs & maintenance, budgeting & financing property and property related services, estate management of all properties, including management of the Council's Investment portfolio and Retail Markets.

#### **OFFICE SUPPORT & CUSTOMER RELATIONS**

Providing the Helpdesk function, customer liaison with Client departments and data management.

In exercising its functions Property Services acts as a corporate landlord by providing, maintaining and managing the Council's accommodation including: -

- Provision of a safe and efficient working environment for all employees.
- Provision of Depots for Neighbourhood Services
- Provision of Other Council buildings e.g. for Leisure, Culture and Social services.
- Provision of all property related services to schools that are 'opted in'.
- Policing standards for those schools that have 'opted out'.
- Managing Major work programmes on Corporate Property for both Capital and Maintenance Programmes
- Management of Widnes and Runcorn markets.
- Managing a sizeable investment portfolio.

In addition to these landlord functions the Property Services Department also plays a significant supporting role in: -

- Raising capital via property rationalisation and disposal to balance the Council's capital programme.
- Regeneration projects including the regeneration and redevelopment of the Widnes, Runcorn and Halton Lea town centres.
- Acting as a Building Consultancy for the delivery of the Council's Capital Works and Maintenance programmes.
- Carrying out the Landlord function to the Corporate, Educational and Non-Operational Estate.
- Acting as Property Consultant to all our users.
- Providing Professional support to other areas of the Council's operations including the Economic Development Zone, Ditton Strategic Rail Freight Park, New Mersey Crossing, Castlefields and other regeneration working parties and projects.

The activities and functions of the Property Service Department underpin every aspect of the Council's work by ensuring that its land, buildings and property portfolio are managed effectively. This in turn facilitates the delivery of front-line services that benefit those who live, work, and visit the Borough.

## **2.2 Key Messages**

### **ENERGY USE**

Significant increases in energy prices have resulted in considerable costs being incurred by the authority in recent years with a total expenditure of circa £3.6 million being incurred by the authority during 2006/07.

In order to mitigate the impact of such rises as far as possible the authority has developed and implemented an Energy Policy to introduce measures that will reduce energy consumption across the authority's estate. Energy efficiency is now an integral part of all capital and maintenance projects as such energy consumption is being reduced wherever possible. There are many recent examples where energy efficiency measures have been incorporated into schemes, which will have the effect of reducing consumption. For example the recent refurbishment of accommodation at Runcorn Town Hall has incorporated a number of energy efficiency measures such as triple glazing, window shading and heating zoning, all of which will result in longer term benefits in both reducing costs and energy consumption.

Property Services is also heavily involved in the authorities carbon management programme. In respect of this we are currently investigating a number of possible projects, which will result in energy consumption being reduced. Approval has already been given for the installation of power perfectors in a number of premises, which should reduce the consumption of electricity at those sites by 10%, giving us a significant financial saving.

In maximising financial opportunities the authority now procures some of its electricity from good quality CHP sources, which produces 50% less carbon dioxide during the manufacturing process, thus helping us to reduce our carbon footprint. This approach complements that of central government who, by 2010, are seeking to acquire 15% of all electricity used on government estate from CHP sources.

## CAPITAL WORKS

The Building Schools for the Future initiative (BSF), together with the Primary Capital Programme will have a major impact on Property Services.

The authority is in wave 6 of the BSF programme, and will be submitting the strategy for change documents pt 1 & 2 together with the outline business case this year. Together these documents will confirm the authorities proposals in respect of how the secondary provision is to be transformed, and how this transformation will be brought about. Funding of approximately £90m will be available from government in respect of the BSF programme. Indicative funding for the primary capital programme has been allocated, which is £3m for 09/10 and £5.3m for 10/11. The funding is subject to the satisfactory submission of the primary 'Strategy for Change' document, which is due in April 08.

It is currently proposed that the BSF programme will be managed through a programme board, with a core team managing the delivery of the programme.

Whilst the delivery of the primary capital programme has not as yet been confirmed, it is not yet possible to determine the impact that such arrangements may have upon the capacity and available resources of the department although this situation will become clearer as the initiative progresses.

As mentioned in our previous service plan, partnering is a form of procurement that the authority has approved in principle. This is the route that will be explored further and the department is currently undertaking a number of projects where a partnering approach has been adopted. An assessment of the outcomes will be carried out in due course in order to assess if this is a viable option for the authority.



Should partnering become more widespread amongst local authorities generally, and neighbouring authorities in particular, the number of high quality consultants / contractors available may diminish to the point whereby it becomes more difficult to procure through the more traditional select list method.

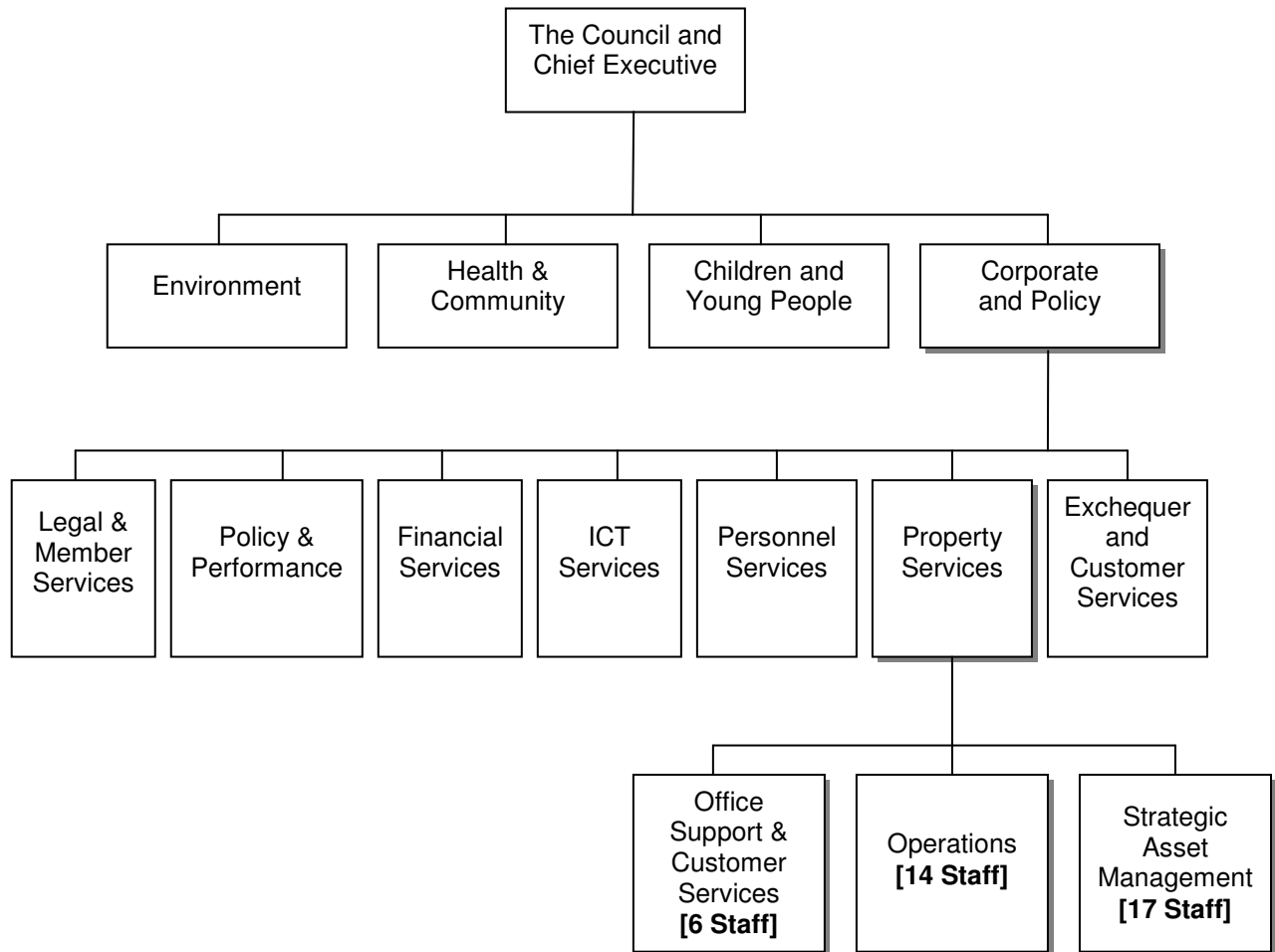
#### Repairs and Maintenance

The current level of required maintenance work on corporate buildings is circa £3.5m this has reduced from the previous year mainly as a result of the capital expenditure on Runcorn Town Hall. The actual current level of revenue budget available for repairs and maintenance will have little impact on reducing the figure further.

#### DDA Works

The authority's buildings continue to be upgraded in line with Disability Discrimination Act requirements. However given the extent of the works that are required and the resources at the department's disposal this is a programme that will need to continue both throughout, and beyond the life of this plan.

## 2.3 Organisation Structure<sup>1</sup>



<sup>1</sup> Staff numbers relate to full time equivalents.

### 3.0 FACTORS AFFECTING THE SERVICE

#### 3.1 External Factors

The table below identifies those external factors that will, or are likely to, impact upon the service during the period of this plan.

<b>Key Developments</b>	<b>Timeframe</b>	<b>Comments</b>
<b>Political (Local)</b>		
1. Restructuring / business focus / partnerships	2008 – 11	Impact upon property requirements as yet unknown.
2. Home-working	2008 – 11	Impact upon property requirements as yet unknown.
3. New Mersey Crossing	2008 – 11	Resource implications for site assembly
4. Widnes Waterfront	2008 – 11	Resource implications for land acquisition and development site disposal.
5. Ditton Strategic Rail Freight Terminal	2008 - 11	Resource implications to deal with infrastructure delivery and development opportunities.
6. Castlefields Regeneration	2008 – 11	Resource implications of dealing with the various partnerships and land transactions
7. Building Schools for the Future	2008 -11	Procurement method will impact on workload and resources required
8. Schools Primary Capital Programme	2008-2011	Procurement method will impact on workload and resources required
<b>Economic</b>		
9 Budget pressures / Efficiency Review	2008 – 11	Expectation by Govt for all authorities to make continued efficiency savings throughout 2008/11.
8. Move to whole of Government Accounts	2008 - 11	Depreciation of property values to be included in accounts as a cost to the Authority. This will have a significant effect on the need to deal with maintenance issues as they add to the depreciation.
9. Available land for disposal	2008 – 11	The quantum of available land and its value is diminishing
<b>Social</b>		
10. 24/7 access to services	2008 - 11	Impact upon accessibility and security of Council buildings outside of normal office hours

<b>Key Developments</b>	<b>Timeframe</b>	<b>Comments</b>
<b>Technological</b>		
11. Development of thin client	2008 –11	Staff training issues and the operational implications of a central information file on the server
12. Asset Management software	2008 - 11	Need to provide and implement software to meet needs of service and CPA

### **Protecting our environment**

Awareness of Climate Change is growing and the Council is committed to taking a lead and setting an example in tackling the associated problems. A Draft climate change strategy has now been produced outlining how the authority intends to address some of issues contributing to climate change.

Consideration will be given throughout the life of the Service Plan to ways in which support can be given to this strategy and to identify and implement opportunities to reduce any contribution to Climate Change and to promote best practice in the reduction of carbon emissions.

The Authority is currently taking part in The Carbon Trusts Carbon Management Programme. The programme aims to guide authorities through a systematic analysis of its carbon footprint, outline opportunities to help manage carbon emissions, develop Action Plans for realising carbon and financial savings; and embed carbon management into the authority's day-to-day business.

As part of the programme the Council will develop a Carbon Management Strategy and Implementation Plan by March 2008 to reduce energy consumption and carbon emissions over the next five years. Through the Strategy and Implementation Plan, Council services will need to encourage closer examination of their policies around procurement, transport and the use of renewable energy.

### **3.2 Service Review and Developments**

Following a review of arrangements during 2006 - 07 two projects are currently underway where a partnering approach to delivery of the property services function has been adopted. A post project evaluation of such arrangements will be undertaken during the life of this plan to determine if this is the most appropriate method of procurement for the authority

The procurement of consultant services is also under review. Our framework agreement with the existing contractor comes to an end on 31<sup>st</sup> March 2008, and we are currently utilising the frameworks available through OGC Buying Solutions to establish if this remains a suitable means of procuring consultant services.

Over the past 18 months the new web based Property Management System has been developed giving greater benefits to users in terms of both quantity and quality of information in the support of it's day to day running of the business and contribution to the effective management of assets. Further developments are taking place in respect of other aspects of the departments operations including document management and modules relating to Mapinfo and the management of legionella and asbestos arrangements.

Additionally work has also been undertaken with the Association of Chief Estate Surveyors in Local Government to provide comparable data that can be used for the purpose of local and national benchmarking.

### **3.3 Efficiency Improvements**

Over the past few years we have reviewed the way some of our workload is managed and procured. We have now brought the management of a number of elements of work, particularly repair and maintenance based work back in-house, which has resulted in reduced expenditure on consultants fees.

We have reorganised the way the caretaking service is delivered and made the service more efficient whilst still maintaining the level and quality of service delivered. The result of this is that one post is being deleted which will take affect from January 2008; this will result in a net saving of approximately £16,000.

We are currently reviewing the corporate cleaning contract with a view to identifying future efficiency savings from the procurement options which are available.

### **3.4 National, Regional & Sub-Regional Focus**

The revised CPA's Financial Management requirements within the Use of Resources Key Line of Enquiry will have a very significant effect on the way Assets are managed in future. The main property issues emerging are as follows:

- Adequate provision will have to be made for repairs and maintenance.
- Investment and disposal decisions will have to be based on option appraisal and whole life costing.
- Depreciation to be included in the budgets.
- The need to show a strategy and funding for reducing the backlog of repairs and maintenance.
- The ability to show interest gained by investing the proceeds of capital disposals as an efficiency gain. Versus the loss of revenue if the asset was an investment property gaining revenue.

### **3.5 Equal Opportunities**

Halton Council is committed to ensuring equality of opportunity within all aspects of its service delivery, policy development and as an employer. This commitment is reflected in a range of policies, strategies and framework documents that underpin the work of the Council in its day-to-day operation and in the services that it delivers.

This commitment is encapsulated in the equal opportunities policy that the Council has adopted. The policy sets out the Council's approach to promoting equal opportunities; valuing diversity and encouraging fairness and justice; and providing equal chances for everyone in Halton to work, learn and live free from discrimination and victimisation. The Council will combat discrimination throughout the organisation and will use its position of influence in the Borough, wherever possible, to help to identify and overcome discriminatory barriers that may exist.

Each year Departments undertake Equality Impact Assessments to examine the equality implications of all of their policies, procedures and practices. As a result an Equality Action Plan is developed to identify those issues that demand attention. This forms a contribution to the overall Corporate Equalities Plan.

As a result of such assessments any high priority actions that have been identified, that fall within the life of this plan, are detailed in section 5.

### **3.6 Unforeseen Developments**

Whilst every effort has been made to identify those significant developments that may influence or impact upon the service during the life of this plan the possibility exists that unforeseen developments may occur that need to be considered as and when they arise. Such developments will be detailed and commented upon as appropriate in the sections dealing with key developments or emerging issues within the relevant Service Plan Quarterly Monitoring Reports.

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of any unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

All reports to the Policy and Performance Boards, with the exception of Part II items, are publicly available documents and can be accessed through the Council's website at <http://www2.halton.gov.uk/>

## 4.0 RESOURCES

### 4.1 Budget Summary and Service Costs

#### INFORMATION TO FOLLOW

### 4.2 Future Staffing Requirements

During the course of 2007 / 08 there were a considerable number of changes within the strategic asset management division with a number of surveyors leaving the authority. At present contract staff are being used to maintain the staff compliment although this situation will be subject to periodic review.

In addition there are a number of large redevelopment schemes, such as Widnes Waterfront, 3MG Rail Freight Park, Castlefields, etc, and their associated Compulsory Purchase Orders, that may impact upon the medium term resources of the department.

It is not anticipated however that these developments will impact upon the human resource requirements of the department for 2008 – 09.

The staffing levels for this and the preceding year are detailed within the table below.

Year	Operations	Office Support & Customer Relations	Strategic Asset Management	Total
2007/08	14	17	6	37
<b>2008/09</b>	<b>14</b>	<b>17</b>	<b>6</b>	<b>37</b>

### 4.3 Future ICT Requirements

Currently all work stations need, and have, PCs. Both the hardware and software is of varying age and capacity. Both elements need continuous upgrading in an efficient manner to meet changing circumstances and improvements in technology. Current levels of budgetary provision will deal with these issues through time, however it will inevitably add pressure to the already stretched resources of IT Services.

### 4.4 Future Accommodation/Property Requirements

There are no accommodation issues anticipated within the plan period for the Property Services establishment. Should any unforeseen developments arise that necessitate additional requirements these will be reported either by exception or through the normal quarterly reporting cycle.



## 5.0 SERVICE PERFORMANCE

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and / or its statutory responsibilities. The service utilises a variety of measures and targets to enable performance against the service plan to be tracked, monitored, and reported. Details of these measures and targets are given below.

- **Objectives and Key Milestones.** These show the major events in the work of the Department that are planned to take place during 2008–11, such as the launch of new initiatives progress on major projects or the delivery of business critical activity. Objectives and Milestones are clearly linked to the appropriate Key Areas of Focus in the Corporate Plan 2006-11.
- **National Performance Indicators.** This is a national set of 198 indicators that have been prescribed by Central Government that are intended to measure the extent to which authorities are operating effectively and efficiently and are delivering upon both national and local priorities.
- **Local Performance Indicators.** These are indicators that have been developed by the Council and any relevant non-statutory indicators that have been adopted from national or other sources.
- **Local Area Agreement Targets.** The Local Area Agreement (LAA) is a three-year agreement based on Halton's Community Strategy. The second round LAA commenced on 1<sup>st</sup> April 2008, and included within it are improvement targets for the Borough of Halton to which both the Council, and its partners will contribute.

The LAA contains 86 key targets addressing all of the priority issues identified in both the Community Strategy, and the Council's Corporate Plan. Of the 86 key targets, 34 are mandatory and also included are the 12 LPSA targets to which the Council signed up.

Many of the objectives contained within the current service plans are designed to support the achievement of LAA targets. A full version of Halton's LAA can be viewed on the Halton Strategic Partnership Website at [http://www.haltonpartnership.net/site/images/stories//laa final \(march 2007\).pdf](http://www.haltonpartnership.net/site/images/stories//laa_final(march%2007).pdf)

Progress against the achievement of LAA targets is reported to all stakeholders at regular intervals. Following the establishment of the LAA, plans are being formulated to ensure that in future years the LAA and the Council's service plans are completely aligned.

## 5.1 Service Objectives

<b>Corporate Priority: 6</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
<i>Key Area Of Focus: 36</i>	<i>Ensuring that the Council's land and property portfolio is managed effectively</i>

<b>Service Objective: PS O1</b>	<b>Review of Property Assets for potential disposal</b>					
Key Milestone(s) (08/09)	• Annual review to produce disposal programme complete <b>March 2009</b>					
Key Milestone(s) (09/10)	• Annual review to produce disposal programme complete <b>March 2010</b>					
Key Milestone(s) (10/11)	▪ Annual review to produce disposal programme complete <b>March 2011</b>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Head of Strategic Asset Management	<b>Linked Indicators</b>	Not applicable
	Residual	Medium				

<b>Service Objective: PS O2</b>	<b>Reduce backlog of maintenance on property portfolio (currently £3.5m)</b>					
Key Milestone(s) (08/09)	▪ £3.4Million					
Key Milestone(s) (09/10)	▪ £3.3Million					
Key Milestone(s) (10/11)	▪ £3.2Million					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Head of Strategic Asset Management	<b>Linked Indicators</b>	Not applicable
	Residual	Medium				

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
<i>Key Area Of Focus: 36</i>	<b><i>Ensuring that the Council's land and property portfolio is managed effectively</i></b>

<b>Service Objective: PS O3</b>	<b>Review Value of Property Assets for Councils accounts (20%)</b>		
<i>Key Milestone(s) (08/09)</i>	▪ <i>Annual Review of Value complete <b>March 2009</b></i>		
<i>Key Milestone(s) (09/10)</i>	▪ <i>Annual Review of Value complete <b>March 2010</b></i>		
<i>Key Milestone(s) (10/11)</i>	▪ <i>Annual Review of Value complete <b>March 2011</b></i>		
<b>Responsible Officer</b>	Head of Strategic Asset Management	<b>Linked Indicators</b>	Not applicable

<b>Service Objective: PS O4</b>	<b>Rationalise accommodation requirements through the refurbishment of Runcorn Town Hall office accommodation.</b>		
<i>Key Milestone(s) (08/09)</i>	▪ <i>Relocate staff to refurbished office accommodation at Runcorn Town Hall <b>July 2008</b></i>		
<i>Key Milestone(s) (09/10)</i>	▪ <i>Not applicable</i>		
<i>Key Milestone(s) (10/11)</i>	▪ <i>Not applicable</i>		
<b>Responsible Officer</b>	Head of Strategic Asset Management	<b>Linked Indicators</b>	Not applicable

<b>Corporate Priority: 6</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
<i>Key Area Of Focus: 37</i>	<i>Ensuring that the council's buildings are safe and accessible, meet the needs of service users and the organisation, and comply with legislative requirements.</i>

<b>Service Objective: PS O5</b>	<b>Fulfil requirements of Asbestos Audits and Management Regulations</b>					
Key Milestone(s) (08/09)	▪ Confirm 100% compliance					
Key Milestone(s) (09/10)	▪ Confirm 100% compliance					
Key Milestone(s) (10/11)	▪ Confirm 100% compliance					
<b>Risk Assessment</b>	Initial	Low	<b>Responsible Officer</b>	Head of Strategic Asset Management	<b>Linked Indicators</b>	Not applicable
	Residual	Low				

<b>Service Objective: PS O6</b>	<b>DDA Works Corporate (Non Schools) subject to funding (currently £200k per annum)</b>					
Key Milestone(s) (08/09)	▪ Complete 60% of Priority 2 works by <b>March 2008</b>					
Key Milestone(s) (09/10)	▪ Complete 75% of Priority 2 works by <b>March 2009</b>					
Key Milestone(s) (10/11)	▪ Complete 90% of Priority 2 works by <b>March 2010</b>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Head of Operations	<b>Linked Indicators</b>	Not applicable
	Residual	Medium				

## 5.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref <sup>2</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles <sup>3</sup> (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
<b>Corporate</b>											
PYSLI 1	% Of undisputed invoices paid within 30 days	CP 6 AOF 33	100				100	TBA	100	100	100
<b>Cost and Efficiency</b>											
PYSLI 2	% Cost Performance on projects over £50k (Contract Let to Practical Completion within 5% of the allotted cost – excluding Client changes)	CP 6 AOF 34	90				90	TBA	90	90	90
PYSLI 3	Occupancy of Industrial Units	N/A	78				80	TBA	80	85	90
PYSLI 4	% Of rent collected as % of rent due (Excluding bankruptcies and the like)	CP 6 AOF 34	93				95	TBA	95	95	95
PYSLI 5	Occupancy of Market (Widnes) %	“ “ “ “	82				90	TBA	90	90	90
PYSLI 6	% Of rent collected as % of rent due	“ “ “ “	99				95	TBA	95	95	95
PYSLI 7	Occupancy of Market (Runcorn) %	“ “ “ “	70				90	TBA	90	90	90
PYSLI 8	% Of rent collected as % of rent due	“ “ “ “	95				95	TBA	95	95	95

<sup>2</sup> Key Indicators are identified by an **underlined reference in bold type**.

