

# Public Document Pack



## Executive Board

Thursday, 12 February 2009 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. DECLARATIONS 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, with personal and prejudicial interests (subject to certain exceptions in the Code of Conduct for Members), to leave the meeting prior to discussion and voting on the item.	
<b>3. CHILDREN AND YOUNG PEOPLE PORTFOLIO</b>	
<b>(A) SPECIAL EDUCATION NEEDS REVIEW WITHIN SECONDARY SCHOOLS - KEY DECISION</b>	<b>1 - 7</b>
<b>4. CORPORATE SERVICES PORTFOLIO</b>	

*Please contact Lynn Cairns on 0151 471 7529 or e-mail  
lynn.cairns@halton.gov.uk for further information.  
The next meeting of the Committee is on Thursday, 5 March 2009*

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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:** 12<sup>th</sup> February 2009

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

**SUBJECT:** Special Education Needs Review within Secondary Schools

**WARDS:** Borough wide

**1.0 PURPOSE OF REPORT:**

1.1 To provide a summary of the progress of the review of Special Educational Needs (SEN) in Secondary schools. In addition, seek permission to proceed to formal consultation leading to statutory notice if required.

**2.0 RECOMMENDED: That**

2.1 Executive Board considers the report and ratifies the proposals and recommendations

2.2 Approval is given to proceed to formal consultation of the secondary school SEN review leading to statutory notice if appropriate

**3.0 SUPPORTING INFORMATION**

**3.1 Background**

Members will be aware that the Local Authority has been undertaking a review of Special Educational Needs provision within the Borough. Views are now being sought on the location of the proposed secondary unit provision. It was agreed that resources will continue to be allocated to pupils in existing mainstream settings to ensure that their needs are met.

3.2 The review of Special Education Needs provision within Secondary School 'Units' is only one part of a broader range of provision available to young people with Special Education Needs in the Borough. The report should therefore be seen in this wider context.

3.3 The Council is committed to providing a range of SEN services that can meet the individual needs of particular children and their families. This starts with mainstream inclusive services within all schools. It is then complemented by SEN Unit provision within particular Secondary Schools. Finally, the Council has a range of Special Education Needs schools. Such a diverse range of provision means that services can cater for individual needs, and the personalization of the curriculum for individual pupils. Such a broad range of services means that the Council is in a strong position to meet new and emerging need.

3.4 The specific proposals contained in this report for SEN Units in Secondary Schools has been developed on the basis of an analysis of need. Needs change over time, which is reflected in the numbers of surplus places there are at the moment. The SEN Units Review is therefore intended to bring need into line with the provision we have within our mainstream schools.

3.5 The reasons for this review are:

- The need to be able to describe clearly the nature of Special Education Needs provision that is required for Halton pupils and the number of places required both now and in the future. This recommendation is linked to Building Schools in the Future (BSF).
- Acknowledgement that Halton currently retains a significant amount of Secondary unit provision, carrying a number of unfilled places.
- Concern that the current range and scope of Special Educational Needs Unit provision may not be appropriate, and
- As a result of (1), (2) and (3) the Local Authority is potentially not fully securing value for money in its SEN provision.

3.5.1 A number of stages to this review have taken place. This has included:

- . 2005 Review of SEN Unit Provision
- Strategic Review of Autistic Spectrum Disorder Provision in Halton (See report of 28th August 2008)
- A local analysis of need
- Informal consultation on proposed provision and location of secondary mainstream resource bases

3.5.2 The present provision of units in Primary and Secondary mainstream schools is shown in Appendix 1.

### **3.6 PROPOSALS**

3.6.1 The responses to the first stage of informal stage consultation on secondary resourced provision have been received and analysed. The majority of those who responded were in full support of the change of provision proposed. However, it was suggested that the distribution of the secondary unit provision across the borough needed further consideration.

3.6.2 It was proposed that although the numbers remain the same, the unit provision for both Autism and Speech and Language is offered in both Widnes and Runcorn.

3.6.3 We are now consulting on the proposal that future provision should comprise of the following:

- 2 x 6 places to be made available for pupils with a diagnosis of this includes pupils with a diagnosis of Aspergers Syndrome. There would also be capacity within this provision for additional outreach support for 2 x 5 pupils in other high schools within the borough
- 10 x 2 places to be made available for pupils with speech and language and social communication difficulties
- 6 places to be made available for targeted provision for pupils with a Profound Hearing Impairment (PHI)

3.6.4 The schools listed below have expressed an interest in developing the following specialisms in line with the proposals:

**The Grange School**

Resource provision to accommodate 6 pupils with a diagnosis of Autism, this includes pupils with a diagnosis of Aspergers Syndrome. There would also be capacity within this provision for additional outreach support for 5 pupils in other high schools within the borough.

A resource provision for 10 pupils with speech and language and social communication difficulties.

**Saints Peter and Paul Catholic College**

Resource provision to accommodate 6 pupils with a diagnosis of Autism, this includes pupils with a diagnosis of Aspergers Syndrome. There would also be capacity within this provision for additional outreach support for 5 pupils in other high schools within the borough.

**The Bankfield School**

Resource provision for 10 pupils with speech and language and social communication difficulties.

**Wade Deacon High**

A resourced provision for 6 places to be made available for pupils with hearing impairment and this may include pupils with Specific Learning Difficulties.

The consultation closes on Monday 2<sup>nd</sup> February 2009 however as of the 22<sup>nd</sup> January the response has been positive to the proposals.

- 3.6.5 This will involve the current Secondary SEN Unit Provision being re-designed to provide flexible provision within a secondary mainstream school that enables the learner to spend as much time as possible in the mainstream part of the school, depending on the needs of the individual pupil.
- 3.6.6 When it has been shown, through assessment, that the pupil's needs cannot be met in a mainstream school alternative provision will be sought. Prior to this decision there will be an expectation that 'reasonable adjustments (i.e. the application of the Disability Discrimination Act) using the totality of resources made available to the mainstream school.
- 3.6.7 On closure of the informal consultation period and pending no adverse feedback it is proposed that the formal consultation process commences leading to statutory notice if required.

#### **4.0 FINANCIAL IMPLICATIONS**

- 4.1 The current model represents a potentially inefficient use of resources and this review will create a more efficient use of funding for unit provision.

#### **5.0 POLICY IMPLICATIONS**

- 5.1 The Council's 'Strategy for the Inclusion of Pupils with SEN' provides the policy content and framework by which Halton intends to meet the Special Educational Needs of young people in the Borough.

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

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

###### **Proposals if agreed would**

- Increase the choice, diversity, inclusion and high standards in the Borough
- Reduce the surplus capacity within units in Halton schools.
- Improve access to education facilities and equipment
- Improve access to specialist staff, in Education and Health through Speech and Language Services
- Develop outreach support to mainstream High Schools in the Borough.
- Extend access to suitable accommodation
- Increase supply of suitable places within a mainstream setting in the Borough
- Enable all pupils to have the opportunity to the appropriate provision to match their individual need. This will enable them to progress with their learning and ensure educational attainment remains key to the future life chances of children and young people in Halton.

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

Educational attainment of children and young people will have a significant impact on future employment, learning and skills of Halton's children and young people.

**6.3 A Healthy Halton**

All pupils will have access to appropriately aligned health provision within education

**6.4 A Safer Halton**

Not applicable.

**6.5 Halton's Urban Renewal**

Not applicable.

**7.0 RISK ANALYSIS**

7.1 Provision for SEN within mainstream units does not match the needs of the Borough and young people. The present provision for units within schools does not provide value for money due to the number of surplus places.

**8.0 EQUALITY AND DIVERSITY ISSUES**

8.1 Educational attainment is central to reducing inequalities and ensuring the best outcomes for all children and young people in Halton with a particular focus on vulnerable groups.

Review of Unit provision must be inclusive and consider the contribution of all schools. The review aims to increase diversity, access and choice, address under performance and provide more integrated local services for every child and family.