<sup>3</sup> No quartile data is available for local performance indicators

Ref <sup>4</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles <sup>5</sup> (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
<b>Fair Access</b>											
PYSLI 9	The percentage of Authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	CP 6 AOF 32	55				60	TBA	70	80	80
<b>Service Delivery</b>											
PYS LI 10	Time performance on projects over £ 50 K (Contract let to practical completion within a margin of 5% - excluding Client changes)	CP 6 AOF 34	55				90	TBA	90	90	90

<sup>4</sup> Key Indicators are identified by an **underlined reference in bold type**.

<sup>5</sup> No quartile data is available for local performance indicators

### 5.3 Risk Management

Risk Management, which forms a key element of the strategic management and performance management processes of the Council, is a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

Risk assessments are the process by which departments identify those issues that are, or may be, likely to impede the delivery of service objectives. Such risks are categorised and rated in terms of both their probability, i.e. the extent to which they are likely to happen, and their severity i.e. the potential extent of their impact should they occur.

Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. Such numbers are then translated into a Low, Medium or High category.

Risk Score	Overall Level of Risk
1 – 4	LOW
5 – 10	MEDIUM
11 – 16	HIGH

Following such assessments a series of risk treatment measures are identified that will mitigate against such risks having an adverse impact upon the delivery of the departmental objectives.

Mitigation measures for those risks that were initially assessed as high have been included as an Appendix within this plan. As such their implementation will be monitored through the Quarterly Departmental Service Plan Monitoring Report process.

### 5.4 Equality Action Plan

**INFORMATION TO FOLLOW**

### 5.5 Local Area Agreement

2008 LAA presently under development – any relevant information will be inserted once LAA is finalised.

## 6.0 PERFORMANCE REPORTING

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and or delivering it's statutory responsibilities.

It is imperative that the Council and interested members of the public can keep track of how the Council and its Departments are progressing against objectives and targets, and that mechanisms are in place to enable councillors and managers to see whether the service is performing as planned.

As a result Departmental progress will be monitored through:

- **The day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Provision of Quarterly progress reports to Corporate and Directorate Management Teams;**
- **The inclusion of Quarterly Service Plan Monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**
- **Publication of Quarterly Service Plan monitoring reports on the Councils intranet site.**

In demonstrating it's commitment to exploiting the potential of Information and Communications Technology to improve the accessibility of its services and related information an extensive range of documentation, including this plan and it's associated quarterly monitoring reports, are available via the Council's website at

<http://www2.halton.gov.uk/content/councilanddemocracy/council/plansandstrategies>

Additionally information and assistance can be accessed through any of the Council's Halton Direct Link facilities (HDL) or the Council's libraries.



## 7.0 STATUTORY & NON-STATUTORY PLANS

The following plans and strategy documents are relevant to this service plan:

[Community Strategy](#)

[Halton BVPP 2006/07](#)

Accommodation Strategy

Asset Management Plan

**Halton Corporate Plan (2006 – 2011) – Council Priorities and Key Areas of Focus.**

**A Healthy Halton**

1	Improving the future health prospects of Halton residents, particularly children, through the encouragement of an improved dietary intake and the availability of nutritionally balanced meals within schools and other Council establishments.
2	Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.
3	Delivering programmes of education to improve the health of Halton residents.
4	Helping people to manage the effects of ill health, disability and disadvantage.
5	Actively managing the environmental factors that are detrimental to good health.
6	Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.
7	Providing services and facilities to maintain existing good health and well-being.

**Halton’s Urban Renewal**

8	Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business.
9	Maintaining and developing local transport networks that meet the needs of resident’s, businesses and visitors to Halton.
10	Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.
11	Maintaining levels of affordable housing provision within Halton that provides for quality and choice and meets the needs and aspirations of existing and potential residents.
12	Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.

## Children & Young People in Halton

13	Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
14	To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood.
15	To deliver effective services to children and families by making best use of available resources
16	To provide transport facilities that meets the needs of children & young people in Halton accessing education and training.
17	Provide an effective transition for young people from school to employment, through opportunities for work related learning, and post 16 education, voluntary and community work.
18	To reduce the conception rate amongst women under 18 by providing awareness, education and relevant support
19	To ensure a safe environment for children where they are supported and protected from abuse and neglect

## Employment, Learning & Skills in Halton

20	To increase self-confidence and social inclusion by providing opportunities to adults to engage in basic skills learning.
21	To improve access to employment by providing opportunities to enhance employability skills and knowledge
22	Working with employers to identify and secure opportunities for the unemployed.
23	To provide transport facilities that meets the needs of those people in Halton accessing employment and training.
24	To sustain current employment levels by providing practical and financial advice and assistance to those from disadvantaged groups
25	To increase employment opportunities and business start ups in Halton, by developing an enterprise culture

## A Safer Halton

26	Actively encouraging socially responsible behaviour by engaging with Halton's young people and by providing opportunities for them to access and take part in affordable leisure time activities.
27	Reducing the physical effects of anti-social and criminal behaviour
28	Providing and maintaining a highways and footpath network that is safe, accessible, and meets the needs and expectations of those living, working or visiting in Halton.
29	Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.
30	Improving the social and physical well-being of those groups most at risk within the community

## Corporate Effectiveness & Efficient Service Delivery

31	Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.
32	Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access to services.
33	Ensuring that we are properly structured, organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.
34	Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders
35	Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.
36	Ensuring that the Council's land and property portfolio is managed efficiently
37	Ensuring that Council buildings are safe and accessible, meet the needs of service users and the organisation, and comply with legislative requirements
38	Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery.
39	Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information
40	Ensuring that the Council has the right people with the right skills and who are informed and motivated and provided with opportunities for personal development and engagement.



# Specialist Services

## **SERVICE PLAN**

**April 2008 to March 2011**

**Advanced Draft FEB 2008**

## **Contents**

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## 1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified [6 key priorities](#), and a number of associated key Areas of Focus, which, as detailed within the Council's Corporate Plan, are: -

- **A Healthy Halton**
- **Halton's Urban Renewal**
- **Halton's Children & Young People**
- **Employment, Learning & Skills in Halton**
- **A Safer Halton**
- **Corporate Effectiveness & Business Efficiency**

Departmental Service Plans form an integral part of the authority's corporate planning framework, as illustrated below.

This framework ensures that the Council's operational activities are complementary to the delivery of its community aspirations and legal and statutory responsibilities.

Departmental Service Plans are primary documents that communicate:

- The existing and future influences that have informed the shaping of service delivery in the medium term.
- The existing and projected resources that are, or may, be required to deliver services.
- Departmental Service Objectives and Key Milestones that are to be delivered over the next three years.
- Those national and local performance indicators for which the department has a responsibility to report.



Such plans, and the Quarterly Service Plan Monitoring Reports that flow from them, are an essential tool in enabling the public, Elected Members, Senior Management, and staff how well Council departments are performing and what progress is being made in relation to improving the quality of life within the borough and service provision for local people, businesses and service users.

## **2.0 SERVICE PROFILE**

### **2.1 Purpose**

The children and families we work with have complex needs and are the most disadvantaged and vulnerable in Halton. The services we provide are designed to support and protect children, ensuring that they are safe, have the opportunity to reach their potential across the five outcomes. For the majority of children this will be with their families and we will provide services and support to families to achieve this. When this is not possible we provide services to ensure that children live somewhere that is safe, caring and appropriate to their needs.

Many of the services the department offers and the way it works are set out in law, for example the Children Acts 1989, 2004, including the Every Child Matters programme, and Adoption and Children Act 2002. The Department offer a range of services to families who are failing to manage or are having difficulty caring for their children. We also look after children whose parents are unable to care for them.

The Department's main responsibilities, which are all primarily customer focussed, are summarised in the work of the 4 divisions detailed below. However, much of our work is closely linked with the work of other services including Health, Schools and Voluntary Agencies.

#### **Services to Children in Care**

- Care Leavers services
- Recruitment, assessment and support for adoptive and foster carers
- Provision of Residential Children's Unit
- Support to Looked After Children
- Intensive Support Services
- Inter Agency Working

#### **Safeguarding**

- Child Protection co-ordination
- Independent review of services to children in care
- Inter agency working
- Foster Carer Reviews
- Adoptive Carer Reviews
- Provide capacity and support to Halton Safeguarding Children Board

#### **Services to Children in Need**

- Assessing the needs of children and families in need
- Planning and delivering services for vulnerable children and families
- Inter agency working via Children in Need Mini Trust
- Support, monitoring, training for parents, carers and children
- Crisis and emergency intervention in families
- Child Protection Services

#### **Disability and Complex Needs:**



- Assessing the Needs of disabled children and their families
- Planning and delivering services for disabled children and their families
- Planning and commissioning short breaks for disabled children and their families
- Providing residential short breaks for disabled children and their families
- Provision of early identification and support for children with additional and complex needs through the Child Development Centre
- Paediatric Physiotherapy and Occupational Therapy
- Community Nursing for children with life limiting illness
- Complex Needs Speech and Language therapy
- Partnership and Interagency working through the Children's Disability Mini Trust
- Joint Strategic Planning with Halton and St Helen PCT of Children's Disability Services
- Children's Disability Pooled Budget

Services are provided for all those children in Halton who are assessed as needing support, care or protection. It is particularly focussed on those children and families who may be at the most risk or are the most vulnerable. Specialist Children's Department does not offer universal services to children but endeavours to provide services to children in need based on the assessment process contained in the Assessment Framework.

## **2.2 Key Messages**

Working within a coherent framework under the Strategic Director of Children's Services, the aim is that services will work better together, not only across the new Directorate, but also across the Council and all partner agencies providing services for children.

The Children and Young People Plan is the multi agency plan outlining how agencies will work together to achieve the Every Child Matters outcomes. The Children and Young People Plan 2006-2009 was refreshed in June 2007 and the following revised priorities agreed by the Alliance Board for the work of the partnership;

### **BH1 Physical health & healthy lifestyles**

### **BH2 Sexual health**

### **BH3 Emotional, psychological and physical well-being**

SS1 Community awareness & engagement in safeguarding

SS2 Prevention and early intervention

SS3 Targeted support for vulnerable children

### **SS4 Placement choice & quality of care for LAC**

### **EA1 Educational outcomes for all children**

### **EA2 Attendance of all children**

### **EA3 Narrowing the gap for vulnerable children**

MPC1 Young People's participation and community engagement

MPC2 Youth Offending & anti-social behaviour

**AEW1 Learning opportunities for 14-19 year olds**

AEW2 Access to suitable accommodation

SM1 Enhance financial planning

SM2 Integrate delivery of service

SM3 Develop the workforce

SM4 Develop performance management

SM5 Transform learning opportunities for all children.

In addition, as part of the strategic engagement cycle led by Government Office North West a process of further prioritising these priorities was completed in November 2007. The eight priorities shown in **bold** in the list above were agreed as the key priorities for further scrutiny and to receive support from the GONW fieldforce. They will also form the basis of negotiation for inclusion in the new Local Area Agreement. Business Support and Commissioning Department will support the Alliance Board in delivering against all of these priorities and lead on the Service Management area.

The Specialist Services Department will lead the work on the four Stay Safe Priorities, as well as BH3 Emotional, Psychological and Physical Well being and AEW2 Access to Suitable Accommodation. The service objectives set out in Section 5 links the work of the Department to these priority areas and the particular area of development around the Care Matters White Paper will impact on Priority SS4 Placement Choice and Quality of Care for Children in Care. The Department is also leading the work of the Children in Care mini-trust and the Emotional Health and Well-Being mini-trust that will help to form the foundation of Halton's Children's Trust arrangements.

**Annual Performance Assessment:**

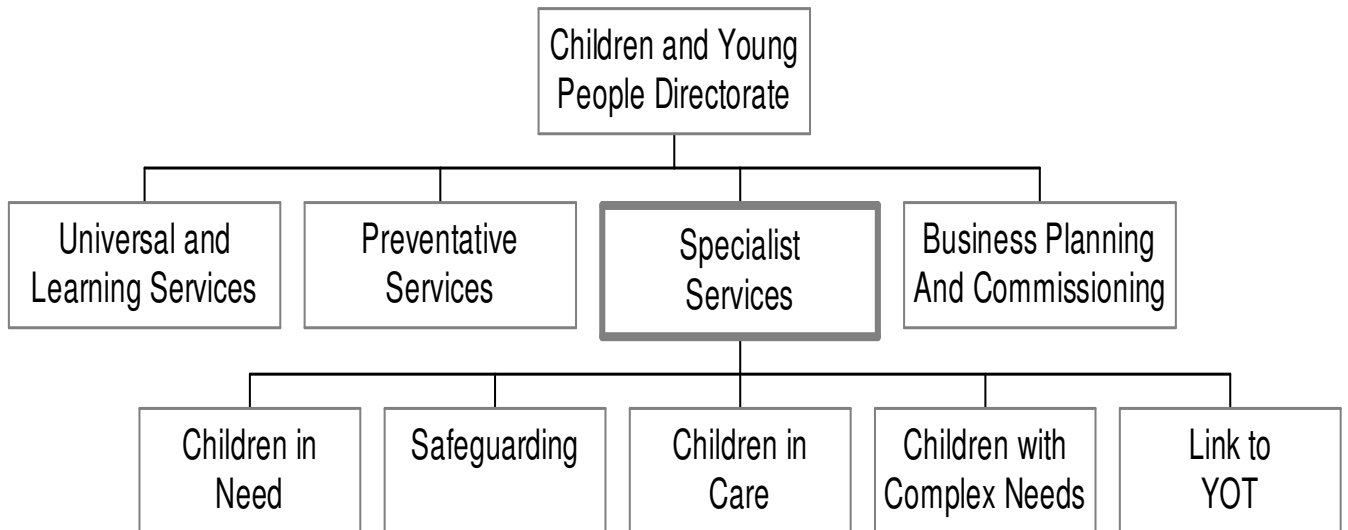
The Annual Performance Assessment judgements for Children's Services are on a scale of 1 to 4 ranging from 1 'a service that does not deliver minimum requirements for users (Inadequate) to 4 'a service that delivers well above minimum requirements for users (Excellent/Outstanding). Halton's 2007 APA Judgements were as follows;

<b>Area for Judgement</b>	<b>Grade Awarded</b>
Overall Effectiveness of Children's Services	3
Being Healthy	3
Staying Safe	4
Enjoying and Achieving	3

Making a Positive Contribution	4
Achieving Economic Well-Being	2
Capacity to Improve (Including Service Management)	3

Key areas for development were highlighted against each category, although there were none identified that were directly related to the work of the Department.

### 2.3 Organisation Structure



### **3.0 FACTORS AFFECTING THE SERVICE**

#### **3.1 External Factors**

##### **Political**

##### **Every Child Matters:**

The Every Child Matters: Change for Children Agenda introduced a new approach to the well-being of children and young people from birth to age 19. The aim is for every child, whatever their background or their circumstances, to have the support they need to:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic well-being

The Agenda promotes early intervention and co-ordinated service provision delivered through stronger partnership working and children's trusts.

##### **Children's Plan:**

The Children's Plan, published in December 2007, sets out the government's plans for the next ten years under each of the Department for Children, Schools and Families' strategic objectives under the following chapters:

- Happy and healthy – secure the wellbeing and health of children and young people
- Safe and sound – safeguard the young and vulnerable
- Excellence and Equity – individual progress to achieve world class standards and close the gap in educational achievement for disadvantaged children
- Leadership and collaboration – system reform to achieve world-class standards and close the gap in educational achievement for disadvantaged children.
- Staying on – ensure that young people are participating and achieving their potential to 18 and beyond
- On the right track – keeping children and young people on the path to success
- Making it happen – vision for 21<sup>st</sup> century children's services.

##### **Halton Community Strategy:**

The Community Strategy 2006-2011 identifies 5 priorities, which for the first time includes children and young people as a specific theme. The Children and Young People's Commissioning Partnership was established following this decision, and functions as the Specialist Strategic Partnership for Children and Young People. The Partnership also holds responsibility for implementing the practical arrangements needed to implement a Children's Trust, functions as a forum for the Alliance Board Task Group Chairs and for driving the joint commissioning agenda.

**Children and Young People's Alliance Board:**

The Alliance Board functions as the Children's Trust, and is responsible for strategic planning of services to children and young people, including developing and implementing the Children and Young People's Plan and Children's Trust arrangements. The work of the Alliance Board is underpinned by the Halton Multi-Agency Compact, which sets out the responsibilities of Halton Borough Council and its Partner agencies on the Board.

**Halton Safeguarding Children Board**

The Board was established in April 2006 in line with the requirements of the Children Act 2004, and links into the Halton Children & Young People's Strategic Planning arrangements and the Halton Children & Young Peoples Plan. The Board is the key statutory mechanism for agreeing how the relevant organisations in each local area will co-operate to safeguard and promote the welfare of children in that locality, and for ensuring the effectiveness of what they do.

**Joint Area Reviews:**

New arrangements for inspection of children's services at local authority area level were been in the Children Act 2004. Joint Area Reviews will look at how services are working together locally to improve outcomes. They evaluate the collective contributions made to each outcome by relevant services and examine the involvement of children, young people and their parents in service planning structures. Halton's Joint Area Review will be held across two weeks in February and March/April 2008.

**Economic**

**Deprivation:**

The Index of Multiple Deprivation (IMD) for 2007 suggests that deprivation has improved in the Borough. In 2007 the IMD ranked Halton as 30<sup>th</sup> most deprived Authority in England compared to 21<sup>st</sup> in the 2004 Index and 16<sup>th</sup> in 2000. However, it still ranks as one of the most deprived districts in England. Although located in Cheshire, Halton shares many of the social and economic problems more associated with its urban neighbours on Merseyside. Halton is ranked in the IMD as the 3<sup>rd</sup> highest authority in terms of deprivation on Merseyside, behind Knowsley and Liverpool, and 10<sup>th</sup> highest in the North West. Neighbouring authorities St Helens (47<sup>th</sup> overall), Wirral (60<sup>th</sup>) and Sefton (83<sup>rd</sup>) are well down the table compared to Halton.

Halton has some of the most deprived wards in the country in terms of child poverty. Several parts of Halton are amongst the poorest in the country. In Widnes, the most deprived areas are Kingsway, Riverside and Appleton. In Runcorn, the most deprived areas are Castlefields, Halton Lea and Windmill Hill. However, there are many affluent areas of the borough as well. These are located mainly on the outskirts of both towns and comprise of several new housing estates.

**Employment:**

Claimant unemployment in the Borough fell from 5.0% in January 2000 to 3.1% in November 2005. However, Halton still had the 5<sup>th</sup> highest claimant rate in the North West in November 2005.

The claimant count unemployment rate looks at the number of people who are out of work and claiming Job Seekers Allowance. The claimant count rate in February 2007 for the whole of Halton is 3.6% compared with the national rate of 2.6% and the regional (North West) rate of 2.9%. This was a rise in Halton from 3.3% since October 2006.

For the period January – December 2005 the worklessness rate was 27.1% of the working aged population in Halton, but this has now rose to 30.1% for the latest figure available (July 05 – June 06). This is 2.2 percentage points below the Greater Merseyside figure. Worklessness is an indicator of employment that differs slightly from traditional unemployment rates in that it also considers those that are economically inactive.

In March 2007 the Office for National Statistics released the 2005 data from the Annual Business Inquiry (ABI). This data measured the total number of employees in each industry across the Borough at district level. Previously the total number of employees in Halton was 53,086, this figure was based on the ABI 2004 data. The 2005 ABI figure was 54,710, a rise of 3.1%. This is much higher than the 0.3% rise across Greater Merseyside in the same period.

Research shows that the skill base of the local area is relatively poor compared to the United Kingdom as a whole and surrounding local economies. Halton has a low percentage of adults with further education qualifications and low rates of numeracy and literacy. All told, there is a mismatch between skills in the local workforce and jobs available in the borough, and it is anticipated that in the future over 95% of new jobs will need qualifications of at least NVQ 2 level and over 70% at NVQ 3 and above. The latest data available for Halton shows that there are 14,400 working age people who have no qualifications, this equates to 20% of the working age population.

## **Social**

### **Demographic changes:**

The mid-2005 population of Halton stood at 119,200 (rounded to the nearest 100 people). This is up from the mid-2004 population of 118,900. Halton has a larger number of people in the 5-24 age categories than across England as a whole. This is partly down to the influence of Runcorn New Town where a lot of younger people live.

The birth rate in Halton is declining, and this is already being seen in the falling numbers on roll in the district's primary schools. In January 2003 pupil numbers in Halton's Primary schools were over 1000 fewer than their net capacity. This will, naturally work its way through the system and result in reducing pupil numbers in secondary education and FE. This could lead to the problem of surplus Secondary school places across the borough in the near future.

The next ten years will see a reduction in teenagers by 20%. 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.