**9.0 REASON(S) FOR DECISION**

9.1 At present, there are surplus places within mainstream units.

9.2 Mainstream SEN units are not matching the present and future requirements of the Borough

9.3 As part of the developing Building Schools for the Future (BSF).

**10.0 ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

10.1 To leave provision as it is. This would potentially leave the Council vulnerable to challenge.

**11.0 IMPLEMENTATION DATE**

11.1 The proposals for secondary SEN resourced provision must be agreed by April 2009 and implemented by September 2011, in line with plans for Building Schools for the Future.

**12.0 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>
OFSTED Inspection of LEA – January 2004	Grosvenor House	Judith Kirk
Strategy for the Inclusion of Pupils with SEN – 2006/7	Grosvenor House	Judith Kirk
Building Schools for the Future	Grosvenor House	Judith Kirk / Ann McIntyre

## Appendix 1 Summary of the primary needs of pupils attending Halton's Resourced Mainstream Schools

KEY STAGE	SCHOOL	SEN UNIT TYPE	NO OF FUNDED PLACES	No of Pupils attending	Surplus Places
KS1	Oakfield CP	Infant Assessment	12	2	10
KS1	Simms Cross CP	Infant Assessment	12	7	5
KS1	Weston CP	Infant Assessment	12	2	10
		<b>Total</b>	<b>36</b>	<b>11</b>	<b>25</b>
KS1/2	The Brow CP	Speech and Language	20	20	0
		<b>Total</b>	<b>20</b>	<b>20</b>	<b>0</b>
KS1/2	Westfield CP	Hearing Impaired	8	4	4
		<b>Total</b>	<b>8</b>	<b>4</b>	<b>4</b>
KS2	Weston Point CP	Emotional Behavioural Difficulties	7	5	2
KS2	Woodside CP	Emotional Behavioural Difficulties	7	7	0
		<b>Total</b>	<b>14</b>	<b>12</b>	<b>2</b>
KS2	Moore CP***	Moderate Learning Difficulties	12	2	10
KS2	Oakfield CP	Moderate Learning Difficulties	24	13	11
KS2	Palacefields CP	Moderate Learning Difficulties (24)	12	4	8
KS2	Simms Cross CP	Moderate Learning Difficulties	12	5	7
KS2	The Grange Jnr	Moderate Learning Difficulties (24)	12	10	2
KS2	Weston CP	Moderate Learning Difficulties	12	3	9
		<b>Total</b>	<b>84</b>	<b>37</b>	<b>47</b>
KS3/4	Halton High	Emotional Behavioural Difficulties	7	0	7
KS3/4	The Grange Comp	Emotional Behavioural Difficulties	14	9	5
		<b>Total</b>	<b>21</b>	<b>9</b>	<b>12</b>
KS3/4	Wade Deacon	Hearing Impaired	8	3	5
		<b>Total</b>	<b>8</b>	<b>3</b>	<b>5</b>
<b>Grand Total</b>			<b>191</b>	<b>96</b>	<b>95</b>

\*Wade Deacon HI Unit - 1 Other LEA pupil - funding to be recouped

\*\*\*Moore Primary - All placements taken for September 2008-11 - agreed temporary primary ASD provision, to be reviewed in line with PCP

**REPORT TO:** Executive Board

**DATE:** 12<sup>th</sup> February 2009

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

**SUBJECT:** Draft Budget 2009/10

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

### **1.0 PURPOSE OF REPORT**

- 1.1 To recommend to Council the budget, capital programme and council tax for 2009/10.
- 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: That the Council adopt the resolution set out in Appendix A, which includes setting the budget at £105.467m and the Band D Council Tax for Halton (before Parish, Police and Fire precepts) of £1,116.69.**

### **3.0 SUPPORTING INFORMATION**

#### **Medium Term Financial Strategy**

- 3.1 The Executive Board approved the Medium Term Financial Strategy at its meeting on 20<sup>th</sup> November 2008. In summary, a funding gap of around £6m in each of the next three years was identified. The Strategy has the following objectives:

- Prioritise investments in the five priority areas
- Avoid excessive Council Tax rises
- Deliver a balanced and sustainable budget
- Achieve significant cashable efficiency savings to enable this to happen

#### **Budget Consultation**

- 3.2 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 are summarised in Appendix B. These are still valid although in the current

economic downturn perhaps job creation may feature more highly. Nevertheless they should be taken into account when considering the 2009/10 budget.

### Review of the 2008/09 Budget

- 3.3 The Executive Board Sub-Committee receives regular reports summarising spending in the current year against the budget. As part of the Budget Strategy each Directorate was to manage its budget to generate underspend of £500,000 each. This would generate £2m to be transferred to the Invest to Save Fund. The latest report indicates that this will be achieved. It is anticipated that balances at 31st March 2009 will be around £6.6m broadly as planned when the budget was set last year.

### 2009/10 Budget

- 3.4 The Executive Board considered the level of growth and savings at its Away Day meeting on 8<sup>th</sup> January 2009 including the impact on the Council's priorities and service users. The proposed savings are shown in Appendix C. It was agreed to consult the Policy and Performance Boards and Area Forums and any comments will be reported to and considered by the Executive Board at the meeting.
- 3.5 The departmental analysis of the budget is shown in Appendix D. Incorporating the proposed savings it totals £105.467m, an increase of £3.572m. The major reasons for change from the current budget are shown in the following table.

	£000
Inflation	
Pay	1,445
Prices	3,775
Income	(1,980)
Increments	1,020
Previous Budgets	1,010
Capital Programme	1,494
Loss of Income	444
Waste Disposal	680
Other	191
Contingency	1,000
Budget Savings	(5,507)
	3,572

- 3.6 The budget continues the policy of utilising £350,000 from the windfall gain arising from the commutation adjustment in 2004/05. This is the last year that the windfall gain is available to support the budget. After taking account of the windfall gain the budget requirement is £105.117m.

- 3.7 It is considered prudent for the budget to include a contingency of £1.0m. This should be sufficient to cover the potential for pay and price changes, increases in demand led budget such as out of borough placements, as well as a general contingency for uncertain and unknown items.
- 3.8 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 2009/10 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

- 3.9 It is very difficult to forecast spending over the next two years, given the uncertainties caused by the current economic climate. The following table updates the medium term financial forecast reported to the Executive Board on 20 November 2008 and reflects falling inflation and interest rates.

	Year on Year Change £000	
	2010/11	2011/12
Inflation		
Pay	1,131	789
Prices	2,626	2,688
Income	(1,607)	(1,548)
Increments etc	1,000	1,000
Previous Budgets	2,603	-
Waste Disposal	795	480
Capital Programme	1,854	2,086
Contingency	1,500	2,500
	<u>9,902</u>	<u>7,995</u>

- 3.10 The Government have announced the provisional settlement for 2010/11, which gives a 2.4% increase for Halton. However, there is a great deal of uncertainty about grant levels for 2011/12 and the outlook assumes a 1% increase.
- 3.11 After taking account of the grant the resultant funding gap is forecast to be in the region of £6m to £7m in each year. The budget impact of the Efficiency Programme is not yet known, and would therefore reduce this figure considerably. However, it is likely that service reductions will be necessary to balance the budget.

### Local Government Finance Settlement

- 3.12 The Government has recently announced the Local Government Finance Settlement for 2009/10. This is the second year of a three year settlement and is unchanged from the provisional figures announced in November 2008. For Halton Formula Grant totals £62.459m made up of £11.713m revenue support grant and £50.746m as the Council's share of national non domestic rates. Formula grant totals £63.969m for 2010/11.
- 3.13 As far as the non domestic premises are concerned, the rate is fixed centrally by the Government, and for 2009/10 has been set at 48.5p in the £, and 48.1p for small businesses and represents increases of 5%. 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.

### Halton's Council Tax

- 3.14 The tax base (Band D equivalent) has been set at 38,200 and the combined effect of the budget, government support and council tax base gives a Band D Council Tax for Halton of £1,116.69, an increase of £36.72, or 3.4%.
- 3.15 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

- 3.16 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	21.14	1,137.83
Daresbury	3,000	21.28	1,137.97
Moore	4,200	12.17	1,128.86
Preston Brook	4,164	12.00	1,128.69
Halebank	7,000	12.30	1,128.99
Sandymoor	10,000	10.95	1,127.64

### **Average Council Tax**

- 3.17 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 £1,117.84.