The ethnic composition of residents in Halton as of mid-2005 was as follows:

<b>Ethnicity</b>	<b>Total Proportion of Halton Residents</b>
White British	96.8%
White Irish	0.67%
Other White	0.75%
Mixed White & Black Caribbean	0.25%
Mixed White & Black African	0.17%
Mixed White & Asian	0.17%
Other Mixed	0.17%
Asian: Indian	0.25%
Asian: Pakistani	0.08%
Asian: Bangladeshi	0.08%
Other Asian	0.08%
Black Caribbean	0.08%
Black African	0.17%
Chinese	0.25%
Other	0.08%

### **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.

### **Technological**

#### **Integrated Children's System:**

A recent DCSF review found that 121 Local Authorities (80%) will have a Phase 1 compliance system rolled out on or before 31st March 2008. ICS provides an electronic recording system for social care through the development of web based E-Forms that integrate directly with the client database, Carefirst. Halton have now fully implemented Phase 1a of ICS across all 9 Children's Social Care teams, the DCSF have assessed the Halton ICS E-forms system against their set Business Requirements, the outstanding requirements from this assessment are now ready for testing by ICS Stakeholders. Phase 1b development is now underway with a planned completion date of 31st March'08.

#### **ContactPoint:**

ContactPoint will be the quick way for a practitioner to find out who else is working with the same child or young person, making it easier to deliver more coordinated support. This basic online directory will be available to authorised staff who need it to do their jobs. It is a key part of the Every Child Matters programme to improve outcomes for children. Halton has been designated as an

early adopter authority, with a "go live" date for Halton and other early adopters in September/October 2008, with full implementation across England in early 2009.

**Electronic Common Assessment Framework:**

The electronic CAF system (eCAF) for Halton has been piloted with practitioners from a range of voluntary and statutory agencies between February 2007 and February 2008. A new eCAF system has been purchased, which will be rolled out in April 2008 to all the necessary agencies across Halton. The system has been built on the Children and Young People's Database. The DCSF has recently announced the decision for the implementation of a national eCAF solution, in which implementation will start in the coming years.

**Carefirst 6i Implementation:**

Feasibility study for CareFirst 6 Project has now been completed with estimates given for timescales for completion and resources required, a Project Brief is currently being completed. A full Business Process re-engineering exercise will need to be carried out by the CYP Directorate and ICT Services in order for the Project to be fully successful.

**Legislative**

**Children Act 2004** provides the legislative spine for the Every Child Matters agenda. It aims to minimize the risks and improve outcomes for children and young people by transforming the way children's services are organised and improving joint working between agencies. The Children Act is supported by a wide range of guidance regarding strategic planning, safeguarding, service delivery and local engagement.

The Every Child Matters agenda arising out of the Children Act provides the framework for the development of integrated service delivery for children and moves towards Children's Trusts. The act also established the key strategic roles of Director of Children's Services and Lead Member for Children's Services. It also introduced a single Children & Young People's plan covering all services to children to focus strategic planning.

**Adoption and Children Act 2002** became operational from December 2005, introducing comprehensive changes to adoption services. The Act makes the child's welfare the paramount consideration in all the decisions by courts and introduces the use of the 'welfare checklist' into adoption work. It also highlights the need to prevent delay in planning for permanence and adoption and places a duty on local authorities to ensure that the support and financial assistance needed is available to people affected by adoption. The Adoption and Fostering Service has been restructured in order to ensure services are delivered in accordance with the new legislation.

**Childcare Act 2006** aims to transform childcare and early years services in England, taking forward some of the key commitments from the Ten Year Childcare Strategy, published in December 2004. The Act requires authorities to improve the five Every Child Matters outcomes for all pre-school children and reduce inequalities in these outcomes, secure sufficient childcare for working parents and provide a better parental information service. The Act also reforms



and simplifies early years regulation and inspection arrangements. It is anticipated that the main provisions of the Act will come into effect in 2008.

**Local Government and Public Involvement in Health Act 2007** gained Royal Assent in October 2007 and enacts many of the provisions in the White Paper “Strong and Prosperous Communities”. The Act introduces measures designed to:

- Empower communities, such as devolving power to create parishes (and other forms of community governance) to principal authorities, and introducing a community call for action;
- Make local government more effective and accountable through, for example, revised leadership and electoral arrangements, provision for restructuring in two-tier areas and a move to a more locally-based standards regime;
- Strengthen the community leadership role of councils;
- Simplify the performance framework and reduce the burden of inspection on councils.
- Provide a statutory framework for Local Area Agreements (LAA) including a list of partners who have a duty to cooperate with LAAs.
- The Act also provides for a Valuation Tribunal for England and it contains a number of measures designed to enhance patient and public involvement in health and social care.

**Children and Young Persons Bill** began its parliamentary progress in the House of Lords in November 2007, and enacts proposals detailed in the White Paper “Care Matters: Time for Change” which was published in June 2007. The Bill will have a far-reaching impact on the way services to children and young people are delivered. The provisions of the Bill are grouped around the following areas:

- **Social Work Practices** – piloting a new model of delivery of care services to test whether partnership with external agencies can improve the child’s experience of care
- **care planning and reviews** – strengthening the role of Independent Reviewing Officers, extending the requirements for social workers to visit looked after children, and giving more children in care access to an Independent Visitor
  - **education** – limiting changes of school for looked after children, especially in years 10 and 11, making the ‘designated teacher’ a statutory requirement, and introducing a statutory £2000 bursary for care leavers progressing to higher education
  - **placements** – restricting local authority use of out-of-authority placements, improving the inspection regime for children’s homes, and giving foster carers access to independent reviewing mechanisms
  - **transitions to adulthood** – giving young people a greater say in moves to independence, especially at age 16/17, and extending the duties to appoint a personal adviser and keep the pathway plan under review to care leavers up to the age of 25
  - **supporting children in their families** – focusing on early intervention to reduce the need for children to be taken into care.

**Education and Inspections Act 2006** aims to ensure that all children get the education they need to enable them to fulfil their potential. The Act gives local authorities a new strategic role as champion of parents and children, and sets up the national inspectorate covering education, skills and children's services. The Act introduces the new specialized diplomas for 14-19 education and revises the law on school discipline and parenting contracts. The Act also places a duty on governing bodies to promote well-being and community cohesion, provide and publicise Positive activities for 13 to 19 year olds and to take the Children and Young People's Plan into consideration.

**Extended Schools Prospectus 2005** sets the agenda for all schools and children and families to be able to access a core of extended services which are developed through multi-agency partnership. Extended services can include childcare, adult education, parenting support programmes, community-based health and social care services, multi-agency behaviour support teams and after-school activities. In Halton this agenda has been merged with the Children's Centre strategy to ensure seamless provision across the 0-19 age range. Targets have been set by the Training and Development Agency (TDA) for 38% schools to be delivering the full core offer by September 2007 (target met) 54% by September 2008 and all schools delivering by 2010. Halton is currently on target to meet these targets.

**14-19 strategy** aims to develop a coherent 14-19 phase of education where young people are committed to continuing learning whether in school, college or the workplace. The Strategy aims to encourage more young people to stay in school beyond 16 by increasing curriculum flexibility and choice, extending the program of studies for learners in the 16-19 age group and improve the vocational offer. Halton's 14-19 Partnership has been successful in its bid to deliver 3 new Diplomas across schools and other learning settings from 2008 onwards covering Construction and the Built Environment, Society Health and Development, and Creative and Media. The Partnership is on track to broaden the curriculum offer to young people from 2008 onwards. Introduction of the Diplomas locally is part of a wider strategy to engage young people in learning through wider vocational opportunities

## **Environmental**

### **Protecting our environment:**

Awareness of Climate Change is growing and the Council is committed to taking a lead and setting an example in tackling the associated problems. A corporate Climate Change Action Plan is being prepared, but each department can make its own contribution.

Consideration will be given throughout the life of the Service Plan to ways in which support can be given to the action plan and to identify and implement opportunities to reduce any contribution to Climate Change and to promote best practice in the reduction of carbon emissions.

The Council has signed up to the Local Authority Carbon Management Programme in the early part of 2007/08. The programme will guide the Council through a systematic analysis of its carbon footprint, outline opportunities to help manage carbon emissions, develop Action Plans for realising carbon and

financial savings; and embed carbon management into the authority's day-to-day business.

As part of the programme the Council has developed a Carbon Management Strategy and Implementation Plan to reduce energy bills and carbon emissions over the next five years. Through the Strategy and Implementation Plan, Council services will need to encourage closer examination of their policies around procurement, transport and the use of renewable energy.

### **3.2 Service Developments**

**Children and Young People's Plan:** In line with the Children Act 2004, the Halton Children and Young People's Plan brings together all agencies and services within Halton, not just those delivered by the Council, and sets out joint priorities and joint activities to improve outcomes for children and young people. All Council Directorates, local Health Trusts, Cheshire Constabulary, Cheshire Probation Service, The Youth Offending Team, Connexions, Learning and Skills Council, Education Business Partnership and a range of voluntary sector services contributed to the Plan. Most importantly, it takes into account consultations held with children, young people and their parents and carers across Halton and reflects their aspirations and views. A review of the Plan was published in June 2007, which reports on progress against the targets in the original Plan, reviews developments between 2006 and 2007 and consultation with children and young people and sets the key priorities and activities for 2007-09.

**Consultation Activity:** A participation strategy was produced in 2004, revised in 2006 and adopted by the Alliance Board. This ensures that children, young people and their families are given the opportunity to be fully engaged in strategic planning and shaping services. In line with the strategy, a process of consultation has been undertaken in respect of the changes to the design and delivery of children's services and the Children and Young People's Plan.

383 young people 11 – 16 years responded to an on-line survey of young people which was undertaken as part of the review of the Children and Young People's Plan. The consultation aimed to find out their views on whether the aims and targets of the Plan were making any difference in their lives, and what they thought the priorities should be for the coming year.

Consultations were also undertaken with groups of children from 2 – 19 years which included the Halton Member of UK Youth Parliament and the Youth Cabinet, the Halton Youth Bank, nearly all school councils, looked after children, care leavers, young people with learning and/or physical disability, lesbian gay bisexual & transgendered young people, young carers, and homeless young people. A resource pack of consultation materials was issued to group leaders that facilitated the active participation of this wide range of ages and abilities. A total of 260 children contributed through group discussions and exercises. The consultation captured their views on whether the aims and targets of the Plan were making any difference in their lives, and what they thought the priorities should be for the coming year.

The Participation strategy includes the adoption by the Alliance of the Hear by Right standards for the involvement and participation of young people within organisations and services for them. From October 2006 to April 2007 there was a thorough piloting of Hear by Right using eight very different organisations working with various ages both within and outside the council. From this pilot a three year development and action plan has been produced, a "Haltonised" version of the standards has been produced which better suit our needs and the full age range; 0-19, and a Participation Team set up to support these changes. In November 2007 four Hear by Right Champions were agreed from within the borough, an elected member from the cabinet, Chief Executive of the Council, Director of Children's Service and Member of Youth Parliament. They publicise the value of involving children and young people and challenge reluctance of organisations and individuals to do so. Over 50 Halton organisations and council departments/services are expected to sign up to the three year plan by March 2008 with at least 30 of them completing the first year targets for involvement.

Halton Parent and Carer Forum continues its development. Parents across Halton are encouraged and supported to participate effectively. Currently there is a core of about 15 parents who regularly attend or contribute to meetings. Plans are in place to develop this important Forum by adding additional capacity from within Children's Centre teams to recruit more parents in attending the Forum particularly from harder to reach and marginalised families.

### **3.3 Efficiency Improvements**

Service reviews and efficiencies have already been achieved in School Improvement, Special Education Needs and Business Support Services. Reviews will continue in 2008 and be undertaken on all service areas over the next three years. These will commence with Play Service Provision.

A review of the Play Service has been commissioned to identify the links between children centres and extended schools to ensure the service can be delivered more efficiently. Within this, the role of the Play Resource Centre and the staffing of the service will be closely looked at to achieve the level of service efficiencies.

It is likely that some of the services offered by the play resource centre and the service may be met by children centres and extended school.

From 2008 additional efficiencies will be provided through revisions to the Transport Policy for Schools.

A comprehensive review of all special needs funding has been undertaken and will be introduced from April 2008. This review will provide schools with increased delegated funding through the better alignment of resources, increased funding for early intervention, a new funding formula for Special Schools and a clear and transparent formula for Special Needs,

From April 2008 efficiency savings will be required in schools. Advice and guidance will be provided to support schools meet their efficiency targets.

It is anticipated that staffing levels in specialist services will be unchanged in 2009/10.

Efficiencies will be achieved through a reduction in demand for specialist services and through the development of targeted preventative services accessible through Children's centres. This will require staff in specialist services being deployed in different ways, and into integrated family support teams working alongside health professionals, and other partners.

### **3.4 National Regional and Sub-regional Focus**

Further developments in the integrated Children's System will continue to drive social work practice and require the service to change its business processes quite significantly. The Corporate IT network will need to be able support the changes. The service will need to implement electronic case records which will be one of several major IT products commencing this year.

The recruitment and retention of qualified social workers remains a major challenge for the development of our work force and the delivery of the service. Proposals have been developed to address market forces and reduce the cost and reliance on agency staff. Our ability to recruit and retain social workers presents a significant risk to the delivery of safeguarding services and to meet the requirements of Every Child Matters

The Care Matters agenda has potential to result in significant changes being made to the current delivery of services to children in care and for work force development.

### **3.5 Equality and Diversity**

Halton Council is committed to ensuring equality of opportunity within all aspects of its service delivery, policy development and as an employer. This commitment is reflected in a range of policies, strategies and framework documents that underpin the work of the Council in its day-to-day operation and in the services that it delivers.

This commitment is encapsulated in the equal opportunities policy that the Council has adopted. The policy sets out the Council's approach to promoting equal opportunities; valuing diversity and encouraging fairness and justice; and providing equal chances for everyone in Halton to work, learn and live free from discrimination and victimisation. The Council will combat discrimination throughout the organisation and will use its position of influence in the Borough, wherever possible, to help to identify and overcome discriminatory barriers that may exist.

Each year Departments undertake Equality Impact Assessments to examine the equality implications of all of their policies, procedures and practices. As a result an Equality Action Plan is developed to identify those issues that demand attention. This forms a contribution to the overall Corporate Equalities Plan.

As a result of such assessments any high priority actions that have been identified, that fall within the life of this plan, are detailed in section 5 -.

### **3.6 Unforeseen Developments**

Whilst every effort has been made to identify those significant developments that may influence or impact upon the service during the life of this plan the possibility exists that unforeseen developments may occur that need to be considered as and when they arise. Such developments will be detailed and commented upon as appropriate in the sections dealing with key developments or emerging issues within the relevant Service Plan Quarterly Monitoring Reports.

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of any unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

All reports to the Policy and Performance Boards, with the exception of Part II items, are publicly available documents and can be accessed through the Council's website at <http://www2.halton.gov.uk/>

## 4.0 Resources

### 4.1 Budget Summary and Service Costs

To follow

### 4.2 Human Resource Requirements

	CIN	LAC	CwD	Safeguarding	
2007-08	50.4	84.56	33	11.36	Number of FTE's
2008-09	50.4	84.56	33	11.3	

Projections will be amended and additional information to be added from Workforce Strategy when finalised

### 4.3 ICT Requirements

The ICT Development Plan looks forward to developments over 3 years 2006-2009. The most significant developments centre around the continuing developments to the Halton Children and Young People's Database and the Social Care system - Care First and the Integrated Children System (ICS) and the increasing amount of tracking data and the need to provide comprehensive analysis and reports. This will be further impacted upon with the demands for development / introduction of these major projects -

#### **CYP Database**

Upgrade to the existing import manager to Systalk (IDEAR V6) to improve the import process. All existing processes and imports to be reviewed and updated to operate successfully in the new system. Requiring a complete change to working practices within the information team, each individual who is responsible for an import will need to re create it in Systalk. New rules, functions and data cleaning / matching options to be created and extensive testing will need to take place on each import to ensure all data is being imported to the CYP Database promptly and accurately. Systalk will also hold the extract option for the Local Data Quality Toolkit for the CYP Database file to be uploaded to Contact Point, which also requires testing.

#### **ECAF**

An eCAF pilot was rolled out in Halton in February 2007 over six pilot sites with 25 practitioners from various partner organisations. The eCAF pilot has allowed for practitioners to complete the Common Assessment Framework form electronically online, which is then attached to the Halton CYP database. The DCSF has recently announced that a national eCAF solution will be implemented in the next few years. A new eCAF Module has recently been

purchased called Synergy: Gateway Ecaf, and is currently being tested before it will be rolled out across Halton commencing in April 2008

### **Online Prospectus**

Over the next 12 months the Online Prospectus will need significant further development to coincide with the 3 new 14-19 Diplomas being delivered in Halton in 2009. Upcoming issues involve the ongoing costs for hosting and support of Halton Prospectus as well as the need for Helpdesk Support for schools / public. Schools, colleges and training providers have been keen to provide initial data to populate the Prospectus, however further work regarding protocols is needed to ensure data is kept up-to-date, accurate and truly reflects the curriculum offer within the borough. There is also the need for a Marketing Strategy to ensure members of the public are aware of the Prospectus and that Schools and Colleges continue to use the Prospectus year-on-year.

### **Common Application Process**

Upcoming issues involve the ongoing costs for hosting and support for GM CAP as well as the need for local helpdesk Support for Schools and Connexions PAs. Significant work is required in analysing the role of Connexions PAs based in Schools and in Connexions Centres and how this new procedure will impact upon workloads. Additional analysis of admission policies for Colleges and Sixth Forms is required to determine how much impact a CAP system will have upon current admission processes.

### **IS - ContactPoint**

NW authorities were invited to become early adopters of ContactPoint and Halton agreed to become an early adopter authority. As part of the required development of Contact Point it is vital that access to the CYP database and Carefirst can be undertaken on the web by all relevant practitioners in Halton. The systems needs to be web based to allow all practitioners to report on their involvement with the child/young person. The CYP Database will then via XML reports link to update ContactPoint. In order to do this we have now purchased Synergy gateway from Tribal Software Solutions - this is a fully integrated web portal to the CYP database designed to underpin multi agency collaboration. For Carefirst we will need to purchase CareConnect which will be run as part of the Carefirst6i project. Halton has been nominated by Tribal authorities to lead the national DCSF/Tribal project regarding ContactPoint enablement of their core system.

### **OLM Carefirst 6 Software**

This will include the incorporation of the developments required Integrated Children System (ICS) together with the Electronic Social Care Record. To enable the project to be implemented the following is essential - OLM Consultancy and Project Management Issues. Additional IT infrastructure / servers are also required together a project team in the CYP Directorate. There is a statutory requirement on the authority to store electronically all letters/reports etc. relating to Children Social Care records. This will involve all current, archived and future records. The process will require new IT infrastructure, scanning and new working arrangements to be introduced - in particular a new content management process will be need to be adopted. Resources will be required to work on all current and historical records.



### **Halton Virtual Learning Platform**

From March 2008 each school in Halton will be given the opportunity to adopt the recommended Halton platform. A roll out plan/training schedule will be developed and implemented to enable all schools to have access to and receive support for the platform. This will ensure that all schools will meet their DCSF target of having access to a VLP by 1<sup>st</sup> April 2008 and that all pupils will be able to access a personalised online workspace, capable of supporting an e-portfolio i.e. learning platform by August 2008. One to one training and helpdesk support will be required from the Learning Platform Support Unit to aid the ongoing development and success of the project. All relevant information that is currently held on the Halton Grid for Learning website will be transferred across to the Halton Learning Platform Hub and will be maintained and updated by the proposed Learning Platform Support Unit. A learning platform is similar to a website, but has additional features which make it interactive. The aim of a learning platform is to help and support teaching and learning, both in and out of the classroom. They have been designed to be used by teachers, students and parents. The essential feature of a learning platform is that they provide a secure and safe environment for students to work in. Each user will have a unique username and password to log in and access the system.

### **Building Schools for the Future:**

Key to the success of BSF is the integration of learning and teaching, physical environment/buildings, infrastructure and technologies. None can be considered in isolation. Information and communications technology (ICT) is a core part of the programme with specified funding provision. Our vision is for an ICT enabled learning community, building on our current ICT strategy. Through BSF, ICT will transform the way that education is delivered in Halton. The BSF ICT strategy opens the way to a new pedagogy, making it easier for teachers to plan and access high quality materials, help pupils and their parents to explore their subjects they are studying. The use of new technology will energise learners and practitioners. ICT will enable practitioners to personalise learning. We aim to develop and exploit ICT as part of our overall programme to raise standards.

### **Other Issues**

Effective Business Continuity arrangements are essential due to the increased reliance on Technology within the Directorate and between stakeholders in order to deliver services.

Increased maintenance and increased costs for the Halton Children and Young People's Database and Carefirst 6i and their associated modules will significantly impact on resources and growth items will be required. The relatively small amount of capacity within the Management Information and Communication Division for these tasks suggests that growth will be required unless central support services are able to widen their support or that additional resources can be made available within the directorate. The directorate has a significant number of PCs / laptops / printers that are out of warranty or will shortly be out of warranty. A capital bid has been submitted to enable the replacement of these units.

The directorate is also increasing its number of mobile IT working devices - laptops and tablet PCs. The revenue cost of running the 3g devices is increasing and additional resources will need to be allocated.

An investment of capital resources is necessary to tackle effectively our duty to promote effective learning environments in our schools, which include keeping pace with technological advances. In addition, there are issues related to condition, suitability, accessibility and security which demand an ongoing prioritised programme if learners' interests are to be adequately safeguarded and promoted.

#### **4.4 Accommodation and Property Requirements**

To ensure budget efficiencies and provide more effective, integrated service delivery, accommodation at Grosvenor House will be rationalised in summer 2008. Opportunities will be explored to increase flexible learning for staff and where appropriate deploy teams of staff to deliver services locally.

Through the BSF Programme, Children's Centre Phase 3 and Primary Capital Strategy the directorate aims to transform the learning environment for all Children and Young People within the Borough. The aim is to provide 21<sup>st</sup> Century learning at the heart of the local community with a range of services within the reach of every family.

## 5.0 Service Performance

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and / or its statutory responsibilities. The service utilises a variety of measures and targets to enable performance against the service plan to be tracked, monitored, and reported. Details of these measures and targets are given below.

- Objectives and Key Milestones. These show the major events in the work of the Department that are planned to take place during 2008–11, such as the launch of new initiatives progress on major projects or the delivery of business critical activity. Objectives and Milestones are clearly linked to the appropriate Key Areas of Focus in the Corporate Plan 2006-11.
- National Performance Indicators. This is a national set of 198 indicators that have been prescribed by Central Government that are intended to measure the extent to which authorities are operating effectively and efficiently and are delivering upon both national and local priorities.
- Local Performance Indicators. These are indicators that have been developed by the Council and any relevant non-statutory indicators that have been adopted from national or other sources.
- Local Area Agreement. The Local Area Agreement (LAA) is a three-year agreement based on Halton's Community Strategy. The second round LAA commenced on 1<sup>st</sup> April 2008, and included within it are improvement targets for the Borough of Halton to which both the Council, and its partners will contribute.

The LAA contains 86 key targets addressing all of the priority issues identified in both the Community Strategy, and the Council's Corporate Plan. Of the 86 key targets, 34 are mandatory and also included are the 12 LPSA targets to which the Council signed up.

Many of the objectives contained within the current service plans are designed to support the achievement of LAA targets. A full version of Halton's LAA can be viewed on the Halton Strategic Partnership Website at [http://www.haltonpartnership.net/site/images/stories/laa\\_final\\_march\\_2007.pdf](http://www.haltonpartnership.net/site/images/stories/laa_final_march_2007.pdf)

Progress against the achievement of LAA targets is reported to all stakeholders at regular intervals. Following the establishment of the LAA, plans are being formulated to ensure that in future years the LAA and the Council's service plans are completely aligned.

## 5.1 Service Objectives

### Objective SS1

<b>Corporate Priority:</b>	<b>Halton's Children and Young People</b>
<b>Key Area Of Focus:</b>	<b>14 - To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Enjoy and Achieve; CYPP EA3, SS4</b>

<b>Service Objective:</b>	<b>SS1: To improve outcomes for looked after children</b>					
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>Children in Care mini trust integrated into single Children's Trust by March 2009</li> </ul>					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>Reduce the percentage of Children in Care missing school for 25 days or more each year to 8%</li> <li>Continue the enhancement of education support service to Children in Care</li> </ul>					
<b>Key Milestone(s) (010/11)</b>	<ul style="list-style-type: none"> <li>Achieve a year on year improvement in attainment of Children in Care across at all key stages</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>	DM LAC	<b>Linked Indicators</b>	
	<b>Residual</b>					

**Objective SS2**

<b>Corporate Priority:</b>	<b>Halton's Children and Young People</b>
<b>Key Area Of Focus:</b>	<b>30 - Improving the social and physical wellbeing of those groups most at risk within the community</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Be Healthy; CYPP BH3</b>

<b>Service Objective:</b>	<b>SS2: To support children and young people to be mentally and emotionally healthy</b>					
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>Emotional Health &amp; Mental Well Being mini trust integrated in single children's trust by 2009</li> </ul>					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>Comprehensive emotional health and mental well being services in place across all 4 tiers by September 2009</li> </ul>					
<b>Key Milestone(s) (010/11)</b>	<ul style="list-style-type: none"> <li>Establish baseline for children who self harm and reducing incidents of self harm by 2010</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>	DM CIN	<b>Linked Indicators</b>	
	<b>Residual</b>					

**Objective SS3**

<b>Corporate Priority:</b>	<b>Halton's Children and Young People</b>
<b>Key Area Of Focus:</b>	<b>14 - To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Achieve Economic Well Being; CYPP BH3, SS4, EA3, MPC1, AEW2</b>

<b>Service Objective:</b>	<b>SS3: To ensure the Council's Corporate Parenting responsibilities are exercised to maximise opportunities for Children in Care and Care Leavers</b>				
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>• Complete actions identified in the Corporate Parenting Strategy within agreed timescales</li> <li>• Increase the number of work placements offered to Children in Care and Care Leavers by 10% against baseline by March 2009</li> </ul>				
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>• Complete actions identified in the Corporate Parenting Strategy within agreed timescales</li> <li>• Increase the number of work placements offered to Children in Care and Care Leavers by 15% on baseline by March 2010</li> </ul>				
<b>Key Milestone(s) (010/11)</b>	<ul style="list-style-type: none"> <li>• Complete actions identified in the Corporate Parenting Strategy within agreed timescales</li> <li>• Increase the number of work placements offered to Children in Care and Care Leavers by 20% on baseline by March 2011</li> </ul>				
<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>	DM LAC	<b>Linked Indicators</b>
	<b>Residual</b>				

**Objective SS4**

<b>Corporate Priority:</b>	<b>Halton's Children and Young People</b>
<b>Key Area Of Focus:</b>	<b>19 - To ensure a safe environment for children where they are supported and protected from abuse and neglect</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Stay Safe; CYPP SS2, SS3</b>

<b>Service Objective:</b>	<b>SS4: To provide a range of targeted support services for vulnerable children</b>					
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>Preventative and Child in Need mini trusts integrated into single Children's Trust by March 2009</li> </ul>					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>Reduction in referrals to children's social care and those requiring a child protection plan by March 2010</li> <li>Reduction in incidents of neglect by March 2010</li> <li>Establish and embed across all agencies a thorough understand of levels of need, resulting in more children having their additional needs met earlier within universal services by March 2010</li> <li>Undertake a strategic analysis of the children in need population cohort to identify which children should have their needs met by preventive services by March 2010</li> </ul>					
<b>Key Milestone(s) (010/11)</b>	<ul style="list-style-type: none"> <li>Reduction in referrals to children social care by increasing the number of children having their additional needs met by co-ordinated multi-agency intervention via CAF by March 2011</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>	DM CIN	<b>Linked Indicators</b>	
	<b>Residual</b>					

**Objective SS5**

<b>Corporate Priority:</b>	<b>Halton's Children and Young People</b>
<b>Key Area Of Focus:</b>	<b>14 - To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Stay Safe; CYPP SS4</b>

<b>Service Objective:</b>	<b>SS5: To improve placement choice and quality of care for Children in Care</b>					
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>• Increase the number of approved foster carers by 10% against baseline by March 2009</li> <li>• Complete all actions identified in guidance arising from Children and Young Peoples Bill within timescales</li> </ul>					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>• Increase the number of approved carers by 15% against baseline by March 2010</li> <li>• Complete all actions identified in guidance arising from Children and Young Peoples Act within timescales</li> </ul>					
<b>Key Milestone(s) (010/11)</b>	<ul style="list-style-type: none"> <li>• Implement CWDC Standards for Skills for foster carers by March 2011</li> <li>• Complete all actions identified in guidance arising from Children and Young Peoples Act within timescales</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>	DM LAC	<b>Linked Indicators</b>	
	<b>Residual</b>					



**Objective SS6**

<b>Corporate Priority:</b>	<b>Halton's Children and Young People</b>
<b>Key Area Of Focus:</b>	<b>14 - To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Achieve Economic Well Being; CYPP AEW2</b>

<b>Service Objective:</b>	<b>SS6: To provide a range of support and accommodation services for young people over 16 yrs and for care leavers</b>				
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>• 10% increase on baseline of the % of young people 16+ and Care Leavers accessing approved semi-independent accommodation by March 2010</li> </ul>				
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>• 15% increase on baseline of the % of young people 16+ and Care Leavers accessing approved semi-independent accommodation by March 2010</li> </ul>				
<b>Key Milestone(s) (010/11)</b>	<ul style="list-style-type: none"> <li>• 20% increase on baseline of the % of young people 16+ and Care Leavers accessing approved semi-independent accommodation by March 2010</li> </ul>				
<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>	DM LAC	<b>Linked Indicators</b>
	<b>Residual</b>				

**Objective SS7**

<b>Corporate Priority:</b>	<b>Halton's Children and Young People</b>
<b>Key Area Of Focus:</b>	<b>19 - To ensure a safe environment for children where they are supported and protected from abuse and neglect</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Stay Safe; CYPP SS1, SS2, SS3</b>

<b>Service Objective:</b>	<b>SS7: To increase awareness and engagement in Safeguarding</b>				
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>Develop a wider remit for the Safeguarding Board by performance monitoring key stay safe activities e.g. reduction in accidents in the home or admissions of children to A/E due to alcohol harm March 2009</li> </ul>				
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>Increase the number of children feeling safe from bullying and discrimination in schools by March 2010</li> <li>Increase the number of children feeling safe from bullying and discrimination in other settings by March 2010</li> </ul>				
<b>Key Milestone(s) (010/11)</b>	<ul style="list-style-type: none"> <li>Increase the participation of faith and minority communities in safeguarding</li> <li>Increase the number of children feeling safe from bullying and discrimination in schools by March 2011</li> <li>Increase the number of children feeling safe from bullying and discrimination in other settings by March 2011</li> </ul>				
<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>		<b>Linked Indicators</b>
	<b>Residual</b>				

**Objective SS8**

<b>Corporate Priority:</b>	<b>A Healthy Halton</b>
<b>Key Area Of Focus:</b>	<b>6 - Providing services and facilities to maintain the independence and well-being of vulnerable people within our community</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Be Healthy</b>

<b>Service Objective:</b>	<b>SS8: To improve continuity of planning and services for Children with Disabilities</b>				
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>All young people with complex needs aged 14 and 17yrs will be offered a person centred plan as a priority by March 2008</li> </ul>				
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>Process will be developed and resource identified to ensure all young people with complex needs are offered a person centred plan by March 2010</li> </ul>				
<b>Key Milestone(s) (010/11)</b>	<ul style="list-style-type: none"> <li>All young people with complex needs are routinely offered a person centred plan at the yr 9 Transition review by March 2011</li> </ul>				
<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>	DM CwD	<b>Linked Indicators</b>
	<b>Residual</b>				

**Objective SS9**

<b>Corporate Priority:</b>	<b>A Healthy Halton</b>
<b>Key Area Of Focus:</b>	<b>6 - Providing services and facilities to maintain the independence and well-being of vulnerable people within our community</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Stay Safe; CYPP SS4</b>

<b>Service Objective:</b>	<b>SS9: To improve choice and level of short break provision</b>				
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>• Baseline information established on range and volume of short break provision by September 2008</li> <li>• Needs analysis undertaken by March 2009</li> </ul>				
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>• Increase from baseline in number of short breaks offered by March 2010</li> </ul>				
<b>Key Milestone(s) (010/11)</b>	<ul style="list-style-type: none"> <li>• Full service offer in place by March 2011</li> </ul>				
<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>	DM Complex Needs	<b>Linked Indicators</b>
	<b>Residual</b>				

## 5.2 Performance Indicators and Targets (Statutory & Local Indicators):

**Targets to be set when 2007-08 actual is available**

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
<b>Corporate Health</b>											
There are presently no indicators of this type identified for the service											
<b>Cost &amp; Efficiency</b>											
<b>Fair Access</b>											
SS LI1	% of LAC achieving at or above the level forecast using FFT data		New				N/a				
<b>SS LI3</b>	% of Social Care referrals with neglect as the primary factor		New				N/a				
SS LI6	% of Children assessed with complex needs accessing mainstream education		New				N/a				
<b>Quality</b>											
SS LI5	% of Children participating in person centred transition reviews to enable them to influence their own outcomes		New				N/A				
<b>SS LI2</b>	% of Care Leavers living in temporary accommodation		33				30				
<b>Service Delivery</b>											
NI58	Emotional and Behavioural Health of Children in Care		New				N/a				
<b>NI59</b>	Initial Assessments		90.5%				N/a				

<sup>1</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
	completed within 7 working days										
<b><u>NI60</u></b>	Core Assessments completed within 35 working days		93.1%				N/a				
NI61	Stability of placements of CiC: number of moves		10				11				
<b><u>NI62</u></b>	Stability of placements of CiC: length of placement		75.3				77				
NI101	Children in Care achieving at least 5 A*-C GCSE		New				N/a				
<b><u>SSLI4</u></b>	Proportion of care leavers in education, employment or training at age 19 (ratio)		0.44				0.75				
NI61	Stability of CiC adopted following decision to place for adoption		New				N/a				

### 5.3 Risk Management

Risk Management, which forms a key element of the strategic management and performance management processes of the Council, is a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

Risk assessments are the process by which departments identify those issues that are, or may be, likely to impede the delivery of service objectives. Such risks are categorised and rated in terms of both their probability, i.e. the extent to which they are likely to happen, and their severity i.e. the potential extent of their impact should they occur.

Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. Such numbers are then translated into a Low, Medium or High category.

<b>Risk Score</b>	<b>Overall Level of Risk</b>
1 – 4	LOW
5 – 10	MEDIUM
11 – 16	HIGH

Following such assessments a series of risk treatment measures are identified that will mitigate against such risks having an adverse impact upon the delivery of the departmental objectives.

Mitigation measures for those risks that were initially assessed as high have been included as an Appendix within this plan. As such their implementation will be monitored through the Quarterly Departmental Service Plan Monitoring Report process.

### 5.4 Equality Action Plan

High priority equality are detailed in appendix 2 to this plan.

### 5.5 Local Area Agreement Targets

To follow

### 6.0 Performance Reporting

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and or delivering it's statutory responsibilities.

It is imperative that the Council and interested members of the public can keep track of how the Council and its Departments are progressing against objectives and targets, and that mechanisms are in place to enable councillors and managers to see whether the service is performing as planned.

As a result Departmental progress will be monitored through:

- **The day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Provision of Quarterly progress reports to Corporate and Directorate Management Teams;**
- **The inclusion of Quarterly Service Plan Monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**
- **Publication of Quarterly Service Plan monitoring reports on the Councils intranet site.**

In demonstrating it's commitment to exploiting the potential of Information and Communications Technology to improve the accessibility of its services and related information an extensive range of documentation, including this plan and it's associated quarterly monitoring reports, are available via the Council's website at <http://www2.halton.gov.uk/content/councilanddemocracy/council/plansandstrategies>

Additionally information and assistance can be accessed through any of the Council's Halton Direct Link facilities (HDL) or the Council's libraries.



## 7.0 Statutory and Non-statutory Plans

### [Community Strategy](#)

#### [Halton Best Value Performance Plan 2006/07](#)

Halton Children and Young People's Plan Refresh 2007-2010

Halton Corporate Plan 2006-2011

Halton Community Strategy 2006-2011

Youth Justice Plan

Halton Safeguarding Children Board Business Plan

Preventative Services Partnership Board Business Plan

Common Processes Task Group Business Plan

Specialist/Targeted Task Group business Plan

Universal Task Group Business Plan

Building Bridges Strategy for Children and Young People with Disabilities

Looked After Children Strategy

14-19 Strategy Plan

Emotional Health and Well-being Strategy

Children in Need Strategy

Teenage Pregnancy Strategy

Young Person's Substance Misuse Plan

## **Appendix 1 – High Risks and Associated Mitigation Measures**

To follow

## Appendix 2 – Equality Impact Assessments – High Priority Actions

Strategy/Policy/Service	Impact Assessment (High/Low/None)	Proposed Action(s)	Timetable			Officer Responsible
			2008/9	2009/10	2010/11	
Specialist Services	High	Ensure staff participate in a programme of Equality and Diversity training	X	X	X	OD Specialist Services and all DM's
Specialist Services	High	Participate in programme of Equality Impact assessments on all Strategy, Policy, and Service Areas	X	X	X	OD Specialist Services and all DM's
Specialist Services	High	Embed a system of stakeholder engagement, participation and consultation in all aspects of Service Delivery	X	X	X	OD Specialist Services and all DM's

**Halton Corporate Plan (2006 – 2011) – Council Priorities and Key Areas of Focus.**

**A Healthy Halton**

<b>1</b>	Improving the future health prospects of Halton residents, particularly children, through the encouragement of an improved dietary intake and the availability of nutritionally balanced meals within schools and other Council establishments.
<b>2</b>	Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.
<b>3</b>	Delivering programmes of education to improve the health of Halton residents.
<b>4</b>	Helping people to manage the effects of ill health, disability and disadvantage.
<b>5</b>	Actively managing the environmental factors that are detrimental to good health.
<b>6</b>	Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.
<b>7</b>	Providing services and facilities to maintain existing good health and well-being.

**Halton's Urban Renewal**

<b>8</b>	Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business.
<b>9</b>	Maintaining and developing local transport networks that meet the needs of resident's, businesses and visitors to Halton.
<b>10</b>	Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.
<b>11</b>	Maintaining levels of affordable housing provision within Halton that provides for quality and choice and meets the needs and aspirations of existing and potential residents.
<b>12</b>	Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.

## Children & Young People in Halton

13	Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
14	To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood.
15	To deliver effective services to children and families by making best use of available resources
16	To provide transport facilities that meets the needs of children & young people in Halton accessing education and training.
17	Provide an effective transition for young people from school to employment, through opportunities for work related learning, and post 16 education, voluntary and community work.
18	To reduce the conception rate amongst women under 18 by providing awareness, education and relevant support
19	To ensure a safe environment for children where they are supported and protected from abuse and neglect

## Employment, Learning & Skills in Halton

20	To increase self-confidence and social inclusion by providing opportunities to adults to engage in basic skills learning.
21	To improve access to employment by providing opportunities to enhance employability skills and knowledge
22	Working with employers to identify and secure opportunities for the unemployed.
23	To provide transport facilities that meets the needs of those people in Halton accessing employment and training.
24	To sustain current employment levels by providing practical and financial advice and assistance to those from disadvantaged groups
25	To increase employment opportunities and business start ups in Halton, by developing an enterprise culture

## A Safer Halton

26	Actively encouraging socially responsible behaviour by engaging with Halton's young people and by providing opportunities for them to access and take part in affordable leisure time activities.
27	Reducing the physical effects of anti-social and criminal behaviour
28	Providing and maintaining a highways and footpath network that is safe, accessible, and meets the needs and expectations of those living, working or visiting in Halton.
29	Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.
30	Improving the social and physical well-being of those groups most at risk within the community

## Corporate Effectiveness & Efficient Service Delivery

31	Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.
32	Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access.
33	Ensuring that we are properly structured organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.
34	Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders
35	Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.
36	Ensuring that the Council's land and property portfolio is managed efficiently
37	Ensuring that Council buildings are safe and accessible, meet the needs of service users and the organisation, and comply with legislative requirements
38	Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery.
39	Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information
40	Ensuring that the Council has the right people with the right skills and who are informed and motivated and provided with opportunities for personal development and engagement.



## Stadium & Hospitality

# **SERVICE PLAN**

**April 2008 to March 2011**

**Advanced Draft FEB 2008**

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### *Appendices*

- 1. Service Objectives – High Risks and Mitigation Measures*
- 2. Equality Impact Assessments – High priority actions*
- 3. Corporate Priorities and Key Areas of Focus.*



## 1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified [6 key priorities](#), and a number of associated key Areas of Focus, which, as detailed within the Council's Corporate Plan, are: -

- **A Healthy Halton**
- **Halton's Urban Renewal**
- **Halton's Children & Young People**
- **Employment, Learning & Skills in Halton**
- **A Safer Halton**
- **Corporate Effectiveness & Business Efficiency**

Departmental Service Plans form an integral part of the authority's corporate planning framework, as illustrated below.

This framework ensures that the Council's operational activities are complementary to the delivery of its community aspirations and legal and statutory responsibilities.

Departmental Service Plans are primary documents that communicate:

- The existing and future influences that have informed the shaping of service delivery in the medium term.
- The existing and projected resources that are, or may, be required to deliver services.
- Departmental Service Objectives and Key Milestones that are to be delivered over the next three years.
- Those national and local performance indicators for which the department has a responsibility to report.



Such plans, and the Quarterly Service Plan Monitoring Reports that flow from them, are an essential tool in enabling the public, Elected Members, Senior Management, and staff how well Council departments are performing and what progress is being made in relation to improving the quality of life within the borough and service provision for local people, businesses and service users.

The Strategic Priority and those Areas of Focus that have been most significant in the development of this plan are detailed below: -

Strategic Priority 1:

**A Healthy Halton**

Area of Focus (1)

Improving the future health prospects of Halton residents, particularly children, through the encouragement of an improved dietary intake and the availability of nutritionally balanced meals within schools and other Council establishments.

Area of Focus (2)

Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.

Area of Focus (6)

Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.

Area of Focus (7)

Providing services and facilities to maintain existing good health and well-being.

Strategic Priority 6:

**Corporate Effectiveness & Efficient Service Delivery**

Area of Focus (34)

Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders

## 2.0 SERVICE PROFILE

### 2.1 Purpose

The Stadium & Hospitality Division sits within the Environment Directorate and the Head of Service reports directly to the Executive Director for the Environment.

The Stadium & Hospitality Division manages the Halton Stadium and provides the Borough's schools with a flexible value for money service, together with a bespoke Civic Catering Service that is responsive to the needs of the Mayoralty.

#### **The Catering Service offers: -**

- The provision of a comprehensive catering service to schools that ensure all Central Government guidelines on healthy eating are being adhered to
- A dedicated management support service that is responsive to the requirements of each school/building
- Professional and technical advice on all catering issues, including design and concept issues
- Full catering facilities at two staff restaurants and three coffee shop.
- On-site catering facilities for working lunches, buffets, committee teas etc.

#### **The Halton Stadium**

The Halton Stadium is Halton Borough Council's flagship sporting, health and fitness facility. It is a major cultural asset of the Borough, providing a first class venue for multiple sports and leisure provision, it also has successful and well-developed commercial activities and significant community links to various community and sporting groups.

Both service areas, Catering and the Stadium operate to a detailed Business Plan and for the Stadium a comprehensive three-year Marketing and Public Relations plan has also been developed.

### 2.2 Key Messages

#### SCHOOL CATERING

- *Nutritional Guidelines/Healthier Food for Schools* – continues to drive provision of food in schools, with Halton schools adopting the new guidelines well in advance of requirement. Healthy eating contributes significantly to the being healthy national outcome for children and provides the confidence, skills, knowledge and understanding to make healthy food choice.

- The steady decline in meal uptake over the past few years , following the introduction of healthier items, appears to have “bottomed out” and schools are beginning to experience a slight increase.
- More active marketing and promotions to both pupils and parents is also having a positive effect on meal numbers.
- A number of secondary schools have introduced a “split lunch” which has reduced queuing time, increased availability of seating, improved ambience and increased chance of peer group interaction.
- Recent statistics indicate that over 2,000 pupils eligible for a free meal were not registering. To address this a new system, introduced Jan 08 automatically registers a child unless an opt out box is ticked.
- All temporary and casual hours have been removed from the service, the service is now operating with core staff and until/unless a rationalisation of surplus places is undertaken then this service will suffer from an under capacity issue.

### CIVIC CATERING

- Runcorn Town Hall and Lowerhouse Lane staff canteens have been closed due to reduced demand and related profitability. These closures have not resulted in any significant negative feedback.
- The Civic Catering service is still regarded as the exemplar of good practice with surrounding Authorities and this is supported by a number of letters endorsing the quality of service from visiting Civic Dignitaries.