### **Police Precept**

- 3.18 The Police Authority have 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 4 in Appendix A.

### **Fire Precept**

- 3.19 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**

- 3.20 Combining all these figures will give the total Council Tax for 2009/10, and these are shown in Recommendation 6 in Appendix A. The total Band D Council Tax (before Parish precepts) is £?????.

- 3.21 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.

- 3.22 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.

### **Capital Programme**

- 3.23 The Government has issued the single capital pot spending guidelines. These total £11.099m 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.

3.24 The following table brings together the exiting capital programme with the single capital pot and other funding streams and shows how the capital programme will be funded.

	2009/10	2010/11	2011/12
<u>Spending</u>			
Existing programme	25,843	17,441	32,225
Single Capital Pot	11,099	10,876	-
Playbuilder	400	400	-
Sure Start	593	595	-
Disabled Facilities Grant	453	-	-
	38,388	29,312	32,225
Slippage between years	1,005	908	- 291
	39,393	30,220	31,934
<u>Funding</u>			
Borrowing and Leasing	14,814	16,981	30,000
Grants and External Funds	13,205	9,866	306
Capital Reserve	11,374	3,373	1,628
	39,393	30,220	31,934

3.25 At the end of the period the Capital Reserve is forecast to be £3.188m. This is only marginally above the long established minimum value for the reserve of £3m set out in the Reserves and Balances Strategy. Consequently, there are little funds available for new capital starts unless external funding is available.

### **Prudential Code**

3.26 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.

3.27 To demonstrate that Authorities have fulfilled these objectives, the Prudential Code sets out a number of indicators which must be used. These are included in the Treasury Management report elsewhere on the Board's agenda. The prudential indications are monitored throughout the year and reported as part of the Treasury Management quarterly monitoring reports to the Executive Board Sub-Committee.

## **School Budgets**

- 3.28 Schools are now fully funded by Government Grants, primarily the Dedicated Schools Grant (DSG) which is mainly used to fund the Individual School Budgets. This is allocated to schools by way of a formula in accordance with the Local Management of Schools Financial Scheme and primarily based on pupil numbers.
- 3.29 The Government have announced the indicative DSG allocations. For Halton this amounts to £80.165m and represents an increase of 2.8% in cash terms and 3.6% per pupil. During March schools will be informed of their funding allocation in accordance with the Financial Scheme. Each school will receive a minimum increase of 2.1% per pupil, known as the minimum funding guarantee. The final DSG allocations will be announced in June.

## **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.
- 5.2 A number of key factors have been identified in the budget. These will be closely monitored throughout the year and the contingency and Reserves and Balances strategy should mitigate the risk.

## **6.0 EQUALITY AND DIVERSITY ISSUES**

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

**7.0 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) 2009/10	Municipal Building	Nick Finnan

**DRAFT**

## APPENDIX A

**DRAFT RESOLUTION FOR SUBMISSION TO THE COUNCIL  
AT ITS MEETING ON 4<sup>th</sup> MARCH 2009**

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

1. The policies outlined in this paper be adopted, including the Budget for 2009/10, 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 17<sup>th</sup> December 2008 the Council agreed the following:
  - (a) For 2009/10, 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 38,200 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 2009/10 be set as follows:

Parish	Tax Base
Hale	729
Daresbury	141
Moore	345
Preston Brook	347
Halebank	569
Sandymoor	913

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 2009/10 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) £105,160,606 – 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) £62,459,271 – 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 (£50,746,357) and Revenue Support Grant (£11,712,914).
- (e) £1,117.84 – 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) £43,776 – 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	4,200
Preston Brook	4,164
Halebank	7,000
Sandymoor	10,000

- (g) £1,116.69 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	1,137.83
Daresbury	1,137.97
Moore	1,128.86
Preston Brook	1,128.69
Halebank	1,128.99
Sandymoor	1,127.64

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	Halebanks	Sandymoor	All other Parts of the Council's Area
	£	£	£	£	£	£	£
A	758.55	758.65	752.57	752.46	752.66	751.76	744.46
B	884.98	885.09	878.01	877.87	878.11	877.06	868.54
C	1,011.40	1,011.53	1,003.43	1,003.28	1,003.54	1,002.34	992.61
<b>D</b>	<b>1,137.83</b>	<b>1,137.97</b>	<b>1,128.86</b>	<b>1,128.69</b>	<b>1,128.99</b>	<b>1,127.64</b>	<b>1,116.69</b>
E	1,390.68	1,390.85	1,379.71	1,379.51	1,379.87	1,378.22	1,364.84
F	1,643.54	1,643.74	1,630.58	1,630.33	1,630.77	1,628.82	1,613.00
G	1,896.38	1,896.62	1,881.43	1,881.15	1,881.65	1,879.40	1,861.15
H	2,275.66	2,275.94	2,257.72	2,257.38	2,257.98	2,255.28	2,233.38

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 2009/10 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 2009/10 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 2009/10 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 2009/10 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.

DRAFT

**RESULTS OF HALTON 2000 SURVEY****Select 3 Areas to Prioritise**

Community Safety	55.3%
Activities for Teenagers	32.4%
Recycle and Manage Waste	32.1%
Cleaner Streets	29.4%
Create Jobs	28.8%
Invest in Schools	27.6%
Services for the Elderly	26.7%

**Level of Council Tax**

Maintain Services/Increase Council Tax	24.8%
Reduce Services/Minimum Council Tax Increase	23.3%
Raise more money by introducing charges	19.5%
Raise more money by increasing charges	17.6%
Improve Services/greater increase in Council Tax	13.7%

**Spend More on the Following Services**

Crime Prevention	70.3%
Community Safety	56.9%
Services for Older People	49.9%
Recycling Facilities	42.1%
Home Help and Home Care	41.9%

**Spend the Same on Services**

Refuse Collection	79.2%
Libraries	75.8%
Road Safety/School Crossing Patrols	74.2%
Parks and Open Spaces	71.3%
Environmental Health Inspections	70.4%

**Spend Less on Services**

Tourism Promotion	48.5%
Arts and Culture	31.2%
Planning Applications	28.1%
Town Centre Management	26.5%
Car Parking	18.9%

**APPENDIX C****SAVINGS OPTIONS**

Service Area	Financial Consequences		
	2009/10	2010/11	2011/12
<b>All Directorates</b>			
Efficiency Programme (first year only).	500,000	-	-
Increase Staff Turnover savings	200,000	200,000	200,000
5% reduction in office expenditure and conferences	340,000	340,000	340,000
Priorities Fund – unspent monies from previous year	357,000	-	-
LPSA Reward Grant	250,000	-	-
<b>TOTAL</b>	<b>1,647,000</b>	<b>540,000</b>	<b>540,000</b>
<b>Corporate and Policy Directorate</b>			
ICT Contracts	125,000	125,000	125,000
Repairs and Maintenance (One Year Only)	250,000	-	-
Training	25,000	25,000	25,000
Reduction in Caretaking Service	15,000	15,000	15,000
Review of Security Contract, Halton Lea	10,000	10,000	10,000
Introduction of telephone technology to automatically route calls to officers	40,000	40,000	40,000
Restructure of Creditor Section	9,000	9,000	9,000
Further savings on office supplies	12,000	12,000	12,000
Additional income from BIDS	10,000	10,000	10,000
Internal Audit	20,000	20,000	20,000
Revenues Staffing	40,000	40,000	40,000
Benefits Staffing	60,000	60,000	60,000
Policy Team Staffing	25,000	25,000	25,000
Promotion of the Borough	20,000	20,000	20,000
Town Twinning	10,000	10,000	10,000
Design and Print	20,000	20,000	20,000
Recruitment advertising	10,000	10,000	10,000
<b>TOTAL</b>	<b>701,000</b>	<b>451,000</b>	<b>451,000</b>
<b>Children and Young People</b>			
Commissioned School Improvement Consultancy Work	30,000	30,000	30,000
Relocate Murdishaw and Woodlands Play Centre Services	100,000	100,000	100,000
Contracts	100,000	100,000	100,000

Service Area	Financial Consequences		
	2009/10	2010/11	2011/12
Transport Services for Children's Services	20,000	20,000	20,000
Reduction in Business Support Service	18,000	18,000	18,000
Direct Payments	10,930	10,930	10,930
Increase Income	35,525	35,525	35,525
Agency/Budget	36,000	36,000	36,000
Youth Service	20,000	20,000	20,000
Harnessing Technology	120,000	120,000	120,000
Reduction Primary and Secondary strategy Funding	130,000	130,000	130,000
<b>TOTAL</b>	<b>620,455</b>	<b>620,455</b>	<b>620,455</b>
<b>Environment</b>			
Delete Post (Technical Officer (Information and Engagement)	23,000	23,000	23,000
Delete Post Building Control Officer (From Sept 08)	42,000	42,000	42,000
Area Planning Officer (Dev Control) Part Time – Reduced by 20%	23,000	23,000	23,000
Area Planning Officer (Dev Control) Part Time – Reduced by 20%	10,000	10,000	10,000
Delete attendants' posts at Widnes Town Centre public toilets	22,000	22,000	22,000
Cease Trade Waste	NIL	NIL	NIL
School and Building Cleaning	50,000	50,000	50,000
Delete post of Nature Conservation Officer	35,000	35,000	35,000
Reorganise litter picking in Neighbourhood Areas	100,000	100,000	100,000
Reorganise Posts (Waste)	85,000	85,000	85,000
Graffiti Team	72,000	72,000	72,000
Pest Control	35,000	35,000	35,000
Delete post of Trees and Woodlands Officer	40,000	40,000	40,000
Divisional Manager EHO/BC	70,000	70,000	70,000
Senior Technical Officer Pest Control (Part Salary)	25,000	25,000	25,000
Technical Officer	20,000	20,000	20,000
Divisional Manger Major Projects (Part Year)	30,000	30,000	30,000
Divisional Manger (Business Development)	74,000	74,000	74,000
Inspectors Post	20,000	20,000	20,000
Minor Repairs Budget	12,000	12,000	12,000
Street Lighting Pilot	50,000	-	-
Minor restructuring of department	150,000	150,000	150,000
Supported Buses	32,000	32,000	32,000
<b>TOTAL</b>	<b>1,020,000</b>	<b>970,000</b>	<b>970,000</b>

Service Area	Financial Consequences		
	2009/10	2010/11	2011/12
<b>Health and Community</b>			
Home Care Re-ablement	450,000	450,000	450,000
Increasing Income within Housing Supported Network	79,000	79,000	79,000
Re-letting of domiciliary contract	100,000	100,000	100,000
Grant hold back (managed underspend) non recurring (One Year Only)	100,000	-	-
Cease grant to Groundwork (net of Environment SLA)	20,000	20,000	20,000
Bridgewater Day Centre	20,000	20,000	20,000
Continuing Care	200,000	200,000	200,000
Supporting People	550,000	-	-
<b>TOTAL</b>	<b>1,519,000</b>	<b>869,000</b>	<b>869,000</b>
<b>GRAND TOTAL</b>	<b>5,507,455</b>	<b>3,450,455</b>	<b>3,450,455</b>

## APPENDIX D

## DEPARTMENTAL BASE BUDGETS

	£000
<b>Children and Young People</b>	
Specialist Services	13,648
Business Planning and Commissioning	5,575
Preventative Services	6,160
Universal and Learning Services	4,714
	<hr/> 30,097
<b>Corporate and Policy</b>	
Legal, Organisational Development and HR	2,253
Policy and Performance	3,695
Exchequer and Customer Services	5,002
Financial Services	6
ICT Services	10
Property Services	859
	<hr/> 11,825
<b>Environment</b>	
Environmental and Regulatory Services	13,709
Highways and Transportation	15,156
Major Projects	1,192
Regeneration	1,673
Stadium, Catering and Cleaning	2,114
	<hr/> 33,844
<b>Health and Community</b>	
Culture and Leisure Services	13,210
Health and Partnerships	3,596
Adult Services	14,649
Older People	15,100
	<hr/> 46,555
Departmental Base Budget	<hr/> 122,321
Financial Arrangements	(11,347)
Base Budget	<hr/> 110,974
Less Savings	<hr/> (5,507)
<b>Total Budget</b>	<hr/> <b>105,467</b>

**REPORT TO:** Executive Board

**DATE:** 12<sup>th</sup> February 2009

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

**SUBJECT:** Treasury Management and Investment Strategy 2009/10

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

### **1.0 PURPOSE OF REPORT**

1.1 To propose the Treasury Management Strategy for 2009/10.

### **2.0 RECOMMENDED that:**

- (1) the Council adopt the policies, strategies and statements outlined in the Treasury Management Strategy; and**
- (2) delegated authority be given to the Operational Director Financial Services to set the Minimum Revenue Provision repayment periods.**

### **3.0 SUPPORTING INFORMATION**

- 3.1 The Treasury Management Strategy Statement is shown in Appendix A and details the expected activities of the Treasury function in the forthcoming financial year (2009/10). Its production and adoption by Council is a requirement of the CIPFA Code of Practice on Treasury Management.
- 3.2 The Local Government Act 2003 requires the Council to 'have regard to' the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable.
- 3.3 The Act therefore requires the Council to set out its treasury strategy for borrowing as well as an Investment Strategy; which sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
- 3.4 A new requirement for 2009/10 is the production of a Minimum Revenue Provision Policy Statement. There is a detailed explanation of why this is required in the Strategy, together with a formal statement for approval.

### **4.0 POLICY IMPLICATIONS**

4.1 The successful delivery of the strategy will assist the Council in

meeting its budget commitments and help deliver all its priorities.

## **5.0 FINANCIAL IMPLICATIONS**

5.1 Over the years the Council's Treasury Management has made a major contribution to balancing the budget. The Council is expecting to borrow significant sums over the next few years and it is opportune that low interest rates currently prevail. Conversely, low rates will result in significant reductions in the Council's investment returns.

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

6.1 **Children and Young People in Halton**

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

6.3 **A Healthy Halton**

6.4 **A Safer Halton**

6.5 **Halton's Urban Renewal**

## **7.0 RISK ANALYSIS**

7.1 The Authority operates its treasury management activity within the approved code of practice and supporting documents. The aim at all times is to operate in an environment where risk is clearly identified and managed

7.2 This strategy sets out clear objectives within these guidelines. Regular monitoring is undertaken during the year and reported on a quarterly basis to the Executive Board Sub-Committee.

## **8.0 EQUALITY AND DIVERSITY ISSUES**

8.1 None.

## **9.0 REASON(S) FOR DECISION**

9.1 The Authority must have an approved annual strategy in place before the year commences.

## **10.0 ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

10.1 None.

## **11.0 IMPLEMENTATION DATE**

11.1 1st April 2009.

**12.0 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>
Working papers	Accountancy Section	J. Viggers

**APPENDIX A**

**TREASURY MANAGEMENT STRATEGY 2009/10**

**1.0 INTRODUCTION**

1.1 The Treasury Management Strategy for 2009/10 covers the following aspects of the treasury management function and is based upon the Treasury officers' views on interest rates, supplemented with leading market forecasts provided by the Council's treasury advisor.

- treasury limits in force which will limit the treasury risk and activities of the Council;
- prudential indicators;
- the current treasury position;
- the borrowing requirement;
- prospects for interest rates;
- the borrowing strategy;
- the investment strategy;
- debt rescheduling;
- minimum revenue provision.

**2.0 TREASURY LIMITS FOR 2009/10**

2.1 It is a statutory duty under S.3 of the Local Government Act 2003, and supporting regulations, for the Council to determine and keep under review how much it can afford to borrow. The amount so determined is termed the "Affordable Borrowing Limit".

2.2 The Council must have regard to the Prudential Code when setting its Affordable Borrowing Limit, which essentially requires it to ensure that total capital investment remains within sustainable limits and, in particular, that the impact upon its future council tax is 'acceptable'.

2.3 Whilst termed an "Affordable Borrowing Limit", the capital plans to be considered for inclusion incorporate those planned to be financed by both external borrowing and other forms of liability, such as credit arrangements. The affordable borrowing limit is to be set, on a rolling basis, for the forthcoming financial year and two successive financial years.