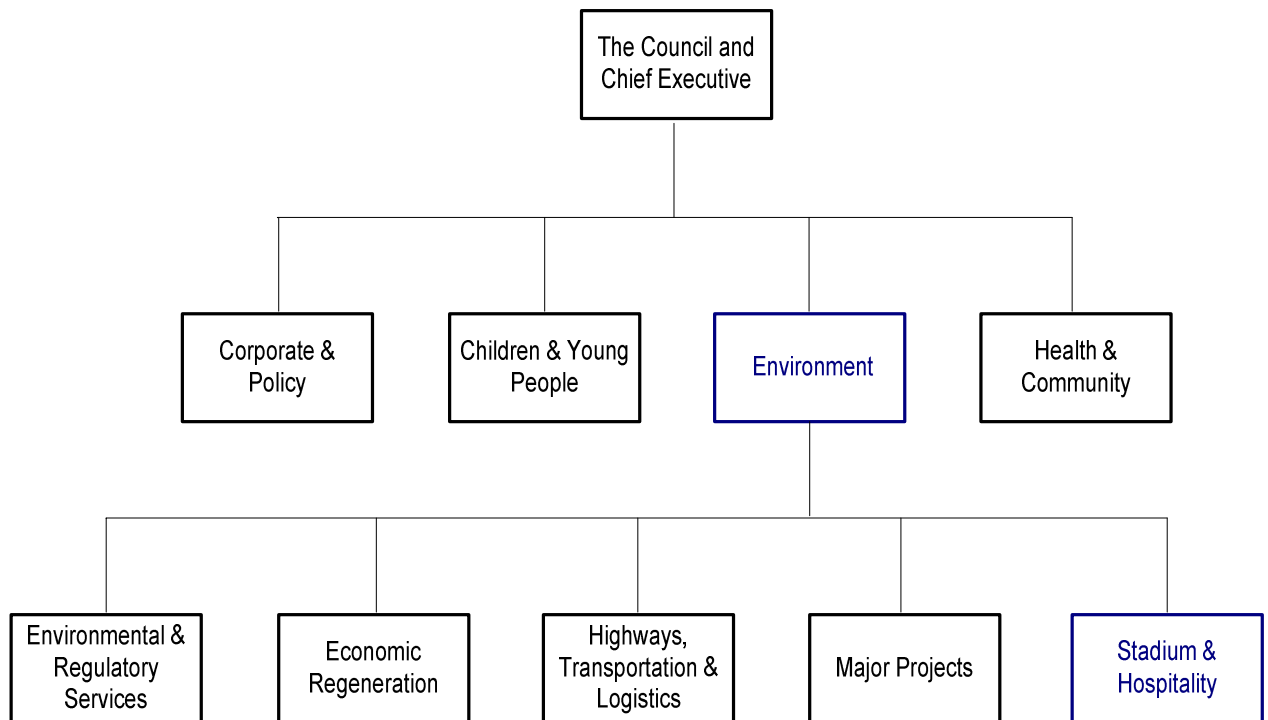
### THE STADIUM

- Due to the failure of our main tenant, the Widnes Vikings, to regain Super League status additional pressure continues to be put on the other commercial activities within the Stadium.
- An opportunity for the Vikings to gain promotion to Super League will be presented in the form of the Super League Franchise System for 2009 onwards.
- Further pressure on commercial activities resulted following the club going in to voluntary administration, a viable business case was presented and accepted by the Rugby League and the Council will have a substantive role to play in the future of the Club.
- A major plus has been the return of Everton FC Reserves to the Stadium, a recent reserve match attracted over 5,000 spectators, the largest crowd at the Stadium in 2007.
- The capital investment in the new fitness equipment and an internal marquee, have been a boost to the commercial activities of the Stadium.

The Marquee will allow the stadium to offer a room that can accommodate 500+ diners in a formal setting; this is the largest banqueting facility in Halton, and one of the largest in the Region.

- The support of an external marketing company resulted in occupancy levels during December 2007, increasing to over 90% an increase of over 25% on previous years.
- The commissioned energy report from the Carbon Trust has resulted in significant reductions in energy usage at the Stadium and the implemented staff awareness training and general good housekeeping has now been cascaded to other areas of the Council.

### 2.3 Organisation Structure



### 3.0 FACTORS AFFECTING THE SERVICE

#### 3.1 External Factors

Key Developments	Timeframe	Comment(s)
<b>Political</b>		
National healthy eating agenda	<b>Ongoing</b>	A refined school meal service that meets all national requirements. If the present additional external funding for school meals were removed a deficit of over £300,000 would need to be addressed.
Cheshire County Council (CCC) Unitary Issue	<b>April 09</b>	HBC presently has a food procurement partnership with CCC, if as expected, the county splits in to two separate Unitaries this arrangement may be dissolved, leaving HBC at a disadvantage.
Licensing Laws	<b>Unknown at this time</b>	Any revision of drinking promotions (happy hour, etc.) could adversely affect the trading account.
Removal of non-statutory catering provision	<b>Unknown at this time</b>	Civic catering is a non-statutory service; any further rationalisation of some of the services could significantly reduce costs.
<b>Economic</b>		
Super League Franchise System	<b>Summer 08</b>	<p>Failure to be included in the first round of franchising will significantly impact on the viability of the Vikings and have a negative knock-on effect to related activities within the Stadium.</p> <p>By competing in National League 1 the profile of the Stadium is reduced and therefore consideration for inclusion by the RFL for representative games is weakened.</p>

National Agenda	Healthy Eating	<b>Ongoing</b>	If the present high profile push on healthy eating escalates the financial impact on the service could be considerable, particularly food cost and labour production costs.
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<b><i>Social</i></b>			
Falling pupil numbers/surplus places		<b>Ongoing</b>	Continued falling pupil numbers are placing pressure on the school catering service this has the potential to increase the unit cost of meals.

<b><i>Technological</i></b>			
Floodlight provision		<b>Sept 08</b>	If the Vikings are successful in their Super League Franchise bid then the existing floodlights at the Stadium will need to be upgraded to meet the new LUX requirements for Sky and HD TV.
Smart Card System		<b>Ongoing</b>	The recently introduced smart card system at two secondary schools has resulted in an increase in school meals, if this system were to be introduced in to other secondary schools the effect would be significant.

**Environmental**

**Protecting our environment**

Awareness of Climate Change is growing and the Council is committed to taking a lead and setting an example in tackling the associated problems. A corporate Climate Change Action Plan is being prepared, but each department can make its own contribution.

Consideration will be given throughout the life of the Service Plan to ways in which support can be given to the action plan and to identify and implement opportunities to reduce any contribution to Climate Change and to promote best practice in the reduction of carbon emissions.

The Council has signed up to the Local Authority Carbon Management Programme in the early part of 2007/08. The programme will guide the Council through a systematic analysis of its carbon footprint, outline opportunities to help manage carbon emissions, develop Action Plans for realising carbon and financial savings; and embed carbon management into the authority's day-to-day business.

As part of the programme the Council has developed a Carbon Management Strategy and Implementation Plan to reduce energy bills and carbon emissions over the next five years. Through the Strategy and Implementation Plan, Council services will need to encourage closer examination of their policies around procurement, transport and the use of renewable energy.

**3.2 Service Developments**

- The Carbon Trust has conducted a no cost survey of energy usage at the Stadium. The scope of the consequent report covered electricity, gas and water usage and has helped establish a base line consumption data. This report made a number of recommendations on how consumption could be reduced.
- The Healthy Stadia Award was won in 2007. A Healthy Stadium is understood to be,  
  
*".....one which promotes the health of visitors, fans, players, employees and the surrounding community. It is a place where people can go to have a positive, healthy experience playing or watching sport"*
- A new award "Smoke Free Plus" was given to the Stadium for going above and beyond new legislation.
- The Stadium was presented with a coveted Food Charter Award in recognition of an excellent healthy service.



- Both the Stadium and Municipal Canteen scored a maximum 3 stars for hygiene following Environmental Health inspection.
- The School Meals Service achieved Hospitality Assured accreditation – the benchmark that recognises high standards of customer service in the hospitality industry.
- An external marketing company has been appointed to increase brand awareness in respect of weddings, conferences and party nights.
- A number of benchmarking exercises have been carried concerning the food procurement for school meals and civic catering. This has resulted in a full review of the present arrangement with Cheshire County Council to ensure HBC is receiving best value.
- Following a number of visits to other Stadiums and conference venues, a full review of the Stadium's pricing structure has taken place and resulted in the production of new marketing brochures for both weddings and conferences. Further information has been gathered in relation to the Stadium hosting an outdoor pop concert.

### **3.3 Efficiency Improvements**

The Carbon Trust has identified, a potential saving of £17,500 on current electricity usage. This saving translates to 2900 kwatts/hr and CO2 emissions of 108.6 tonnes. Following the visit and report, further savings have been identified and a bid to the invest to save programme has been successful. Evidence is presently being collected to verify actual savings.

Closure of the Runcorn Town Hall and Lowerhouse Lane staff canteens has resulted in a reduction in the actual service overspend of around £35K per year.

The finding of a Stadium sponsor will realise the budget provision of £50K per year.

### **3.4 National Regional and Sub-regional Focus**

#### **School Catering**

With recent published statistics regarding obesity, this service is constantly under the public spotlight. Central Government is taking an active interest in the school meal service and guidelines have been implemented that examine and scrutinise in detail the nutritional content of a school meal.

Our school meal service is being used as an example of good practice.

## **The Halton Stadium**

It is vitally important for the Stadium to maintain its profile during whatever period that the Vikings remain in the National League rather than the Super League.

The Stadium has an excellent relationship with both the Rugby League and Football League supported by the decision to hold a number of representative matches here during 2007.

### **3.5 Equality and Diversity**

Halton Council is committed to ensuring equality of opportunity within all aspects of its service delivery, policy development and as an employer. This commitment is reflected in a range of policies, strategies and framework documents that underpin the work of the Council in its day-to-day operation and in the services that it delivers.

This commitment is encapsulated in the equal opportunities policy that the Council has adopted. The policy sets out the Council's approach to promoting equal opportunities; valuing diversity and encouraging fairness and justice; and providing equal chances for everyone in Halton to work, learn and live free from discrimination and victimisation. The Council will combat discrimination throughout the organisation and will use its position of influence in the Borough, wherever possible, to help to identify and overcome discriminatory barriers that may exist.

Each year Departments undertake Equality Impact Assessments to examine the equality implications of all of their policies, procedures and practices. As a result an Equality Action Plan is developed to identify those issues that demand attention. This forms a contribution to the overall Corporate Equalities Plan.

As a result of such assessments any high priority actions that have been identified, that fall within the life of this plan, are detailed in section 5.

### **3.6 Unforeseen Developments**

Whilst every effort has been made to identify those significant developments that may influence or impact upon the service during the life of this plan the possibility exists that unforeseen developments may occur that need to be considered as and when they arise. Such developments will be detailed and commented upon as appropriate in the sections dealing with key developments or emerging issues within the relevant Service Plan Quarterly Monitoring Reports.

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of any unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective

Policy and Performance Boards will be kept informed of any developments of this nature.

All reports to the Policy and Performance Boards, with the exception of Part II items, are publicly available documents and can be accessed through the Council's website at <http://www2.halton.gov.uk/>



## **4.0 RESOURCES**

### **4.1 Budget Summary and Service Costs**

To be inserted

### **4.2 Human Resource Requirements**

No changes envisaged.

### **4.3 ICT Requirements**

Smart cards have proved to be a benefit to increasing school meals. To introduce this system in to a secondary schools, there will be a shared cost in the region of £35K per school.

### **4.4 Accommodation and Property Requirements**

No changes envisaged.

## 5.0 SERVICE PERFORMANCE

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and / or its statutory responsibilities. The service utilises a variety of measures and targets to enable performance against the service plan to be tracked, monitored, and reported. Details of these measures and targets are given below.

- Objectives and Key Milestones. These show the major events in the work of the Department that are planned to take place during 2008–11, such as the launch of new initiatives progress on major projects or the delivery of business critical activity. Objectives and Milestones are clearly linked to the appropriate Key Areas of Focus in the Corporate Plan 2006-11.
- National Performance Indicators. This is a national set of 198 indicators that have been prescribed by Central Government that are intended to measure the extent to which authorities are operating effectively and efficiently and are delivering upon both national and local priorities.
- Local Performance Indicators. These are indicators that have been developed by the Council and any relevant non-statutory indicators that have been adopted from national or other sources.
- Local Area Agreement. The Local Area Agreement (LAA) is a three-year agreement based on Halton's Community Strategy. The second round LAA commenced on 1<sup>st</sup> April 2008, and included within it are improvement targets for the Borough of Halton to which both the Council, and its partners will contribute.

The LAA contains 86 key targets addressing all of the priority issues identified in both the Community Strategy, and the Council's Corporate Plan. Of the 86 key targets, 34 are mandatory and also included are the 12 LPSA targets to which the Council signed up.

Many of the objectives contained within the current service plans are designed to support the achievement of LAA targets. A full version of Halton's LAA can be viewed on the Halton Strategic Partnership Website at [http://www.haltonpartnership.net/site/images/stories//laa\\_final\\_\(march\\_2007\).pdf](http://www.haltonpartnership.net/site/images/stories//laa_final_(march_2007).pdf)

**Progress against the achievement of LAA targets is reported to all stakeholders at regular intervals.**

Following the establishment of the LAA, plans are being formulated to ensure that in future years the LAA and the Council's service plans are completely aligned.

## 5.1 Service Objectives

(NB Other than by exception those service objectives and/or Key Milestones shown in *italics* will only be reported at Quarter 2 (half-year) and Quarter 4 (year-end.)

<b>Corporate Priority:</b>	<b>A Healthy Halton</b>
<b>Key Area (s) Of Focus:</b>	<p><b>AOF 2</b> Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.</p> <p><b>AOF 6</b> Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.</p> <p><b>AOF 7</b> Providing services and facilities to maintain existing good health and well-being.</p>

<b>Service Objective:</b>	<b>SH 1 - Increase the community usage of the stadium and to maintain and improve the health of Halton residents.</b>
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<b>Key Milestones</b>		<b>Responsible Officer</b>
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>Identify areas for improvement in line with the Business Plan and Marketing Plan.(this will drive the development of milestones for 2009/10). <b>Nov 2008.</b> (AOF2)</li> </ul>	HOS – Stadium & Hospitality
	<ul style="list-style-type: none"> <li>Visit Riverside College Halton and local Sixth Forms to advise and promote to students the leisure facilities available at The Stadium. <b>Sep 2008.</b> (AOF2)</li> </ul>	HOS – Stadium & Hospitality
	<ul style="list-style-type: none"> <li>Establish a regular forum to engage with all established community user groups to pursue development of activities and to encourage cross-activity cooperation <b>May 2008.</b> (AOF6 &amp; 7)</li> </ul>	HOS - Stadium & Hospitality
	<ul style="list-style-type: none"> <li>Establish a formal process for measuring customer satisfaction with Stadium Community Services <b>Dec 2008.</b> (AOF2)</li> </ul>	HOS - Stadium & Hospitality Services
	<ul style="list-style-type: none"> <li><i>Charitable and community organisations to utilise Stadium facilities during "off-peak" periods at a reduced price <b>Dec 2008.</b> (AOF6 &amp; 7)</i></li> </ul>	HOS - Stadium & Hospitality Services
	<ul style="list-style-type: none"> <li><i>Host Capital Of Culture Youth event <b>Jul 2008.</b> (AOF7)</i></li> </ul>	HOS - Stadium & Hospitality Services
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Identify areas for improvement in line with the Business Plan and Marketing Plan.(this will drive the development of milestones for 2010/11). <b>Nov 2009.</b> (AOF2)</li> </ul>	HOS – Stadium & Hospitality



	<ul style="list-style-type: none"> <li>Formulate proposals for event(s) linked to the London Olympics 2012. <b>Sep 2009.</b> (AOF2 &amp; 7)</li> </ul>			HOS – Stadium & Hospitality
<b>2010 -11</b>	<ul style="list-style-type: none"> <li>Identify areas for improvement in line with the Business Plan and Marketing Plan.(this will drive the development of milestones for 2011/12). <b>Nov 2010.</b> (AOF2)</li> </ul>			HOS Stadium & Hospitality Services
<b>Risk Assessment</b>	<b>Initial</b>	Low	<b>Linked Indicators</b>	SH LI10 & 11
	<b>Residual</b>	Low		

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Efficient Service Delivery</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 34</b> Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders

<b>Service Objective:</b>	<b>SH 2 - Increase the Stadium turnover and improve efficiency to reduce the level of Council contribution.</b>
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Key Milestones		Responsible Officer		
2008 - 09	<ul style="list-style-type: none"> <li>Implement promotional programme aimed at the Borough's school children to increase attendance at Widnes Vikings and Everton Reserve fixtures developed in conjunction with both clubs. <b>Apr 2008.</b> (AOF34)</li> </ul>	HOS – Stadium & Hospitality		
	<ul style="list-style-type: none"> <li>Review and identify areas for improvement in line with the Business Plan and Marketing Plan. <b>Nov 2008.</b> (AOF34)</li> </ul>	HOS – Stadium & Hospitality		
	<ul style="list-style-type: none"> <li>Host a pitch based "Pop Concert" <b>Sep 2008.</b> (AOF34)</li> </ul>	HOS – Stadium & Hospitality		
	<ul style="list-style-type: none"> <li>Host a wedding and business fayre <b>Oct 2008.</b> (AOF34)</li> </ul>	HOS – Stadium & Hospitality		
	<ul style="list-style-type: none"> <li>Develop promotional strategy to attract large corporate events to the Stadium (new Marquee Suite). <b>Dec 2008.</b> (AOF34)</li> </ul>	HOS – Stadium & Hospitality		
	<ul style="list-style-type: none"> <li><i>Increase the variety and quality of food offered on match days</i> <b>Apr 2008.</b> (AOF34)</li> </ul>	HOS – Stadium & Hospitality		
2009 - 10	<ul style="list-style-type: none"> <li>Review and identify areas for improvement in line with the Business Plan and Marketing Plan. <b>Nov 2009.</b> (AOF34)</li> </ul>	HOS – Stadium & Hospitality		
2010 -11	<ul style="list-style-type: none"> <li>Review and identify areas for improvement in line with the Business Plan and Marketing Plan. <b>Nov 2010.</b> (AOF34)</li> </ul>	Head of Stadium & Hospitality Services		
Risk Assessment	Initial	Medium	Linked Indicators	SH LI10, 15 & 16
	Residual	Medium		

<b>Corporate Priority:</b>	<b>A Healthy Halton</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 1</b> Improving the future health prospects of Halton residents, particularly children, through the encouragement of an improved dietary intake and the availability of nutritionally balanced meals within schools and other Council establishments.

<b>Service Objective:</b>	<b>SH 3 - Increase the number of Pupils having a school lunch, to raise awareness, and increase levels, of healthy eating</b>
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<b>Key Milestones</b>		<b>Responsible Officer</b>		
<b>2008 - 09</b>	<ul style="list-style-type: none"> <li>Introduce an early academic school year promotion and educational campaign <b>Sep 2008.</b> (AOF1)</li> </ul>	HOS – Stadium & Hospitality		
	<ul style="list-style-type: none"> <li><i>Extend the cashless payment Smart Card scheme to additional schools which reduces queing times and helps parental monitoring of actual spend and food consumption <b>Sep 2008.</b> (AOF1)</i></li> </ul>	HOS – Stadium & Hospitality		
	<ul style="list-style-type: none"> <li><i>To conduct a benchmarking exercise which compares individual school performance. good performance to be investigated and shared with all schools and producing individual School Action Plans including independently run schools. <b>Dec 2008.</b> (AOF1)</i></li> </ul>	HOS – Stadium & Hospitality		
	<ul style="list-style-type: none"> <li>Conduct a questionnaire/satisfaction postal survey to all parents/guardians of pupils eligible to a free school meal, to learn of perceived barriers restricting uptake. Evaluate and produce Action Plan. <b>Dec 2008.</b> (AOF1)</li> </ul>	HOS – Stadium & Hospitality		
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Introduce an early academic school year promotion and educational campaign <b>Sep 2009.</b> (AOF1)</li> </ul>	HOS – Stadium & Hospitality		
	<ul style="list-style-type: none"> <li><i>Extend the cashless payment Smart Card scheme to additional schools which reduces queing times and helps parental monitoring of actual spend and food consumption <b>Sep 2009.</b> (AOF1)</i></li> </ul>	HOS – Stadium & Hospitality		
<b>2010 -11</b>	<ul style="list-style-type: none"> <li>Introduce an early academic school year promotion and educational campaign <b>Sep 2010.</b> (AOF1)</li> </ul>	HOS – Stadium & Hospitality		
	<ul style="list-style-type: none"> <li><i>Extend the cashless payment Smart Card scheme to additional schools which reduces queing times and helps parental monitoring of actual spend and food consumption <b>Sep 2010.</b> (AOF1)</i></li> </ul>	HOS – Stadium & Hospitality		
<b>Risk Assessment</b>	<b>Initial</b>	Medium	<b>Linked Indicators</b>	SH LI1, 2, 3, 4, 6, 7, 8, 14, NI 52
	<b>Residual</b>	Medium		

## 5.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
<b>Corporate Health</b>											
There are presently no indicators of this type identified for the service											
<b>Cost &amp; Efficiency</b>											
SH LI5	No. Of meals served versus hourly input of labour	CP6 AOF34	8.51	-	-	-	9	TBC	8	8.5	9
SH LI16	Increase in the turnover of the Stadium	CP6 AOF34	2.349	-	-	-	2.5	TBC	2.65	2.7	2.85
<b><u>SH LI21</u></b>	Council contribution to Stadium operating costs (£100K's)	CP6 AOF34	N/A	-	-	-	N/A	TBC	TBC	TBC	TBC
<b>Fair Access</b>											
There are presently no indicators of this type identified for the service											
<b>Quality</b>											
SH LI3	% Of catering staff achieving a formal qualification	CP1 AOF1	12	-	-	-	10	TBC	10	10	10
SH LI22a	Food cost per primary school meal	CP1 AOF1	TBC	-	-	-	NA	TBC	TBC	TBC	TBC
SH LI22b	Food cost per secondary school meal	CP1 AOF1	TBC	-	-	-	NA	TBC	TBC	TBC	TBC
<b>Service Delivery</b>											
SH LI1	% Of schools complying with National Nutritional Guidelines (66 Schools)	CP1 AOF1	100	-	-	-	100	TBC	100	100	100
<b><u>SH LI8a</u></b>	% Take up of free school meals to those who are eligible - Primary Schools	CP1 AOF1	91	-	-	-	92	TBC	88	90	92
<b><u>SH LI8b</u></b>	% Take up of free school meals to those who are eligible - Secondary Schools	CP1 AOF1	76	-	-	-	78	TBC	60	65	70

<sup>1</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
<b>SH LI10</b>	No. of people accessing stadium facilities (1,000's)	CP1 AOF2	561	-	-	-	597	TBC	628	660	696
SH LI11	Uptake of the Halton Leisure card	CP1 AOF2	155	-	-	-	170	TBC	200	225	250
<b>NI 52</b>	Take up of school lunches	CP1 AOF1	NA	-	-	-	NA	TBC	55	57.5	60
SH LI18	Average number of healthy food initiatives per school	CP1 AOF1	NA	-	-	-	NA	TBC	5	5.5	6
<b>SH LI19</b>	% of schools achieving Phase 2 of the Healthy School Standard	CP1 AOF1	0	-	-	-	NA	TBC	60	100	100
<b>SH LI20</b>	% of schools achieving Phase 3 of the Healthy School Standard	CP1 AOF1	0	-	-	-	NA	0	30	60	100

### 5.3 Risk Management

Risk Management, which forms a key element of the strategic management and performance management processes of the Council a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

Risk assessments are the process by which departments identify those issues that are, or may be, likely to impede the delivery of service objectives. Such risks are categorised and rated in terms of both their probability, i.e. the extent to which they are likely to happen, and their severity i.e. the potential extent of their impact should they occur.

Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. Such numbers are then translated into a Low, Medium or High category.

Risk Score	Overall Level of Risk
1 – 4	LOW
5 – 10	MEDIUM
11 – 16	HIGH

Following such assessments a series of risk treatment measures are identified that will mitigate against such risks having an adverse impact upon the delivery of the departmental objectives.

Mitigation measures for those risks that were initially assessed as high have been included as an Appendix within this plan. As such their implementation will be monitored through the Quarterly Departmental Service Plan Monitoring Report process.

### 5.4 Equality Action Plan

Details to be inserted.

### 5.5 Local Area Agreement Targets

None relate to this service.

## 6.0 PERFORMANCE REPORTING

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and or delivering it's statutory responsibilities.

It is imperative that the Council and interested members of the public can keep track of how the Council and its Departments are progressing against objectives and targets, and that mechanisms are in place to enable councillors and managers to see whether the service is performing as planned.

As a result Departmental progress will be monitored through:

- **The day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Provision of Quarterly progress reports to Corporate and Directorate Management Teams;**
- **The inclusion of Quarterly Service Plan Monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**
- **Publication of Quarterly Service Plan monitoring reports on the Councils intranet site.**

In demonstrating it's commitment to exploiting the potential of Information and Communications Technology to improve the accessibility of its services and related information an extensive range of documentation, including this plan and it's associated quarterly monitoring reports, are available via the Council's website

<http://www2.halton.gov.uk/content/councilanddemocracy/council/plansandstrategies>

Additionally information and assistance can be accessed through any of the Council's Halton Direct Link facilities (HDL) or the Council's libraries.

## **7.0 STATUTORY AND NON-STATUTORY PLANS**

Halton Stadium Business Plan

Halton Stadium Marketing & Public Relations Strategy

School Meals Business Plan

School Meals School SLA

[Community Strategy](#)

Halton BVPP 2007/08

## **Appendix 1 – High Risks and Associated Mitigation Measures**

No objectives have been initially assessed as “High” risk.



## **Appendix 2 – Equality Impact Assessments – High Priority Actions**

No high priority actions have been identified within the Departmental Equality Action Plan.

**Halton Corporate Plan (2006 – 2011) – Council Priorities and Key Areas of Focus.**

**A Healthy Halton**

<b>1</b>	Improving the future health prospects of Halton residents, particularly children, through the encouragement of an improved dietary intake and the availability of nutritionally balanced meals within schools and other Council establishments.
<b>2</b>	Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.
<b>3</b>	Delivering programmes of education to improve the health of Halton residents.
<b>4</b>	Helping people to manage the effects of ill health, disability and disadvantage.
<b>5</b>	Actively managing the environmental factors that are detrimental to good health.
<b>6</b>	Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.
<b>7</b>	Providing services and facilities to maintain existing good health and well-being.

**Halton's Urban Renewal**

<b>8</b>	Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business.
<b>9</b>	Maintaining and developing local transport networks that meet the needs of resident's, businesses and visitors to Halton.
<b>10</b>	Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.
<b>11</b>	Maintaining levels of affordable housing provision within Halton that provides for quality and choice and meets the needs and aspirations of existing and potential residents.
<b>12</b>	Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.

## Children & Young People in Halton

13	Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
14	To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood.
15	To deliver effective services to children and families by making best use of available resources
16	To provide transport facilities that meets the needs of children & young people in Halton accessing education and training.
17	Provide an effective transition for young people from school to employment, through opportunities for work related learning, and post 16 education, voluntary and community work.
18	To reduce the conception rate amongst women under 18 by providing awareness, education and relevant support
19	To ensure a safe environment for children where they are supported and protected from abuse and neglect

## Employment, Learning & Skills in Halton

20	To increase self-confidence and social inclusion by providing opportunities to adults to engage in basic skills learning.
21	To improve access to employment by providing opportunities to enhance employability skills and knowledge
22	Working with employers to identify and secure opportunities for the unemployed.
23	To provide transport facilities that meets the needs of those people in Halton accessing employment and training.
24	To sustain current employment levels by providing practical and financial advice and assistance to those from disadvantaged groups
25	To increase employment opportunities and business start ups in Halton, by developing an enterprise culture

## A Safer Halton

26	Actively encouraging socially responsible behaviour by engaging with Halton's young people and by providing opportunities for them to access and take part in affordable leisure time activities.
27	Reducing the physical effects of anti-social and criminal behaviour
28	Providing and maintaining a highways and footpath network that is safe, accessible, and meets the needs and expectations of those living, working or visiting in Halton.
29	Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.
30	Improving the social and physical well-being of those groups most at risk within the community

## Corporate Effectiveness & Efficient Service Delivery

31	Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.
32	Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access.
33	Ensuring that we are properly structured organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.
34	Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders
35	Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.
36	Ensuring that the Council's land and property portfolio is managed efficiently
37	Ensuring that Council buildings are safe and accessible, meet the needs of service users and the organisation, and comply with legislative requirements
38	Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery.
39	Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information
40	Ensuring that the Council has the right people with the right skills and who are informed and motivated and provided with opportunities for personal development and engagement.



# Universal and Learning Services

## **SERVICE PLAN**

**April 2008 to March 2011**

**Advanced Draft FEB 2008**

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## 1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified [6 key priorities](#), and a number of associated key Areas of Focus, which, as detailed within the Council's Corporate Plan, are: -

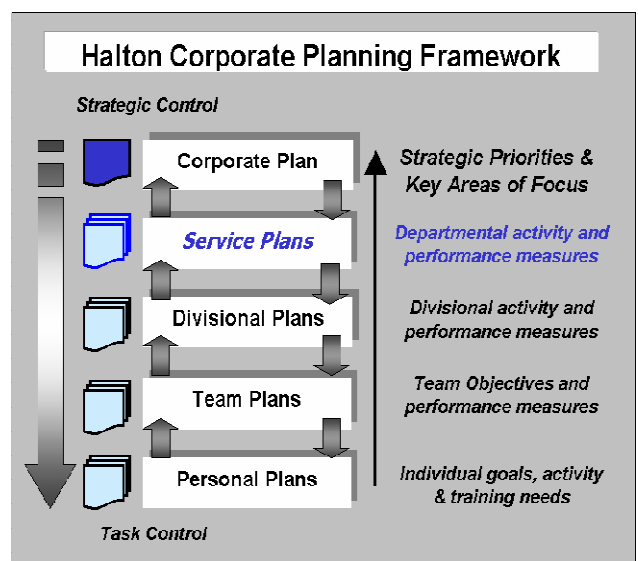
- **A Healthy Halton**
- **Halton's Urban Renewal**
- **Halton's Children & Young People**
- **Employment, Learning & Skills in Halton**
- **A Safer Halton**
- **Corporate Effectiveness & Business Efficiency**

Departmental Service Plans form an integral part of the authority's corporate planning framework, as illustrated below.

This framework ensures that the Council's operational activities are complementary to the delivery of its community aspirations and legal and statutory responsibilities.

Departmental Service Plans are primary documents that communicate:

- The existing and future influences that have informed the shaping of service delivery in the medium term.
- The existing and projected resources that are, or may, be required to deliver services.
- Departmental Service Objectives and Key Milestones that are to be delivered over the next three years.
- Those national and local performance indicators for which the department has a responsibility to report.



Such plans, and the Quarterly Service Plan Monitoring Reports that flow from them, are an essential tool in enabling the public, Elected Members, Senior Management, and staff how well Council departments are performing and what progress is being made in relation to improving the quality of life within the borough and service provision for local people, businesses and service users.

## 2.0 SERVICE PROFILE

### 2.1 Purpose

The Department promotes continuous school improvement and seeks to raise standards by appropriately supporting and challenging schools. It supports Headteachers and School Governing Bodies through a range of support services that seek to promote effective governance and management of schools and on seeking continuous improvement in teaching and learning. This means that the services directly benefit all pupils in Halton schools. It is a lead Department for the Every Child Matters outcome – enjoy and achieve, but contributes significantly to all ECM outcomes by working collaboratively with Divisions across the Directorate and with colleagues in external agencies where appropriate.

The 3 Divisions in the Department carry a range of responsibilities.

**School Improvement Division** has the core functions of monitor, support, challenge, and intervene in schools in order to raise standards of achievement and attainment. It fulfils statutory duties relating to the employment of staff in schools; promotes raising standards through a range of strategies, including analysis of quantitative and qualitative data; secures a broad and balanced curriculum in schools; supports schools causing concern; and brokers appropriate support to schools from external sources. Key roles delivered by this division are School Improvement Partners, Advisers, Teaching and Learning Consultants and Advisory teachers. It is responsible for leading and managing a range of national initiatives such as the National Primary Strategy, Secondary Strategy, School Sport Co-ordinator Programme, School Improvement Partner as well as a range of learning partnerships. It supports governors through a Clerkship Service and an extensive Governor Development and Training programme.

**14-19 Division** covers a wide range of function focused around the 14-19 agenda and post-16 learning and employment through the following services;

**14-19 Strategy:** In response to the Government's 14-19 Education & Skills White Paper, which emphasises the need to raise attainment levels and retain young people in learning, there are plans to reform education for 14 to 19 year olds. At the centre of this reform is the implementation, by 2013, of a new national curriculum entitlement introducing 14 specialised Diplomas that combine classroom education with workplace experience, and the introduction of functional skills in maths, English and ICT GCSEs. Pilots of the specialised Diplomas start in 2008 with functional skills pilots starting in 2007. Others areas of reform include an extended project to stretch A Level and Diploma learners, the publication of an electronic prospectus in 2007 for 14-19 provision, and a revised programme of study for Key Stage 3 in 2008.

**Halton Education Business Partnership (EBP)** was set up in 2001 and now has links with hundreds of employers and most of the schools in the borough. Links between education and business can help schools raise achievement, connecting classroom and industry helps pupils of all ages make sense of what they are learning and enables employers to contribute to developing their workforce of tomorrow. Our aim is to provide all young people aged 5-19 with a



wide range of relevant experiences of work throughout their school careers. These include work experience, mock interviews, hands-on “work” activities for primary pupils, student mentoring, enterprise, visits to workplaces, placements for teachers and many more.

**Aimhigher:** aims to widen participation in higher education (HE) by raising the awareness, aspirations and attainment of young people from under-represented groups. The programme particularly focuses on young people from disadvantaged social and economic backgrounds, some minority ethnic groups and people with disabilities.

The role of Aimhigher is to:

- Raise aspirations and motivation to enter HE among young people from under-represented groups, in line with the Government's target that by the year 2010, 50% of those aged between 18 and 30 should have the opportunity to benefit from HE
- Raise attainment of potential students from under-represented groups so that they gain the academic or vocational qualifications that will enable them to enter HE
- Raise awareness and understanding of the different progression routes into HE via vocational courses - so that prospective students understand that A-levels are not the only option
- Offer information, advice and guidance to potential students and their teachers and families

**Inclusive Learning Division:** The purpose of the SEN Division is to provide focus upon the delivery of the Council's Strategy for the Inclusion of Pupils with SEN. Included within it are Educational Psychology, SEN Service (newly established in Jan 2007, following the recommendations of service Review) the SEN Assessment Team and the Early Years SEN team including the Portage Service developed for the support of families of young children with complex SEN/disabilities, with a special focus to improve the pathways for children of 0-4 years with SEN/disability in identification, assessment, support and capacity building. The key challenge for this division is to implement the SEN review and secure improvements in our SEN indicators, through developing the capacity of mainstream schools to meet the needs of all pupils including those with SEN and complex difficulties.

The Department's main beneficiaries are pupils with Special Educational Needs, their families and Halton Schools; pre-school children, parents and carers and providers of early years education/care; families who need information, advice and support at key times in their children's lives, notably starting primary school, secondary and special schools; accessing financial support for school meals, school transport and student awards; children and young people who are vulnerable and who are disaffected and at risk of or permanent exclusion from school; children who seek employment or who work in the entertainment industry and all children and young people 0-19.

## 2.2 Key Messages

Working within a coherent framework under the Strategic Director of Children's Services, the aim is that services will work better together, not only across the new Directorate, but also across the Council and all partner agencies providing services for children.

The Children and Young People Plan is the multi agency plan outlining how agencies will work together to achieve the Every Child Matters outcomes. The Children and Young People Plan 2006-2009 was refreshed in June 2007 and the following revised priorities agreed by the Alliance Board for the work of the partnership;

**BH1 Physical health & healthy lifestyles**

**BH2 Sexual health**

**BH3 Emotional, psychological and physical well-being**

SS1 Community awareness & engagement in safeguarding

SS2 Prevention and early intervention

SS3 Targeted support for vulnerable children

**SS4 Placement choice & quality of care for LAC**

**EA1 Educational outcomes for all children**

**EA2 Attendance of all children**

**EA3 Narrowing the gap for vulnerable children**

MPC1 Young People's participation and community engagement

MPC2 Youth Offending & anti-social behaviour

**AEW1 Learning opportunities for 14-19 year olds**

AEW2 Access to suitable accommodation

SM1 Enhance financial planning

SM2 Integrate delivery of service

SM3 Develop the workforce

SM4 Develop performance management

SM5 Transform learning opportunities for all children.

In addition, as part of the strategic engagement cycle led by Government Office North West a process of further prioritising these priorities was completed in November 2007. The eight priorities shown in **bold** in the list above were agreed as the key priorities for further scrutiny and to receive support from the GONW fieldforce. They will also form the basis of negotiation for inclusion in the new Local Area Agreement

Universal and Learning Service will lead on all the Enjoy and Achieve Priorities as well as AEW1 Learning Opportunities for 14-19 year olds which will be underpinned by the implementation of the 14-19 Strategy. Following the implementation of the National Indicator set and a shift in central government focus service developments over the life of this plan will focus on narrowing the

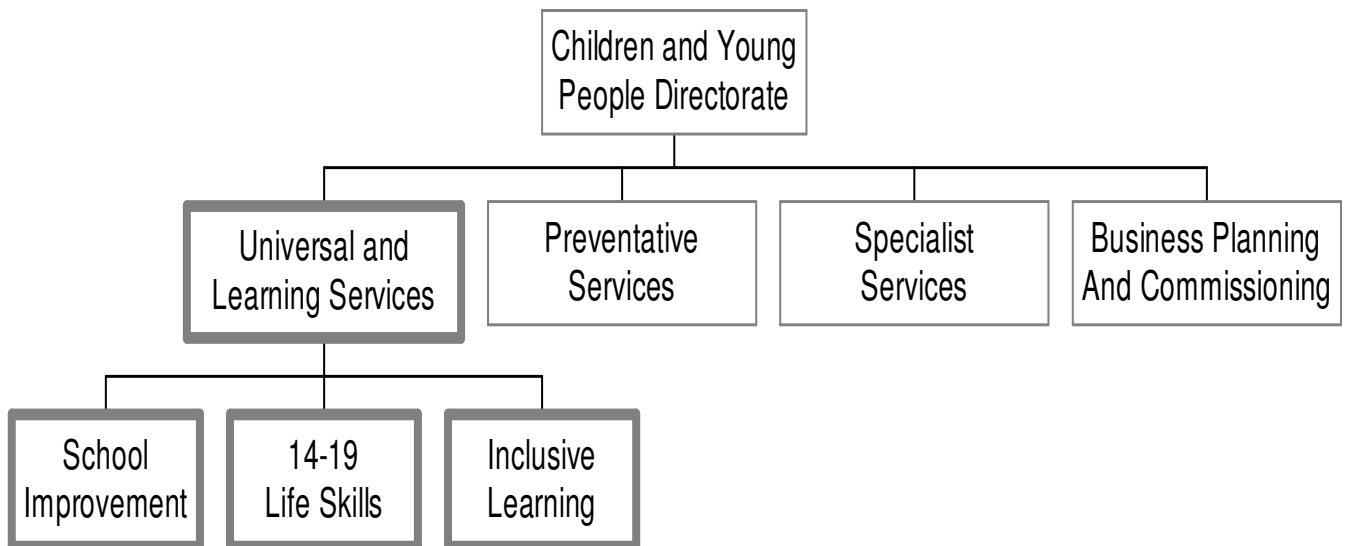
gap for vulnerable groups such as SEN, Children in Care and those from low income backgrounds.

**Annual Performance Assessment:**

The Annual Performance Assessment judgements for Children’s Services are on a scale of 1 to 4 ranging from 1 ‘a service that does not deliver minimum requirements for users (Inadequate) to 4 ‘a service that delivers well above minimum requirements for users (Excellent/Outstanding). Halton’s 2007 APA Judgements were as follows;

Area for Judgement	Grade Awarded
Overall Effectiveness of Children’s Services	3
Being Healthy	3
Staying Safe	4
Enjoying and Achieving	3
Making a Positive Contribution	4
Achieving Economic Well-Being	2
Capacity to Improve (Including Service Management)	3

**2.3 Organisation Structure**



### **3.0 FACTORS AFFECTING THE SERVICE**

#### **3.1 External Factors**

##### **Political**

##### **Every Child Matters:**

The Every Child Matters: Change for Children Agenda introduced a new approach to the well-being of children and young people from birth to age 19. The aim is for every child, whatever their background or their circumstances, to have the support they need to:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic well-being

The Agenda promotes early intervention and co-ordinated service provision delivered through stronger partnership working and children's trusts.

##### **Children's Plan:**

The Children's Plan, published in December 2007, sets out the government's plans for the next ten years under each of the Department for Children, Schools and Families' strategic objectives under the following chapters:

- Happy and healthy – secure the wellbeing and health of children and young people
- Safe and sound – safeguard the young and vulnerable
- Excellence and Equity – individual progress to achieve world class standards and close the gap in educational achievement for disadvantaged children
- Leadership and collaboration – system reform to achieve world-class standards and close the gap in educational achievement for disadvantaged children.
- Staying on – ensure that young people are participating and achieving their potential to 18 and beyond
- On the right track – keeping children and young people on the path to success
- Making it happen – vision for 21<sup>st</sup> century children's services.

##### **Halton Community Strategy:**

The Community Strategy 2006-2011 identifies 5 priorities, which for the first time includes children and young people as a specific theme. The Children and Young People's Commissioning Partnership was established following this decision, and functions as the Specialist Strategic Partnership for Children and Young People. The Partnership also holds responsibility for implementing the practical arrangements needed to implement a Children's Trust, functions as a forum for the Alliance Board Task Group Chairs and for driving the joint commissioning agenda.

##### **Children and Young People's Alliance Board:**

The Alliance Board functions as the Children's Trust, and is responsible for strategic planning of services to children and young people, including developing and implementing the Children and Young People's Plan and Children's Trust arrangements. The work of the Alliance Board is underpinned by the Halton Multi-Agency Compact, which sets out the responsibilities of Halton Borough Council and its Partner agencies on the Board.

### **Halton Safeguarding Children Board**

The Board was established in April 2006 in line with the requirements of the Children Act 2004, and links into the Halton Children & Young People's Strategic Planning arrangements and the Halton Children & Young Peoples Plan. The Board is the key statutory mechanism for agreeing how the relevant organisations in each local area will co-operate to safeguard and promote the welfare of children in that locality, and for ensuring the effectiveness of what they do.

### **Joint Area Reviews:**

New arrangements for inspection of children's services at local authority area level were been in the Children Act 2004. Joint Area Reviews will look at how services are working together locally to improve outcomes. They evaluate the collective contributions made to each outcome by relevant services and examine the involvement of children, young people and their parents in service planning structures. Halton's Joint Area Review will be held across two weeks in February and March/April 2008.

### **Economic**

#### **Deprivation:**

The Index of Multiple Deprivation (IMD) for 2007 suggests that deprivation has improved in the Borough. In 2007 the IMD ranked Halton as 30<sup>th</sup> most deprived Authority in England compared to 21<sup>st</sup> in the 2004 Index and 16<sup>th</sup> in 2000. However, it still ranks as one of the most deprived districts in England. Although located in Cheshire, Halton shares many of the social and economic problems more associated with its urban neighbours on Merseyside. Halton is ranked in the IMD as the 3<sup>rd</sup> highest authority in terms of deprivation on Merseyside, behind Knowsley and Liverpool, and 10<sup>th</sup> highest in the North West. Neighbouring authorities St Helens (47<sup>th</sup> overall), Wirral (60<sup>th</sup>) and Sefton (83<sup>rd</sup>) are well down the table compared to Halton.

Halton has some of the most deprived wards in the country in terms of child poverty. Several parts of Halton are amongst the poorest in the country. In Widnes, the most deprived areas are Kingsway, Riverside and Appleton. In Runcorn, the most deprived areas are Castlefields, Halton Lea and Windmill Hill. However, there are many affluent areas of the borough as well. These are located mainly on the outskirts of both towns and comprise of several new housing estates.

#### **Employment:**

Claimant unemployment in the Borough fell from 5.0% in January 2000 to 3.1% in November 2005. However, Halton still had the 5<sup>th</sup> highest claimant rate in the North West in November 2005.

The claimant count unemployment rate looks at the number of people who are out of work and claiming Job Seekers Allowance. The claimant count rate in February 2007 for the whole of Halton is 3.6% compared with the national rate of 2.6% and the regional (North West) rate of 2.9%. This was a rise in Halton from 3.3% since October 2006.

For the period January – December 2005 the worklessness rate was 27.1% of the working aged population in Halton, but this has now rose to 30.1% for the latest figure available (July 05 – June 06). This is 2.2 percentage points below the Greater Merseyside figure. Worklessness is an indicator of employment that differs slightly from traditional unemployment rates in that it also considers those that are economically inactive.

In March 2007 the Office for National Statistics released the 2005 data from the Annual Business Inquiry (ABI). This data measured the total number of employees in each industry across the Borough at district level. Previously the total number of employees in Halton was 53,086, this figure was based on the ABI 2004 data. The 2005 ABI figure was 54,710, a rise of 3.1%. This is much higher than the 0.3% rise across Greater Merseyside in the same period.

Research shows that the skill base of the local area is relatively poor compared to the United Kingdom as a whole and surrounding local economies. Halton has a low percentage of adults with further education qualifications and low rates of numeracy and literacy. All told, there is a mismatch between skills in the local workforce and jobs available in the borough, and it is anticipated that in the future over 95% of new jobs will need qualifications of at least NVQ 2 level and over 70% at NVQ 3 and above. The latest data available for Halton shows that there are 14,400 working age people who have no qualifications, this equates to 20% of the working age population.

## **Social**

### **Demographic changes:**

The mid-2005 population of Halton stood at 119,200 (rounded to the nearest 100 people). This is up from the mid-2004 population of 118,900. Halton has a larger number of people in the 5-24 age categories than across England as a whole. This is partly down to the influence of Runcorn New Town where a lot of younger people live.

The birth rate in Halton is declining, and this is already being seen in the falling numbers on roll in the district's primary schools. In January 2003 pupil numbers in Halton's Primary schools were over 1000 fewer than their net capacity. This will, naturally work its way through the system and result in reducing pupil numbers in secondary education and FE. This could lead to the problem of surplus Secondary school places across the borough in the near future.

The next ten years will see a reduction in teenagers by 20%. 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.

The ethnic composition of residents in Halton as of mid-2005 was as follows:

<b>Ethnicity</b>	<b>Total Proportion of Halton Residents</b>
White British	96.8%
White Irish	0.67%
Other White	0.75%
Mixed White & Black Caribbean	0.25%
Mixed White & Black African	0.17%
Mixed White & Asian	0.17%
Other Mixed	0.17%
Asian: Indian	0.25%
Asian: Pakistani	0.08%
Asian: Bangladeshi	0.08%
Other Asian	0.08%
Black Caribbean	0.08%
Black African	0.17%
Chinese	0.25%
Other	0.08%

### **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.

### **Technological**

#### **Integrated Children's System:**

A recent DCSF review found that 121 Local Authorities (80%) will have a Phase 1 compliance system rolled out on or before 31st March 2008. ICS provides an electronic recording system for social care through the development of web based E-Forms that integrate directly with the client database, Carefirst. Halton have now fully implemented Phase 1a of ICS across all 9 Children's Social Care teams, the DCSF have assessed the Halton ICS E-forms system against their set Business Requirements, the outstanding requirements from this assessment are now ready for testing by ICS Stakeholders. Phase 1b development is now underway with a planned completion date of 31st March'08.

#### **ContactPoint:**

ContactPoint will be the quick way for a practitioner to find out who else is working with the same child or young person, making it easier to deliver more coordinated support. This basic online directory will be available to authorised staff who need it to do their jobs. It is a key part of the Every Child Matters programme to improve outcomes for children. Halton has been designated as an

early adopter authority, with a "go live" date for Halton and other early adopters in September/October 2008, with full implementation across England in early 2009.

**Electronic Common Assessment Framework:**

The electronic CAF system (eCAF) for Halton has been piloted with practitioners from a range of voluntary and statutory agencies between February 2007 and February 2008. A new eCAF system has been purchased, which will be rolled out in April 2008 to all the necessary agencies across Halton. The system has been built on the Children and Young People's Database. The DCSF has recently announced the decision for the implementation of a national eCAF solution, in which implementation will start in the coming years.

**Carefirst 6i Implementation:**

Feasibility study for CareFirst 6 Project has now been completed with estimates given for timescales for completion and resources required, a Project Brief is currently being completed. A full Business Process re-engineering exercise will need to be carried out by the CYP Directorate and ICT Services in order for the Project to be fully successful.

**Legislative**

**Children Act 2004** provides the legislative spine for the Every Child Matters agenda. It aims to minimize the risks and improve outcomes for children and young people by transforming the way children's services are organised and improving joint working between agencies. The Children Act is supported by a wide range of guidance regarding strategic planning, safeguarding, service delivery and local engagement.

The Every Child Matters agenda arising out of the Children Act provides the framework for the development of integrated service delivery for children and moves towards Children's Trusts. The act also established the key strategic roles of Director of Children's Services and Lead Member for Children's Services. It also introduced a single Children & Young People's plan covering all services to children to focus strategic planning.

**Adoption and Children Act 2002** became operational from December 2005, introducing comprehensive changes to adoption services. The Act makes the child's welfare the paramount consideration in all the decisions by courts and introduces the use of the 'welfare checklist' into adoption work. It also highlights the need to prevent delay in planning for permanence and adoption and places a duty on local authorities to ensure that the support and financial assistance needed is available to people affected by adoption. The Adoption and Fostering Service has been restructured in order to ensure services are delivered in accordance with the new legislation.

**Childcare Act 2006** aims to transform childcare and early years services in England, taking forward some of the key commitments from the Ten Year Childcare Strategy, published in December 2004. The Act requires authorities to improve the five Every Child Matters outcomes for all pre-school children and reduce inequalities in these outcomes, secure sufficient childcare for working parents and provide a better parental information service. The Act also reforms



and simplifies early years regulation and inspection arrangements. It is anticipated that the main provisions of the Act will come into effect in 2008.

**Local Government and Public Involvement in Health Act 2007** gained Royal Assent in October 2007 and enacts many of the provisions in the White Paper “Strong and Prosperous Communities”. The Act introduces measures designed to:

- Empower communities, such as devolving power to create parishes (and other forms of community governance) to principal authorities, and introducing a community call for action;
- Make local government more effective and accountable through, for example, revised leadership and electoral arrangements, provision for restructuring in two-tier areas and a move to a more locally-based standards regime;
- Strengthen the community leadership role of councils;
- Simplify the performance framework and reduce the burden of inspection on councils.
- Provide a statutory framework for Local Area Agreements (LAA) including a list of partners who have a duty to cooperate with LAAs.
- The Act also provides for a Valuation Tribunal for England and it contains a number of measures designed to enhance patient and public involvement in health and social care.

**Children and Young Persons Bill** began its parliamentary progress in the House of Lords in November 2007, and enacts proposals detailed in the White Paper “Care Matters: Time for Change” which was published in June 2007. The Bill will have a far-reaching impact on the way services to children and young people are delivered. The provisions of the Bill are grouped around the following areas:

- **Social Work Practices** – piloting a new model of delivery of care services to test whether partnership with external agencies can improve the child’s experience of care
- **care planning and reviews** – strengthening the role of Independent Reviewing Officers, extending the requirements for social workers to visit looked after children, and giving more children in care access to an Independent Visitor
  - **education** – limiting changes of school for looked after children, especially in years 10 and 11, making the ‘designated teacher’ a statutory requirement, and introducing a statutory £2000 bursary for care leavers progressing to higher education
  - **placements** – restricting local authority use of out-of-authority placements, improving the inspection regime for children’s homes, and giving foster carers access to independent reviewing mechanisms
  - **transitions to adulthood** – giving young people a greater say in moves to independence, especially at age 16/17, and extending the duties to appoint a personal adviser and keep the pathway plan under review to care leavers up to the age of 25
  - **supporting children in their families** – focusing on early intervention to reduce the need for children to be taken into care.

**Education and Inspections Act 2006** aims to ensure that all children get the education they need to enable them to fulfil their potential. The Act gives local authorities a new strategic role as champion of parents and children, and sets up the national inspectorate covering education, skills and children's services. The Act introduces the new specialized diplomas for 14-19 education and revises the law on school discipline and parenting contracts. The Act also places a duty on governing bodies to promote well-being and community cohesion, provide and publicise Positive activities for 13 to 19 year olds and to take the Children and Young People's Plan into consideration.

**Extended Schools Prospectus 2005** sets the agenda for all schools and children and families to be able to access a core of extended services which are developed through multi-agency partnership. Extended services can include childcare, adult education, parenting support programmes, community-based health and social care services, multi-agency behaviour support teams and after-school activities. In Halton this agenda has been merged with the Children's Centre strategy to ensure seamless provision across the 0-19 age range. Targets have been set by the Training and Development Agency (TDA) for 38% schools to be delivering the full core offer by September 2007 (target met) 54% by September 2008 and all schools delivering by 2010. Halton is currently on target to meet these targets.

**14-19 strategy** aims to develop a coherent 14-19 phase of education where young people are committed to continuing learning whether in school, college or the workplace. The Strategy aims to encourage more young people to stay in school beyond 16 by increasing curriculum flexibility and choice, extending the program of studies for learners in the 16-19 age group and improve the vocational offer. Halton's 14-19 Partnership has been successful in its bid to deliver 3 new Diplomas across schools and other learning settings from 2008 onwards covering Construction and the Built Environment, Society Health and Development, and Creative and Media. The Partnership is on track to broaden the curriculum offer to young people from 2008 onwards. Introduction of the Diplomas locally is part of a wider strategy to engage young people in learning through wider vocational opportunities

## **Environmental**

### **Protecting our environment:**

Awareness of Climate Change is growing and the Council is committed to taking a lead and setting an example in tackling the associated problems. A corporate Climate Change Action Plan is being prepared, but each department can make its own contribution.

Consideration will be given throughout the life of the Service Plan to ways in which support can be given to the action plan and to identify and implement opportunities to reduce any contribution to Climate Change and to promote best practice in the reduction of carbon emissions.

The Council has signed up to the Local Authority Carbon Management Programme in the early part of 2007/08. The programme will guide the Council through a systematic analysis of its carbon footprint, outline opportunities to help manage carbon emissions, develop Action Plans for realising carbon and

financial savings; and embed carbon management into the authority's day-to-day business.

As part of the programme the Council has developed a Carbon Management Strategy and Implementation Plan to reduce energy bills and carbon emissions over the next five years. Through the Strategy and Implementation Plan, Council services will need to encourage closer examination of their policies around procurement, transport and the use of renewable energy.

### **3.2 Service Developments**

**Children and Young People's Plan:** In line with the Children Act 2004, the Halton Children and Young People's Plan brings together all agencies and services within Halton, not just those delivered by the Council, and sets out joint priorities and joint activities to improve outcomes for children and young people. All Council Directorates, local Health Trusts, Cheshire Constabulary, Cheshire Probation Service, The Youth Offending Team, Connexions, Learning and Skills Council, Education Business Partnership and a range of voluntary sector services contributed to the Plan. Most importantly, it takes into account consultations held with children, young people and their parents and carers across Halton and reflects their aspirations and views. A review of the Plan was published in June 2007, which reports on progress against the targets in the original Plan, reviews developments between 2006 and 2007 and consultation with children and young people and sets the key priorities and activities for 2007-09.

**Consultation Activity:** A participation strategy was produced in 2004, revised in 2006 and adopted by the Alliance Board. This ensures that children, young people and their families are given the opportunity to be fully engaged in strategic planning and shaping services. In line with the strategy, a process of consultation has been undertaken in respect of the changes to the design and delivery of children's services and the Children and Young People's Plan.

383 young people 11 – 16 years responded to an on-line survey of young people which was undertaken as part of the review of the Children and Young People's Plan. The consultation aimed to find out their views on whether the aims and targets of the Plan were making any difference in their lives, and what they thought the priorities should be for the coming year.

Consultations were also undertaken with groups of children from 2 – 19 years which included the Halton Member of UK Youth Parliament and the Youth Cabinet, the Halton Youth Bank, nearly all school councils, looked after children, care leavers, young people with learning and/or physical disability, lesbian gay bisexual & transgendered young people, young carers, and homeless young people. A resource pack of consultation materials was issued to group leaders that facilitated the active participation of this wide range of ages and abilities. A total of 260 children contributed through group discussions and exercises. The consultation captured their views on whether the aims and targets of the Plan were making any difference in their lives, and what they thought the priorities should be for the coming year.

The Participation strategy includes the adoption by the Alliance of the Hear by Right standards for the involvement and participation of young people within organisations and services for them. From October 2006 to April 2007 there was a thorough piloting of Hear by Right using eight very different organisations working with various ages both within and outside the council. From this pilot a three year development and action plan has been produced, a "Haltonised" version of the standards has been produced which better suit our needs and the full age range; 0-19, and a Participation Team set up to support these changes. In November 2007 four Hear by Right Champions were agreed from within the borough, an elected member from the cabinet, Chief Executive of the Council, Director of Children's Service and Member of Youth Parliament. They publicise the value of involving children and young people and challenge reluctance of organisations and individuals to do so. Over 50 Halton organisations and council departments/services are expected to sign up to the three year plan by March 2008 with at least 30 of them completing the first year targets for involvement.

Halton Parent and Carer Forum continues its development. Parents across Halton are encouraged and supported to participate effectively. Currently there is a core of about 15 parents who regularly attend or contribute to meetings. Plans are in place to develop this important Forum by adding additional capacity from within Children's Centre teams to recruit more parents in attending the Forum particularly from harder to reach and marginalised families.

### **3.3 Efficiency Improvements**

Service reviews and efficiencies have already been achieved in School Improvement, Special Education Needs and Business Support Services. Reviews will continue in 2008 and be undertaken on all service areas over the next three years. These will commence with Play Service Provision.

A review of the Play Service has been commissioned to identify the links between children centres and extended schools to ensure the service can be delivered more efficiently. Within this, the role of the Play Resource Centre and the staffing of the service will be closely looked at to achieve the level of service efficiencies.

It is likely that some of the services offered by the play resource centre and the service may be met by children centres and extended school.

From 2008 additional efficiencies will be provided through revisions to the Transport Policy for Schools.

A comprehensive review of all special needs funding has been undertaken and will be introduced from April 2008. This review will provide schools with increased delegated funding through the better alignment of resources, increased funding for early intervention, a new funding formula for Special Schools and a clear and transparent formula for Special Needs,

From April 2008 efficiency savings will be required in schools. Advice and guidance will be provided to support schools meet their efficiency targets.

### **3.4 National Regional and Sub-regional Focus**

The Department is involved in a number of national, regional and sub-regional groups covering its main service areas of National Standards, 14-19, and SEN. Further opportunities to share good practice at these levels will be explored and the joint commissioning of services with neighbouring authorities or at regional or sub-regional level will be considered during the year.

### **3.5 Equality and Diversity**

Halton Council is committed to ensuring equality of opportunity within all aspects of its service delivery, policy development and as an employer. This commitment is reflected in a range of policies, strategies and framework documents that underpin the work of the Council in its day-to-day operation and in the services that it delivers.

This commitment is encapsulated in the equal opportunities policy that the Council has adopted. The policy sets out the Council's approach to promoting equal opportunities; valuing diversity and encouraging fairness and justice; and providing equal chances for everyone in Halton to work, learn and live free from discrimination and victimisation. The Council will combat discrimination throughout the organisation and will use its position of influence in the Borough, wherever possible, to help to identify and overcome discriminatory barriers that may exist.

Each year Departments undertake Equality Impact Assessments to examine the equality implications of all of their policies, procedures and practices. As a result an Equality Action Plan is developed to identify those issues that demand attention. This forms a contribution to the overall Corporate Equalities Plan.

As a result of such assessments any high priority actions that have been identified, that fall within the life of this plan, are detailed in section 5 -.

### **3.6 Unforeseen Developments**

Whilst every effort has been made to identify those significant developments that may influence or impact upon the service during the life of this plan the possibility exists that unforeseen developments may occur that need to be considered as and when they arise. Such developments will be detailed and commented upon as appropriate in the sections dealing with key developments or emerging issues within the relevant Service Plan Quarterly Monitoring Reports.

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of any unforeseen development, this

will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

All reports to the Policy and Performance Boards, with the exception of Part II items, are publicly available documents and can be accessed through the Council's website at <http://www2.halton.gov.uk/>

## 4.0 Resources

### 4.1 Budget Summary and Service Costs

To follow

### 4.2 Human Resource Requirements

	School Improvement	Inclusive Learning	14-19	
2007-08	48.1	45	14	Number of FTE's
2008-09	48.1	45	14	

Projections will be amended and additional information added from Workforce Strategy when finalised

### 4.3 ICT Requirements

The ICT Development Plan looks forward to developments over 3 years 2006-2009. The most significant developments centre around the continuing developments to the Halton Children and Young People's Database and the Social Care system - Care First and the Integrated Children System (ICS) and the increasing amount of tracking data and the need to provide comprehensive analysis and reports. This will be further impacted upon with the demands for development / introduction of these major projects -

#### **CYP Database**

Upgrade to the existing import manager to Systalk (IDEAR V6) to improve the import process. All existing processes and imports to be reviewed and updated to operate successfully in the new system. Requiring a complete change to working practices within the information team, each individual who is responsible for an import will need to re create it in Systalk. New rules, functions and data cleaning / matching options to be created and extensive testing will need to take place on each import to ensure all data is being imported to the CYP Database promptly and accurately. Systalk will also hold the extract option for the Local Data Quality Toolkit for the CYP Database file to be uploaded to Contact Point, which also requires testing.

#### **ECAF**

An eCAF pilot was rolled out in Halton in February 2007 over six pilot sites with 25 practitioners from various partner organisations. The eCAF pilot has allowed for practitioners to complete the Common Assessment Framework form electronically online, which is then attached to the Halton CYP database. The DCSF has recently announced that a national eCAF solution will be implemented in the next few years. A new eCAF Module has recently been purchased called Synergy: Gateway Ecaf, and is currently being tested before it will be rolled out across Halton commencing in April 2008

### **Online Prospectus**

Over the next 12 months the Online Prospectus will need significant further development to coincide with the 3 new 14-19 Diplomas being delivered in Halton in 2009. Upcoming issues involve the ongoing costs for hosting and support of Halton Prospectus as well as the need for Helpdesk Support for schools / public. Schools, colleges and training providers have been keen to provide initial data to populate the Prospectus, however further work regarding protocols is needed to ensure data is kept up-to-date, accurate and truly reflects the curriculum offer within the borough. There is also the need for a Marketing Strategy to ensure members of the public are aware of the Prospectus and that Schools and Colleges continue to use the Prospectus year-on-year.

### **Common Application Process**

Upcoming issues involve the ongoing costs for hosting and support for GM CAP as well as the need for local helpdesk Support for Schools and Connexions PAs. Significant work is required in analysing the role of Connexions PAs based in Schools and in Connexions Centres and how this new procedure will impact upon workloads. Additional analysis of admission policies for Colleges and Sixth Forms is required to determine how much impact a CAP system will have upon current admission processes.

### **IS - ContactPoint**

NW authorities were invited to become early adopters of ContactPoint and Halton agreed to become an early adopter authority. As part of the required development of Contact Point it is vital that access to the CYP database and Carefirst can be undertaken on the web by all relevant practitioners in Halton. The systems needs to be web based to allow all practitioners to report on their involvement with the child/young person. The CYP Database will then via XML reports link to update ContactPoint. In order to do this we have now purchased Synergy gateway from Tribal Software Solutions - this is a fully integrated web portal to the CYP database designed to underpin multi agency collaboration. For Carefirst we will need to purchase CareConnect which will be run as part of the Carefirst6i project. Halton has been nominated by Tribal authorities to lead the national DCSF/Tribal project regarding ContactPoint enablement of their core system.

### **OLM Carefirst 6 Software**

This will include the incorporation of the developments required Integrated Children System (ICS) together with the Electronic Social Care Record. To enable the project to be implemented the following is essential - OLM Consultancy and Project Management Issues. Additional IT infrastructure / servers are also required together a project team in the CYP Directorate. There is a statutory requirement on the authority to store electronically all letters/reports etc. relating to Children Social Care records. This will involve all current, archived and future records. The process will require new IT infrastructure, scanning and new working arrangements to be introduced - in particular a new content management process will be need to be adopted. Resources will be required to work on all current and historical records.



### **Halton Virtual Learning Platform**

From March 2008 each school in Halton will be given the opportunity to adopt the recommended Halton platform. A roll out plan/training schedule will be developed and implemented to enable all schools to have access to and receive support for the platform. This will ensure that all schools will meet their DCSF target of having access to a VLP by 1<sup>st</sup> April 2008 and that all pupils will be able to access a personalised online workspace, capable of supporting an e-portfolio i.e. learning platform by August 2008. One to one training and helpdesk support will be required from the Learning Platform Support Unit to aid the ongoing development and success of the project. All relevant information that is currently held on the Halton Grid for Learning website will be transferred across to the Halton Learning Platform Hub and will be maintained and updated by the proposed Learning Platform Support Unit. A learning platform is similar to a website, but has additional features which make it interactive. The aim of a learning platform is to help and support teaching and learning, both in and out of the classroom. They have been designed to be used by teachers, students and parents. The essential feature of a learning platform is that they provide a secure and safe environment for students to work in. Each user will have a unique username and password to log in and access the system.

### **Building Schools for the Future:**

Key to the success of BSF is the integration of learning and teaching, physical environment/buildings, infrastructure and technologies. None can be considered in isolation. Information and communications technology (ICT) is a core part of the programme with specified funding provision. Our vision is for an ICT enabled learning community, building on our current ICT strategy. Through BSF, ICT will transform the way that education is delivered in Halton. The BSF ICT strategy opens the way to a new pedagogy, making it easier for teachers to plan and access high quality materials, help pupils and their parents to explore their subjects they are studying. The use of new technology will energise learners and practitioners. ICT will enable practitioners to personalise learning. We aim to develop and exploit ICT as part of our overall programme to raise standards.

### **Other Issues**

Effective Business Continuity arrangements are essential due to the increased reliance on Technology within the Directorate and between stakeholders in order to deliver services.