**3.0 PRUDENTIAL INDICATORS FOR 2009/10-2011/12**

3.1 A requirement of the Prudential Code is that various prudential indicators must be approved by the Council. These are shown in Annex 1 and are relevant for the purposes of setting an integrated treasury management strategy.

#### 4.0 CURRENT PORTFOLIO POSITION

4.1 The Council's treasury portfolio position at 15 January 2009 comprised:

		Principal		Average Rate
		£m	£m	%
Fixed Rate Funding	PWLB	10.00	22.45	3.70
	Market	12.45		3.66
Variable Rate Funding	PWLB	0.00	0.00	-
	Market	0.00		-
Total Borrowing			22.45	3.68
Other Long Term Liabilities			0.00	
Total Debt			22.45	
Total Investments			54.05	5.62

#### 5.0 BORROWING REQUIREMENT

5.1 The table below summarises the net borrowing requirement for the authority for the next three years based on the current level of supported borrowing indicated by the government and prudential borrowing contained in the capital programme.

	2008/09	2009/10	2010/11	2011/12
	£'000	£'000	£'000	£'000
New Borrowing	12,283	12,688	14,916	27,818
Alternative Financing Arrangements	-	-	-	-
Replacement Borrowing*	-	-	-	-
<b>TOTAL</b>	<b>12,283</b>	<b>12,688</b>	<b>14,916</b>	<b>27,818</b>

5.2 The £10m Lender's Option Borrower's Option (LOBO), currently with Euro Hypo bank is on 6 month options As such it could fall to be replaced in any of the years.

5.3 The advanced land acquisition for the Mersey Gateway project is the major factor for the new borrowing. This will significantly increase total debt in the short to medium term.

#### 6.0 PROSPECTS FOR INTEREST RATES

6.1 The Council appointed Sector Treasury Services as a treasury adviser to the Council and part of their service is to assist the Council to formulate a view on interest rates. Annex 2 draws together a number of current City forecasts for short term or variable (the base rate or repo rate) and longer fixed interest rates.

6.2 Sector View: Interest rate forecast – 6<sup>th</sup> December 2008

	Q/E1 2009	Q/E2 2009	Q/E3 2009	Q/E4 2009	Q/E1 2010	Q/E2 2010	Q/E3 2010	Q/E4 2010	Q/E1 2011	Q/E2 2011	Q/E3 2011	Q4 2011	Q1 2012
	%	%	%	%	%	%	%	%	%	%	%	%	%
Bank Rate	0.50	0.50	0.50	0.50	0.50	0.75	1.00	1.25	1.75	2.50	3.25	3.75	4.00
5 yr PWLB Rate	2.50	2.25	2.15	2.15	2.15	2.45	2.80	3.15	3.65	3.95	4.20	4.45	4.60
10 yr PWLB Rate	3.10	2.75	2.55	2.55	2.55	2.85	3.25	3.65	4.15	4.40	4.70	4.75	4.85
25 yr PWLB Rate	4.00	3.95	3.95	3.95	4.00	4.15	4.35	4.45	4.60	4.85	4.95	5.00	5.05
50 yr PWLB Rate	3.85	3.80	3.80	3.80	3.85	3.90	4.00	4.25	4.40	4.70	4.80	4.95	5.00

Sector's analysis of the economic background is shown in Annex 3 and its current interest rate view is that Bank Rate: -

- will fall from current levels because of the intensifying global recession
- Starting 2009 at 2.00%, Bank Rate is forecast to fall to 0.5% in Q1 2009
- It is then expected to remain there until starting to rise gently up from Q2 2010 till it reaches 4.0% in Q1 2012.
- There is downside risk to these forecasts if the recession proves to be deeper and more prolonged than currently expected.

## 7.0 CAPITAL BORROWINGS AND THE BORROWING PORTFOLIO STRATEGY

### 7.1 The Sector forecast is as follows.

(These forecasts are based around an expectation that there will normally be variations of +/- 25bp during each quarter around these average forecasts in normal economic and political circumstances. However, greater variations can occur if should there be any unexpected shocks to financial and/or political systems.) These forecasts are for the PWLB new borrowing rate: -

- The 50 year PWLB rate is expected to remain around current levels of about 3.80 - 3.90% until Q2 2010 when it is forecast to rise to 4.00%. The rate then edges up gradually to reach 5.00% at the end of the forecast period.
- The 25 year PWLB rate is expected to drop to 3.95% in Q1 2009 and stay around there until starting to rise in Q1 2010 and then to eventually reach 5.05% at the end of the forecast period.
- The 10 year PWLB rate is expected to drop to 2.55% in Q3 2009 but then to start rising again in Q2 2010 to eventually reach 4.85% at the end of the forecast period.

- The 5 year PWLB rate is expected to fall to a floor of 2.15% during Q3 2009. The rate then starts rising in Q2 2010 to eventually reach 4.60% at the end of the forecast period.

7.2 This forecast indicates, therefore, that there is a range of options available for borrowing strategy for 2009/10. Variable rate borrowing is expected to be cheaper than long term borrowing and will therefore be attractive throughout the financial year compared to simply taking long term fixed rate borrowing. Under 10 year PWLB rates are expected to be substantially lower than longer term PWLB rates so this will open up a range of choices for new borrowing for authorities that want to spread their debt maturities away from a concentration in long dated debt. Rates are expected to be slightly lower at the middle to end of the year than earlier on so it may be advantageous to borrow later in the year.

7.3 For authorities wishing to minimise their debt interest costs, the main strategy is therefore as follows:

- For authorities wanting to focus on the very cheapest PWLB borrowing, the under 10 year rates will provide significantly cheaper rates than longer term borrowing. Under 5 year rates are also expected to be significantly lower than 5-10 year rates. Rates are expected to be slightly lower at the middle to end of the year than earlier on so it may be advantageous to borrow later in the year.
- For authorities wanting to lock into historically low long term rates, there is expected to be little difference between 25 year and 50 year rates. However, despite the minimally more expensive new borrowing rates expected in the 25 – 30 year period later in the year, these could be seen as being much more attractive than 50 year borrowing as the spread between the PWLB new borrowing and early repayment rates is considerably less. This then maximises the potential for debt rescheduling at a later time by minimising the spread between these two rates.
- This strategy would also mean that after some years of focusing on borrowing at or near the 50 year period, local authorities would be able to undertake borrowing in a markedly different period and so achieve a better spread in their debt maturity profile.
- When long term PWLB rates fall back to the central forecast rate of about 3.95%, borrowing should be made at any time in the financial year. A suitable trigger point for considering new fixed rate long term borrowing, therefore, would be 3.95%. The central forecast rate will be reviewed in the light of movements in the slope of the yield curve, spreads between PWLB new borrowing and early payment rates, and any further changes that the PWLB may introduce to their lending policy and operations.

- Consideration will also be given to borrowing fixed rate market loans at 25 – 50 basis points below the PWLB target rate if they become available again.

#### **7.4 External v. internal borrowing**

- The next financial year is expected to be a time of historically abnormally low Bank Rate. This opens up an opportunity for authorities to fundamentally review their strategy of undertaking external borrowing.
- For those authorities with investments in excess of their borrowing requirement over the next year and access to the cash from maturing investments within the financial year, then consideration also needs to be given to the potential merits of internal borrowing.
- As long term borrowing rates are expected to be higher than rates on the loss of investment income and look likely to be so for the next couple of years or so, authorities may prefer to avoid all new external borrowing in the next financial year in order to maximise savings in the short term.
- The running down of investments also has benefits of reducing exposure to interest rate and credit risk.

7.5 Against this volatile background caution will be adopted with the 2009/10 treasury operations. The Operational Director Financial Services will monitor the interest rate market and adopt a pragmatic approach to changing circumstances, reporting any decisions to Executive Board Sub-Committee at the next available opportunity.