Increased maintenance and increased costs for the Halton Children and Young People's Database and Carefirst 6i and their associated modules will significantly impact on resources and growth items will be required. The relatively small amount of capacity within the Management Information and Communication Division for these tasks suggests that growth will be required unless central support services are able to widen their support or that additional resources can be made available within the directorate. The directorate has a significant number of PCs / laptops / printers that are out of warranty or will shortly be out of warranty. A capital bid has been submitted to enable the replacement of these units.

The directorate is also increasing its number of mobile IT working devices - laptops and tablet PCs. The revenue cost of running the 3g devices is increasing and additional resources will need to be allocated.

An investment of capital resources is necessary to tackle effectively our duty to promote effective learning environments in our schools, which include keeping pace with technological advances. In addition, there are issues related to condition, suitability, accessibility and security which demand an ongoing prioritised programme if learners' interests are to be adequately safeguarded and promoted.

#### **4.4 Accommodation and Property Requirements**

To ensure budget efficiencies and provide more effective, integrated service delivery, accommodation at Grosvenor House will be rationalised in summer 2008. Opportunities will be explored to increase flexible learning for staff and where appropriate deploy teams of staff to deliver services locally.

Through the BSF Programme, Children's Centre Phase 3 and Primary Capital Strategy the directorate aims to transform the learning environment for all Children and Young People within the Borough. The aim is to provide 21<sup>st</sup> Century learning at the heart of the local community with a range of services within the reach of every family.

## 5.0 Service Performance

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and / or its statutory responsibilities. The service utilises a variety of measures and targets to enable performance against the service plan to be tracked, monitored, and reported. Details of these measures and targets are given below.

**Objectives and Key Milestones.** These show the major events in the work of the Department that are planned to take place during 2008–11, such as the launch of new initiatives progress on major projects or the delivery of business critical activity. Objectives and Milestones are clearly linked to the appropriate Key Areas of Focus in the Corporate Plan 2006-11.

**National Performance Indicators.** This is a national set of 198 indicators that have been prescribed by Central Government that are intended to measure the extent to which authorities are operating effectively and efficiently and are delivering upon both national and local priorities.

**Local Performance Indicators.** These are indicators that have been developed by the Council and any relevant non-statutory indicators that have been adopted from national or other sources.

**Local Area Agreement.** The Local Area Agreement (LAA) is a three-year agreement based on Halton's Community Strategy. The second round LAA commenced on 1<sup>st</sup> April 2008, and included within it are improvement targets for the Borough of Halton to which both the Council, and its partners will contribute.

The LAA contains 86 key targets addressing all of the priority issues identified in both the Community Strategy, and the Council's Corporate Plan. Of the 86 key targets, 34 are mandatory and also included are the 12 LPSA targets to which the Council signed up.

Many of the objectives contained within the current service plans are designed to support the achievement of LAA targets. A full version of Halton's LAA can be viewed on the Halton Strategic Partnership Website at [http://www.haltonpartnership.net/site/images/stories//laa\\_final\(march 2007\).pdf](http://www.haltonpartnership.net/site/images/stories//laa_final(march%202007).pdf)

Progress against the achievement of LAA targets is reported to all stakeholders at regular intervals. Following the establishment of the LAA, plans are being formulated to ensure that in future years the LAA and the Council's service plans are completely aligned.

## 5.1 Service Objectives

### Objective ULS1

<b>Corporate Priority:</b>	<b>Halton's Children and Young People</b>
<b>Key Area Of Focus:</b>	<b>13 - Improving the educational attainment of pupils in Halton, by providing effective teaching and school support</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Enjoy and Achieve; CYPP EA3</b>
<b>Service Objective:</b>	<b>ULS 1: To Narrow the Gap in Educational Outcomes for Vulnerable Groups</b>
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>• Enhance inclusive learning opportunities by reducing SEN statements and number of children placed in Special Schools by March 2009</li> <li>• Implement strategies to reduce the % of children achieving below the national standard at each Key Stage by March 2009</li> <li>• Provided targeted interventions to improve the attendance and attainment of children who are in need of safeguarding by March 2009</li> <li>•</li> </ul>
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>• Enhance inclusive learning opportunities by reducing SEN statements and number of children placed in Special Schools by March 2010</li> <li>• Implement strategies to reduce the % of children achieving below the national standard at each Key Stage by March 2010</li> <li>• Provided targeted interventions to improve the attendance and attainment of children who are in need of safeguarding by March 2010</li> <li>•</li> </ul>
<b>Key Milestone(s) (010/11)</b>	<ul style="list-style-type: none"> <li>• Enhance inclusive learning opportunities by reducing SEN statements and number of children placed in Special Schools by March 2011</li> <li>• Review strategies in place reduce the % of children achieving below the national standard at each Key Stage by March 2011</li> <li>• Review interventions used to improve the attendance and attainment of children who are in need of safeguarding by March 2011</li> </ul>

<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>	DM Inclusive Learning	<b>Linked Indicators</b>	LI1, NI92, NI93, NI94, NI95, NI96, NI97, NI98
	<b>Residual</b>					

**Objective ULS2**

<b>Corporate Priority:</b>	<b>Halton's Children and Young People</b>					
<b>Key Area Of Focus:</b>	<b>13 - Improving the educational attainment of pupils in Halton, by providing effective teaching and school support</b>					
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Enjoy and Achieve; CYP EA1</b>					
<b>Service Objective:</b>	<b>ULS 2: To Improve Educational Outcomes for all Children at Foundation Level</b>					
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>All schools to have a focus on linking letters and sounds and writing to improve % achieving 6+ on CLL scores by March 2009</li> <li>All settings to have implemented EYFS by March 2009</li> <li>Alignment between early years and school improvement has been implemented by March 2009</li> <li>Quality assurance systems are in place for FSP prior March 2009</li> </ul>					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>80% schools to have been involved in the CLLD project by March 2010</li> <li>90% schools to be grade good or above by March 2010</li> <li>20 settings to have achieved I can accreditation by March 2010</li> </ul>					
<b>Key Milestone(s) (010/11)</b>	<ul style="list-style-type: none"> <li>PVI and school working effectively together to improve performance by March 2011</li> <li>Continued upward trajectory of % pupils attaining 78 + and narrowing of the gap with lowest 20% by March 2011</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>	DM School Improvement	<b>Linked Indicators</b>	NI72, NI92
	<b>Residual</b>					

### Objective ULS3

<b>Corporate Priority:</b>	<b>Halton's Children and Young People</b>
<b>Key Area Of Focus:</b>	<b>13 - Improving the educational attainment of pupils in Halton, by providing effective teaching and school support</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Enjoy and Achieve; CYPP EA1</b>

<b>Service Objective:</b>	<b>ULS 3: To Improve Educational Outcomes for all Children at Primary Level</b>					
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>The number of underperforming schools in receipt of targeted intervention is reduced by 20% by March</li> <li>Consultants are deployed as a result of SIPs in-depth analysis of need by March 2009</li> <li>To reduce the number of schools at risk of formal categorisation by 20% through the implementation of the alerts and trigger system by March 2009</li> <li>Reduce the number of schools that are not setting targets at FFT D by 50% by March 2009</li> </ul>					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>Review and evaluate alerts and triggers system by March 2010</li> <li>100% of schools set targets at FFT D by March 2010</li> <li>To further reduce the number of schools at risk of formal categorisation by 20% March 2010</li> </ul>					
<b>Key Milestone(s) (010/11)</b>	<ul style="list-style-type: none"> <li>100% of schools set targets above floor target by March 2011</li> <li>100% of schools are categorised according to the Halton Schools Concern Policy as satisfactory or above by March 2011</li> <li>100% of schools set targets at FFT D by March 2011</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>	DM School Improvement	<b>Linked Indicators</b>	Relevant NIS indicators linked to Priority EA1
	<b>Residual</b>					

## Objective ULS4

<b>Corporate Priority:</b>	<b>Halton's Children and Young People</b>
<b>Key Area Of Focus:</b>	<b>13 - Improving the educational attainment of pupils in Halton, by providing effective teaching and school support</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Enjoy and Achieve; CYPP EA1</b>

<b>Service Objective:</b>	<b>ULS 4: To Improve Educational Outcomes for all Children at Secondary Level</b>
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>• 50% of schools will be following Social, Emotional Aspects of Learning Programmes by March 2009</li> <li>• The number of schools identified as in need of targeted intervention are reduced by 33% by March 2009</li> <li>• Consultants are deployed as a result of SIPs in-depth analysis of need by March 2009</li> <li>• Implementation of the alerts and trigger system to reduce the number of schools at risk of formal Categorisation by 25% by March 2009</li> <li>• Reduce the number of schools that are not setting targets at FFT D by 50% by March 2009</li> </ul>
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>• 75% of schools will be following Social, Emotional Aspects of Learning Programmes by March 2010</li> <li>• Reduce by 50% the number of schools identified as in need of targeted intervention March 2010</li> <li>• Review and evaluate alerts and triggers system by March 2010</li> <li>• 100% of schools set targets at FFT D by March 2010</li> <li>• To further reduce the number of schools by 20% at risk of formal categorisation by March 2010</li> </ul>
<b>Key Milestone(s) (010/11)</b>	<ul style="list-style-type: none"> <li>• 100% of schools will be following Social, Emotional Aspects of Learning Programmes by March 2011</li> <li>• Reduce the number of schools identified as in need of targeted intervention so no schools are identified by March 2011</li> <li>• 100% of schools set targets above floor target by March 2011</li> <li>• 100% of schools are categorised according to the Halton Schools Concern Policy as satisfactory or above by March 2011</li> <li>• 100% of schools set targets at FFT D by March 2011</li> </ul>



<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>	DM School Improvement	<b>Linked Indicators</b>	Relevant NIS indicators linked to Priority EA1
	<b>Residual</b>					

**Objective ULS5**

<b>Corporate Priority:</b>	<b>Halton's Children and Young People</b>
<b>Key Area Of Focus:</b>	<b>17 - Provide an effective transition for young people from school to employment, through opportunities for work related learning, and post 16 education, voluntary and community work.</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Achieve Economic Well Being; CYPP AEW1</b>

<b>Service Objective:</b>	<b>ULS 5: To Prepare Young People for Employment through Implementation of 14-19 Agenda</b>					
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>• Milestones to be agreed covering Diplomas, NEET, Level 3 quals at 19 by March 2009</li> <li>• Map all current provision offered to inform needs analysis and the development of a local 14-19 Education Plan by March 2009</li> <li>• Collaboratively deliver the Construction and Built environment diploma to 45 learners at levels 1,2&amp;3 by March 2009</li> </ul>					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>• From emerging LSC/LA transitional arrangements Pilot a demand led commissioning process for local provision based on need by March 2010</li> <li>• Collaboratively deliver a further 5 diplomas at level 1,2&amp;3 by March 2010.</li> </ul>					
<b>Key Milestone(s) (010/11)</b>	<ul style="list-style-type: none"> <li>• Fully implement a demand led commissioning process for local provision based on need, quality of provision and funding agreement by March 2011</li> <li>• Collaboratively deliver a further 5 diplomas at level 1,2&amp;3 by March 2011</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>	14-19 Manager	<b>Linked Indicators</b>	NI83, NI117
	<b>Residual</b>					

**Objective ULS6**

<b>Corporate Priority:</b>	<b>Halton's Children and Young People</b>
<b>Key Area Of Focus:</b>	<b>2 - Improving the future health prospects of Halton resident's through encouraging and providing the opportunities to access and participate in physically active lifestyles.</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Be Healthy; CYPP BH1</b>

<b>Service Objective:</b>	<b>ULS 6: To Reduce Health Inequalities by promoting Healthy Lifestyles in Schools</b>					
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>• 94% schools to have achieved National Healthy School Status by March 2009</li> <li>• 95% of young people between the ages of 4 – 18 participate in at least 2 hours of High Quality PE &amp; School sport within and beyond the school day by March 2009</li> </ul>					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>• 100% schools to have achieved National Healthy School Status by March 2010</li> <li>• 100% of young people between the ages of 4 – 18 participate in at least 2 hours of High Quality PE &amp; School sport within and beyond the school day by March 2010</li> </ul>					
<b>Key Milestone(s) (010/11)</b>	<ul style="list-style-type: none"> <li>• 100% maintain their accreditation of National Healthy School Status by March 2011</li> <li>• A significant number of young people between the ages of 4 – 18 have taken up the 5 hour offer of PE and school sport</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>	DM School Improvement	<b>Linked Indicators</b>	NI57
	<b>Residual</b>					

**Objective ULS7**

<b>Corporate Priority:</b>	<b>Halton's Children and Young People</b>
<b>Key Area Of Focus:</b>	<b>13 - Improving the educational attainment of pupils in Halton, by providing effective teaching and school support</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Enjoy and Achieve; CYPP EA1, CYPP EA3</b>

<b>Service Objective:</b>	<b>ULS 7: To Enhance Opportunities for Vulnerable Children through Inclusive Learning</b>					
<b>Key Milestone(s) (08/09)</b>	<ul style="list-style-type: none"> <li>To monitor the use and deployment of delegated and non-delegated SEN resources to ensure that the needs of pupils with SEN are met throughout the year</li> <li>Review of the Structure &amp; Role of the SEN Assessment Team in line with the reduction of Statements of SEN and the implementation of Enhanced Action Plus Resource &amp; funding Support by March 2009</li> </ul>					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>To increase the enhanced funding for pupils with complex educational and or medical needs through enhanced provisions panel by March 2010</li> <li>To facilitate the development of Levels of Need Guidelines to support appropriate school and LA intervention by March 2010</li> </ul>					
<b>Key Milestone(s) (010/11)</b>	<ul style="list-style-type: none"> <li>To establish, in accordance with the Primary Capital Strategy, revised arrangements for securing enhanced resourced provision by March 2011</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>	DM Inclusive Learning	<b>Linked Indicators</b>	LI1
	<b>Residual</b>					

## 5.2 Performance Indicators and Targets (Statutory & Local Indicators):

**Targets to be set when 2007-08 actual is available**

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
<b>Corporate Health</b>											
There are presently no indicators of this type identified for the service											
<b>Cost &amp; Efficiency</b>											
<b>Fair Access</b>											
<b><u>ULS LI1</u></b>	Number of requests for support moderated by the Early Intervention Panel to meet children's needs earlier	CP3; CYPP EA3									
ULS LI2	Take up of 14-19 Diplomas	CP3; CYPP AEW1									
<b><u>NI117</u></b>	% of 16-18 year olds NEET	CP3; CYPP AEW1									
<b>Quality</b>											
<b>Service Delivery</b>											
NI72	Early Years Foundation Stage attainment	CP3; CYPP EA1									
<b><u>NI76</u></b>	Proportion achieving L4+ at KS2 in both English & Maths	CP3; CYPP EA1									
NI77	Proportion achieving L5+ at	CP3;									

<sup>1</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
	KS3 in both English & Maths	CYPP EA1									
<b><u>NI78</u></b>	Proportion achieving 5 A*-C GCSE including English & Maths	CP3; CYPP EA1									
NI80	% of young people achieving Level 3 qualification by 19	CP3; CYPP AEW1									
<b><u>NI83</u></b>	Proportion achieving L5+ at KS3 in Science	CP3; CYPP EA1									
NI92	Achievement Gap at Early Years Foundation Stage	CP3; CYPP EA3									
<b><u>NI93</u></b>	Proportion progressing by two levels at KS2 in English	CP3; CYPP EA3									
<b><u>NI94</u></b>	Proportion progressing by two levels at KS2 in Maths	CP3; CYPP EA3									
NI95	Proportion progressing by two levels at KS3 in English	CP3; CYPP EA3									
NI96	Proportion progressing by two levels at KS3 in Maths	CP3; CYPP EA3									
<b><u>NI97</u></b>	Proportion progressing by two levels at KS4 in English	CP3; CYPP EA3									

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
<b><u>NI98</u></b>	Proportion progressing by two levels at KS4 in Maths	CP3; CYPP EA3									
NI57	Children & Young People's participation in high quality PE and sport	CP1; CYPP BH1									

### 5.3 Risk Management

Risk Management, which forms a key element of the strategic management and performance management processes of the Council, is a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

Risk assessments are the process by which departments identify those issues that are, or may be, likely to impede the delivery of service objectives. Such risks are categorised and rated in terms of both their probability, i.e. the extent to which they are likely to happen, and their severity i.e. the potential extent of their impact should they occur.

Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. Such numbers are then translated into a Low, Medium or High category.

<b>Risk Score</b>	<b>Overall Level of Risk</b>
1 – 4	LOW
5 – 10	MEDIUM
11 – 16	HIGH

Following such assessments a series of risk treatment measures are identified that will mitigate against such risks having an adverse impact upon the delivery of the departmental objectives.

Mitigation measures for those risks that were initially assessed as high have been included as an Appendix within this plan. As such their implementation will be monitored through the Quarterly Departmental Service Plan Monitoring Report process.

### 5.4 Equality Action Plan

High priority equality actions are detailed in Appendix 2

### 5.5 Local Area Agreement Targets

To follow

### 6.0 Performance Reporting



As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and or delivering it's statutory responsibilities.

It is imperative that the Council and interested members of the public can keep track of how the Council and its Departments are progressing against objectives and targets, and that mechanisms are in place to enable councillors and managers to see whether the service is performing as planned.

As a result Departmental progress will be monitored through:

- **The day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Provision of Quarterly progress reports to Corporate and Directorate Management Teams;**
- **The inclusion of Quarterly Service Plan Monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**
- **Publication of Quarterly Service Plan monitoring reports on the Councils intranet site.**

In demonstrating it's commitment to exploiting the potential of Information and Communications Technology to improve the accessibility of its services and related information an extensive range of documentation, including this plan and it's associated quarterly monitoring reports, are available via the Council's website at <http://www2.halton.gov.uk/content/councilanddemocracy/council/plansandstrategies>

Additionally information and assistance can be accessed through any of the Council's Halton Direct Link facilities (HDL) or the Council's libraries.

## 7.0 Statutory and Non-statutory Plans

[Community Strategy](#)

[Halton Best Value Performance Plan 2006/07](#)

Halton Children and Young People's Plan Refresh 2007-2010

Halton Corporate Plan 2006-2011

Halton Community Strategy 2006-2011

Youth Justice Plan

Halton Safeguarding Children Board Business Plan

Preventative Services Partnership Board Business Plan

Common Processes Task Group Business Plan

Specialist/Targeted Task Group business Plan

Universal Task Group Business Plan

Building Bridges Strategy for Children and Young People with Disabilities

Looked After Children Strategy

14-19 Strategy Plan

Emotional Health and Well-being Strategy

Children in Need Strategy

Teenage Pregnancy Strategy

Young Person's Substance Misuse Plan

## **Appendix 1 – High Risks and Associated Mitigation Measures**

To be completed when risk assessment is finalised

## Appendix 2 – Equality Impact Assessments – High Priority Actions

Strategy/Policy/Service	Impact Assessment (High/Low/None)	Proposed Action(s)	Timetable			Officer Responsible
			2008/9	2009/10	2010/11	
Universal & Learning Services	High	Ensure staff participate in a programme of Equality and Diversity training	X	X	X	OD Universal & Learning Services and all DM's
Universal & Learning Services	High	Participate in programme of Equality Impact assessments on all Strategy, Policy, and Service Areas	X	X	X	OD Universal & Learning Services and all DM's
Universal & Learning Services	High	Embed a system of stakeholder engagement, participation and consultation in all aspects of Service Delivery	X	X	X	OD Universal & Learning Services and all DM's

**Halton Corporate Plan (2006 – 2011) – Council Priorities and Key Areas of Focus.**

**A Healthy Halton**

<b>1</b>	Improving the future health prospects of Halton residents, particularly children, through the encouragement of an improved dietary intake and the availability of nutritionally balanced meals within schools and other Council establishments.
<b>2</b>	Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.
<b>3</b>	Delivering programmes of education to improve the health of Halton residents.
<b>4</b>	Helping people to manage the effects of ill health, disability and disadvantage.
<b>5</b>	Actively managing the environmental factors that are detrimental to good health.
<b>6</b>	Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.
<b>7</b>	Providing services and facilities to maintain existing good health and well-being.

**Halton's Urban Renewal**

<b>8</b>	Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business.
<b>9</b>	Maintaining and developing local transport networks that meet the needs of resident's, businesses and visitors to Halton.
<b>10</b>	Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.
<b>11</b>	Maintaining levels of affordable housing provision within Halton that provides for quality and choice and meets the needs and aspirations of existing and potential residents.
<b>12</b>	Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.

## Children & Young People in Halton

13	Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
14	To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood.
15	To deliver effective services to children and families by making best use of available resources
16	To provide transport facilities that meets the needs of children & young people in Halton accessing education and training.
17	Provide an effective transition for young people from school to employment, through opportunities for work related learning, and post 16 education, voluntary and community work.
18	To reduce the conception rate amongst women under 18 by providing awareness, education and relevant support
19	To ensure a safe environment for children where they are supported and protected from abuse and neglect

## Employment, Learning & Skills in Halton

20	To increase self-confidence and social inclusion by providing opportunities to adults to engage in basic skills learning.
21	To improve access to employment by providing opportunities to enhance employability skills and knowledge
22	Working with employers to identify and secure opportunities for the unemployed.
23	To provide transport facilities that meets the needs of those people in Halton accessing employment and training.
24	To sustain current employment levels by providing practical and financial advice and assistance to those from disadvantaged groups
25	To increase employment opportunities and business start ups in Halton, by developing an enterprise culture

## A Safer Halton

26	Actively encouraging socially responsible behaviour by engaging with Halton's young people and by providing opportunities for them to access and take part in affordable leisure time activities.
27	Reducing the physical effects of anti-social and criminal behaviour
28	Providing and maintaining a highways and footpath network that is safe, accessible, and meets the needs and expectations of those living, working or visiting in Halton.
29	Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.
30	Improving the social and physical well-being of those groups most at risk within the community

## Corporate Effectiveness & Efficient Service Delivery

31	Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.
32	Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access.
33	Ensuring that we are properly structured organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.
34	Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders
35	Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.
36	Ensuring that the Council's land and property portfolio is managed efficiently
37	Ensuring that Council buildings are safe and accessible, meet the needs of service users and the organisation, and comply with legislative requirements
38	Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery.
39	Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information
40	Ensuring that the Council has the right people with the right skills and who are informed and motivated and provided with opportunities for personal development and engagement.