**7.6 Sensitivity of the forecast** – In normal times the main sensitivities of the forecast are likely to be the two scenarios below. The Council officers, in conjunction with the treasury advisers, will continually monitor both the prevailing interest rates and the market forecasts, adopting the following responses to a change of sentiment:

- *if it were felt that there was a significant risk of a sharp rise in long and short term rates, perhaps arising from a greater than expected increase in world economic activity or further increases in inflation, then the portfolio position will be re-appraised with the likely action that fixed rate funding will be drawn whilst interest rates were still relatively cheap.*
- *if it were felt that there was a significant risk of a sharp fall in long and short term rates, due to e.g. growth rates weakening, then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term funding will be considered.*

7.7 However, after the freezing of some local authority investments by Icelandic banks now in receivership, many local authorities are currently

concerned about the safety of investments and the ability of authorities to rely on credit ratings as a basis for ensuring that investments can be undertaken safely, especially for longer periods of time. The approach of this authority is therefore to be extra vigilant in reviewing its counterparties, especially for larger deals and to minimise the risk by spreading investments across the whole range of counterparties.

## **8.0 ANNUAL INVESTMENT STRATEGY**

### **8.1 Investment Policy**

The Council will have regard to the ODPM's Guidance on Local Government Investments ("the Guidance") issued in March 2004 and CIPFA's Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities are:

- (a) the security of capital; and
- (b) the liquidity of its investments.

The Council will also aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity.

The borrowing of monies purely to invest or on-lend and make a return is unlawful and this Council will not engage in such activity.

Investment instruments identified for use in the financial year are listed below under the 'Specified' and 'Non-Specified' Investments categories. Counterparty limits will be as set through the approved lending list.

### **8.2 Specified v non specified investments**

There has been an increasing number of innovative investment products being marketed over the past few years. They have arisen due to the relatively low interest rate environment which has prevailed during this period. The initial guidance from the ODPM focused on high security and more particularly credit risk. This approach however does not deal with market risk, which is the sudden adverse movement in interest rates. In some products this could lead to a significant diminution of the maturity value below that of the original sum invested.

Because of this it has been suggested that if any investment other than a straight cash deposit is envisaged the following tests are applied :-

1. the working of the product is fully understood;
2. the degree of risk exposure the product carries is identified;

3. the level of risk fits within the parameters set by the authority;
4. the product complies with the CIPFA Code of Practice on Treasury Management (prime focus on security and best value applied to optimise returns).

The Council has in the main used straightforward cash deposits, with both fixed and variable rates, but always with options to repay if the counterparty wanted to change the terms and agreement couldn't be reached. The issue therefore still boils down to credit risk and this is handled through the counterparty weighted rankings and prudential indicators which limit the amount that can be placed with non rated organisations at any one time.

### 8.3 Specified Investments:

All such investments will be sterling denominated, with maturities up to maximum of 1 year, meeting the minimum 'high' rating criteria where applicable (i.e. credit rated counterparties).

	Minimum 'High' Credit Criteria	Use
Debt Management Agency Deposit Facility	--	In-house
Term Deposits – UK Government	--	In-house
Term Deposits – Other LAs	--	In-house
Term Deposits – Banks and Building Societies	On Approved List and Rated AA or above	In-house

If forward deposits are to be made, the forward period plus the deal period should not exceed one year in aggregate.

### 8.4 Non-Specified Investments:

A maximum of 30% will be held in aggregate in non-specified investments for 2-3 years and 60% in 1 to 2 years. This group is to include non credit rated organisations.

	Minimum Credit Criteria	Use	Max % of Total Investments	Max. Maturity Period
Term deposits – UK government (with maturities in excess of 1 year)	-	In-house	30% 60%	2-3 years 1-2 years
Term deposits – other LAs (with maturities in excess of 1 year)	-	In-house	30% 50%	2-3 years 1-2 years
Term deposits – banks and building societies (with maturities in excess of 1 year)	On Approved List and less than AA or Unrated.	In-house	30% 60%	2-3 years 1-2 years

The Council uses Moody's ratings to derive its criteria. Where a counterparty does not have a Moody's rating, the equivalent Fitch

rating will be used. All credit ratings will be monitored on a regular basis. The Council is alerted to changes in credit ratings through its use of the Sector creditworthiness service. If a downgrade results in the counterparty/investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.

## 8.5 Investment Strategy

In-house funds: The Council's in-house managed funds have during the past twelve months (January to December) been in the value range of £40.00m to £54.20m with a core balance of around £20m which is available for investment over a longer (say) 2-3 year period. The current balance is £54.05m. Investments will accordingly be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).

The Council already has investments that span the financial year e.g. longer-dated deposits, which were taken out at various peaks of the last rate cycles as shown below.

	Amount (£000)	Maturity	Rate (%)
Cumberland BS	1,000	29/04/2009	5.87
Cumberland BS	500	29/04/2009	5.87
Nationwide BS	2,500	18/05/2009	6.20
West Bromwich BS	2,500	11/08/2009	6.25
Stroud & Swindon BS	2,500	18/08/2009	6.22
HBOS Treasury Services	5,000	04/09/2009	6.35
Nationwide BS	10,000	27/10/2009	5.85
Nationwide BS (ex Cheshire BS)	2,500	02/11/2009	6.15
Dunfermline BS	2,500	07/12/2009	6.56
Newcastle BS	2,500	07/06/2010	6.53
Northern Rock Plc	2,500	23/07/2010	6.41
Skipton BS	5,000	03/11/2010	6.15

It is unlikely therefore that further long dated investments will be undertaken until these investments mature or rates improve.

The interest rate outlook is particularly relevant to the performance of the Council's investment portfolio. Annex 2 shows quite clearly that all economic forecasters are predicting further rate cuts in the next financial year. The timing and severity of the cuts may be different but the trend is the same. It is difficult to argue against this message as the pressure of a recession in the USA will impact on Europe and our own economy will come under pressure. The Council has already placed as much of its current portfolio into fixed rate, fixed period deals as it feels it can do within its current risk spread policy and will adopt a policy of running down its investments as they mature during 2008/9 whilst waiting for the opportune time to borrow to fund its long term capital

projects. This policy should minimise the impact of falling investment rates.

For its cash flow generated balances, the Council will seek to utilise its business reserve accounts and short-dated deposits (1-3 months) in order to benefit from the compounding of interest.

#### 8.6 End of year Investment Report

At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

### 9.0 DEBT RESCHEDULING

9.1 The introduction of different PWLB rates on 1 November 2007 for new borrowing as opposed to early repayment of debt, and the setting of a spread between the two rates (of about 40 – 50 basis points for the longest period loans narrowing down to 25 – 30 basis points for the shortest loans), has meant that PWLB to PWLB debt restructuring is now much less attractive than before that date. However, significant interest savings may still be achievable through using LOBOs (Lenders Option Borrowers Option) loans and other market loans if these become available after the drying up of their supply during autumn 2008.

9.2 Due to short term borrowing rates being expected to be considerably cheaper than longer term rates, there are likely to be significant opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of their short term nature and the likely cost of refinancing those short term loans, once they mature, compared to the current rates of longer term debt in the existing debt portfolio. Any such rescheduling and repayment of debt is likely to cause a rebalancing of an authority's debt maturities towards a flattening of the maturity profile as in recent years there has been a skew towards longer dated PWLB.

Consideration will also be given to the potential for making savings by running down investment balances by repaying debt prematurely as short term rates on investments are likely to be lower than rates paid on currently held debt. However, this will need careful consideration in the light of premiums that may be incurred by such a course of action and other financial considerations.

As average PWLB rates in some maturity periods are expected to be minimally higher earlier on in the financial year than later on, there should therefore be greater potential for making marginally higher interest rate savings on debt by doing debt restructuring earlier on in the year. Any positions taken via rescheduling will be in accordance with the strategy position outlined in paragraph 7 above.

- 9.3 The reasons for any rescheduling to take place will include:
- the generation of cash savings and / or discounted cash flow savings;
  - help fulfil the strategy outlined in paragraph 7 above; and
  - enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

9.4 All rescheduling will be reported to the Executive Board Sub-Committee at the meeting following its action.

## **10.0 MINIMUM REVENUE PROVISION**

10.1 Capital expenditure is generally expenditure on assets which have a life expectancy of more than one year e.g. buildings, vehicles, machinery etc. It would be impractical to charge the entirety of such expenditure to revenue in the year in which it was incurred and so such expenditure is spread over several years so as to try to match the years over which such assets benefit the local community through their useful life. The manner of spreading these costs is through an annual Minimum Revenue Provision, which was previously determined under Regulation, and will in future be determined under Guidance.

Statutory Instrument 2008 no. 414 s4 lays down that:

“A local authority shall determine for the current financial year an amount of minimum revenue provision that it considers to be prudent.”

The above is a substitution for the previous requirement to comply with regulation 28 in S.I. 2003 no. 3146, (as amended)

10.2 Along with the above duty, the Government issued new guidance in February 2008 which requires that a Statement on the Council's policy for its annual MRP should be submitted to the full Council for approval before the start of the financial year to which the provision will relate.

10.3 The Council are legally obliged to “have regard” to the guidance, which is intended to enable a more flexible approach to assessing the amount of annual provision than was required under the previous statutory requirements. The guidance offers four main options under which MRP could be made, with an overriding recommendation that the Council should make prudent provision to redeem its debt liability over a period which is reasonably commensurate with that over which the capital expenditure is estimated to provide benefits. The requirement to ‘have regard’ to the guidance therefore means that: -

1. Although four main options are recommended in the guidance, there is no intention to be prescriptive by making these the only

methods of charge under which a local authority may consider its MRP to be prudent.

2. It is the responsibility of each authority to decide upon the most appropriate method of making a prudent provision, after having had regard to the guidance.

## 10.4 Options Available

### **Option 1: Regulatory Method**

Under the previous MRP regulations, MRP was set at a uniform rate of 4% of the adjusted CFR (i.e. adjusted for "Adjustment A") on a reducing balance method (which in effect meant that MRP charges would stretch into infinity). This historic approach must continue for all capital expenditure incurred in years before the start of this new approach. It may also be used for new capital expenditure up to the amount which is deemed to be supported through the SCE annual allocation..

### **Option 2: Capital Financing Requirement Method**

This is a variation on option 1 which is based upon a charge of 4% of the aggregate CFR without any adjustment for Adjustment A, or certain other factors which were brought into account under the previous statutory MRP calculation. The CFR is the measure of an authority's outstanding debt liability as depicted by their balance sheet.

### **Option 3: Asset Life Method.**

This method may be applied to most new capital expenditure, including where desired that which may alternatively continue to be treated under options 1 or 2.

Under this option, it is intended that MRP should be spread over the estimated useful life of either an asset created, or other purpose of the expenditure. There are two useful advantages of this option: -

- Longer life assets e.g. freehold land can be charged over a longer period than would arise under options 1 and 2.
- No MRP charges need to be made until the financial year after that in which an item of capital expenditure is fully incurred and, in the case of a new asset, comes into service use (this is often referred to as being an 'MRP holiday'). This is not available under options 1 and 2.

There are two methods of calculating charges under option 3:

- a. equal instalment method – equal annual instalments
- b. annuity method – annual payments gradually increase during the life of the asset

### **Option 4: Depreciation Method**

Under this option, MRP charges are to be linked to the useful life of each type of asset using the standard accounting rules for depreciation

(but with some exceptions) i.e. this is a more complex approach than option 3.

The same conditions apply regarding the date of completion of the new expenditure as apply under option 3.

### **10.5 Date of implementation**

The previous statutory MRP requirements cease to have effect after the 2006/07 financial year. However, the same basis of 4% charge may continue to be used without limit until the 2009/10 financial year, relative to expenditure incurred up to 31/3/2009.

### **10.6 Statement for 2009/10**

The Council will implement the new Minimum Revenue Provision (MRP) guidance in *2008/09*, and assess their MRP for *2008/09* in accordance with the main recommendations contained within the guidance issued by the Secretary of State under section 21(1A) of the Local Government Act 2003. .

The major proportion of the MRP for 2008/09 will relate to the more historic debt liability that will continue to be charged at the rate of 4%, in accordance with *option 1* of the guidance. Certain expenditure reflected within the debt liability at 31<sup>st</sup> March 2008 will under delegated powers be subject to MRP under *option 3*, which will be charged over a period which is reasonably commensurate with the estimated useful life applicable to the nature of expenditure, using the equal annual instalment method. For example, capital expenditure on a new building, or on the refurbishment or enhancement of a building, will be related to the estimated life of that building.

Estimated life periods will be determined under delegated powers. To the extent that expenditure is not on the creation of an asset and is of a type that is subject to estimated life periods that are referred to in the guidance, these periods will generally be adopted by the Council. However, the Council reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the recommendations of the guidance would not be appropriate.

As some types of capital expenditure incurred by the Council are not capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure. Also, whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the main component of expenditure and will only be divided up in cases where there are two or more major components with substantially different useful economic lives.

MRP will be charged to revenue on the completion of schemes. This is particularly relevant to schemes that span more than one financial year such as the Mersey Gateway project.

**PRUDENTIAL INDICATORS**

	2007/08	2008/09	2009/10	2010/11	2011/12
<b>Affordability</b>					
1. Ratio of financing costs to net revenue stream (estimate) – General Fund %		0.2	2.0	3.0	3.7
2. Ratio of financing costs to net revenue stream (actual) – General Fund %	- 0.6				
3. Incremental impact of capital investment decisions on the Council Tax £		13.66	9.14	10.04	20.29
<b>Capital Expenditure</b>					
5. Total capital expenditure (estimate) (see Note) – General Fund £m Note: These figures will be amended as further allocations and grant approvals are received.		43.6	39.4	30.2	35.2
6. Total capital expenditure (actual) – Actual £m	29.1				
<b>Capital Financing Requirement</b>					
7. Capital Financing Requirement (estimate) – General Fund £m		66.7	79.4	94.3	122.2
8. Capital Financing Requirement (actual) – General Fund £m	54.4				

	2007/08	2008/09	2009/10	2010/11	2011/12
<b>Treasury Management</b>					
Adopted CIPFA Code of Practice for Treasury Management					
9. Authorised limit for external debt		56.0	73.4	103.7	108.7
10. Operational boundary for external debt		51.0	68.4	98.7	103.7
11. External debt (actual)	26.0				
12. Upper limit on interest rate exposure on fixed rate debt			75	75	75
13. Upper limit on interest rate exposure on variable rate debt			75	75	75
14. 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	
15. Total principal sums invested for periods longer than 364 days					
1-2 years			60	60	60
2-3 years			30	30	30
16. Maturity Structure of new fixed rate borrowing in previous year	None				

## INTEREST RATE FORECASTS

The data below shows a variety of forecasts published by a number of institutions. The first three are individual forecasts including those of UBS and Capital Economics (an independent forecasting consultancy). The final one represents summarised figures drawn from the population of all major City banks and academic institutions. The forecast within this strategy statement has been drawn from these diverse sources and officers' own views.

### 1. INDIVIDUAL FORECASTS

#### Sector interest rate forecast – 6 December 2008

	Q/E1 2009	Q/E2 2009	Q/E3 2009	Q/E4 2009	Q/E1 2010	Q/E2 2010	Q/E3 2010	Q/E4 2010	Q/E1 2011	Q/E2 2011	Q/E3 2011	Q/E4 2011	Q/E1 2012
Bank rate	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	1.00%	1.25%	1.75%	2.50%	3.25%	3.75%	4.00%
5yr PWLB rate	2.50%	2.25%	2.15%	2.15%	2.15%	2.45%	2.80%	3.15%	3.65%	3.95%	4.20%	4.45%	4.60%
10yr PWLB rate	3.10%	2.75%	2.55%	2.55%	2.55%	2.85%	3.25%	3.65%	4.15%	4.40%	4.70%	4.75%	4.85%
25yr PWLB rate	4.00%	3.95%	3.95%	3.95%	4.00%	4.15%	4.35%	4.45%	4.60%	4.85%	4.95%	5.00%	5.05%
50yr PWLB rate	3.85%	3.80%	3.80%	3.80%	3.85%	3.90%	4.00%	4.25%	4.40%	4.70%	4.80%	4.95%	5.00%

#### Capital Economics interest rate forecast –18 December 2008

	Q/E1 2009	Q/E2 2009	Q/E3 2009	Q/E4 2009	Q/E1 2010	Q/E2 2010	Q/E3 2010	Q/E4 2010
Bank Rate	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
5yr PWLB rate	1.65%	1.45%	1.45%	1.45%	1.45%	1.45%	1.45%	1.45%
10yr PWLB rate	2.65%	2.15%	2.15%	2.15%	2.15%	2.15%	2.15%	2.15%
25yr PWLB rate	4.15%	4.00%	3.80%	3.65%	3.65%	3.65%	3.65%	3.65%
50yr PWLB rate	4.05%	3.95%	3.85%	3.75%	3.75%	3.75%	3.75%	3.75%

**UBS interest rate forecast (for quarter ends) – 12 December 2008**

	Q/E1 2009	Q/E2 2009	Q/E3 2009	Q/E4 2009
Bank rate	0.50%	0.50%	0.50%	0.75%
10yr PWLB rate	3.75%	4.15%	4.35%	4.65%
25yr PWLB rate	4.25%	4.55%	4.85%	5.05%
50yr PWLB rate	4.30%	4.65%	5.00%	5.25%

**2. SURVEY OF ECONOMIC FORECASTS**

**HM Treasury** – December 2008 summary of forecasts of 23 City and 12 academic analysts for Q4 2008 and 2009. Forecasts for 2010 – 2012 are based on 21 forecasts in the last quarterly forecast – November 2008.

BANK RATE FORECASTS		quarter ended		annual average Bank Rate		
	actual	Q4 2008	Q4 2009	ave. 2010	ave. 2011	ave. 2012
Median	2.00%	2.00%	1.00%	3.11%	3.97%	4.49%
Highest	2.00%	4.50%	4.00%	4.70%	5.00%	5.25%
Lowest	2.00%	2.00%	0.50%	1.00%	2.25%	3.00%

## **ECONOMIC BACKGROUND**

### **Introduction**

The sub prime crisis of early 2008 was supplanted by the banking crisis of autumn 2008. The world banking system came near to collapse and governments around the world were forced to recapitalise and rescue their major banks. The resulting dearth of lending from banks anxious to preserve capital led to economic forecasts being sharply reduced and recession priced into markets. This in turn led to sharp falls in oil and other commodity prices with the result that inflation, which in the UK was running at over 5%, became yesterday's story and recession fears drove interest rate sentiment and policy. A co-ordinated global interest rate cut of 50bp took place on 8<sup>th</sup> October 2008. Forecasts in the UK were for further sharp cuts in interest rates as recession hove into view.

### **International**

Early in 2008 the US economy was being badly affected by the housing market slump. Interest rates were at 2% and inflation was being dragged higher by the inexorable rise in commodity prices. The ECB was very concerned about rising inflation and less about the state of the economy.

The second quarter of 2008/9 was torn between inflation worries on the one hand, with oil rising towards \$150 per barrel, and the deteriorating economic outlook on the other.

In the second and third quarters of the year the financial crisis erupted and escalated as the world became aware of the extent of the sub-prime fiasco and the impact it was having on institutions that had invested in these issues.

In September Fannie Mae/Freddie Mac (the mortgage banks) and AIG, the insurance giant, had to be bailed out by the US Federal Government.

Then in mid September, Lehman Bros., the investment bank, was allowed to fail. This triggered a domino effect with other banks and financial institutions having to be rescued or supported by governments around the world.

After the collapse into receivership of the Icelandic banks in early October, other countries then started to feel the strain and a number had to approach the IMF for support.

Eventually even the Asian 'Tiger' economies were affected, including India and China, and it became clear that the crisis had become a global one and no country was insulated from it.

The financial crisis had therefore precipitated an economic crisis and there was a co-ordinated global interest rate cut with the Fed, ECB and MPC all cutting rates by 50bp on 8<sup>th</sup> October. The Fed subsequently cut rates again by 50bp to 1% on 29<sup>th</sup> October and again on 16 December to a band of 0.0% to 0.25% in an attempt to stave off the oncoming recession. Inflation was yesterday's problem.

On 4<sup>th</sup> November the USA elected Barack Obama as President with little immediate financial impact.

The ECB reduced rates again on 6<sup>th</sup> November by 50bp and by its biggest ever cut of 75bp on 4 December to reach 2.5%.

### **United Kingdom**

GDP: growth was already slowing in 2008 from 2007 before the full impact of the credit crunch was felt. Earlier in 2008 GDP was 2.3% whereas in the autumn the figure fell back to -0.3% and was then expected to continue to be negative going into 2009.

Wage inflation remained relatively subdued as the Government kept a firm lid on public sector pay. Private sector wage growth was kept in check by the slowing economy.

Growth slowed across the economy and unemployment rose throughout the year with forecasts of 2 million unemployed by the end of the financial year and continuing to increase thereafter through 2010.

Notwithstanding the pressures on household finances consumer spending still continued at a reasonable clip although the trend was slowing as the year progressed.

Bank lending came to a virtual standstill in the autumn as the credit crunch tightened its grip and various banks internationally had to be rescued, or supported, by their governments.

The Government and Bank of England supplied massive amounts of liquidity to the banking market in an attempt to reignite longer interbank lending.

The Government took action in September to either supply finance itself to recapitalise some of the major clearing banks or to require the others to strengthen their capital ratios by their own capital raising efforts. This was so that these banks would be seen to have sufficient reserves to last through the coming recession with its inevitable increase in bad loans etc.

The housing market also came to a virtual standstill as lenders demanded larger deposits and higher fees. House sales and prices both dropped sharply.

Government finances deteriorated as income from taxation dropped as the economy slowed and the cost of the bailout of the banks was added to the deficit.

U.K. equity prices declined sharply in the 3<sup>rd</sup> and 4<sup>th</sup> quarters as the impending recession was priced into the markets. Prices hit five year lows and volatility was extremely high.

The story of 2008 has been the credit crunch, the banking crisis and the change in economic outlook from slow growth to outright recession. After the initial concerns about the impact of the credit crunch in the earlier part of 2008 it appeared as though the storm had been weathered. The MPC had been very concerned about CPI inflation, which had been rising sharply on the back of higher commodity and food prices. Bank Rate reached a peak of 5.75% in July 2007 after which cuts of 0.25% occurred in December 2007 and February and April 2008 before the major cuts in the autumn. The economic data had been indicating a slowing economy for some while but it was not sufficiently weak to force the MPC into another cut. It was the strength of the banking crisis, pre-empted by the collapse of Lehmans in New York that eventually drove the MPC to cut interest rates by 50bp on October 8th in concert with the Federal Reserve, the ECB and other central banks. It was then appreciated that the economic downturn would be much more severe than previously thought and interest rates were subsequently slashed by 150bps on 6 November and by a further 100bps on 4 December and 50 bps on 8 January 2009.

The LIBOR spread over Bank Rate has also been a feature, and a concern, of 2008/9. Because of the credit fears and the reluctance of lenders to place cash for long periods 3 month LIBOR (this is the London Inter Bank Offer Rate – the rate at which banks will lend to one another) has been substantially higher than Bank Rate. This has meant that the MPC's power over monetary policy has been eroded by the widening of this spread between LIBOR and Bank Rate and it has therefore had a limited ability to bring relief to hard pressed borrowers through lower interest rates. However, the power of the Government over the semi nationalised clearing banks has had considerable impact in enforcing pro rata reductions to the 150 bps Bank Rate cut in November on some borrowing rates.

The Government has abandoned its 'golden rule'. The pre Budget Report on 14 November revealed the Government's plans for a huge increase in Government borrowing over coming years as a result of falling tax revenues and also due to tax cuts and increases in Government expenditure in the short term designed to help stimulate economic growth to counter the recession.

**REPORT TO:** Executive Board

**DATE:** 12th February 2009

**REPORTING OFFICER:** Strategic Director – Environment

**SUBJECT:** Local Development Scheme 2009

**WARDS:** Borough Wide

## **1.0 PURPOSE OF THE REPORT**

1.1 The purpose of this report is to seek the Board's approval of the Local Development Scheme (LDS) (**Appendix 1**).

## **2.0 RECOMMENDATION:**

- i) **That the revision to the Local Development Scheme, appended to this report, shall come into effect from 31/03/09 or from the date on which the Council receive notification from the SoS in accordance with Regulation 11 (2) of The Town and Country Planning (Local Development) (England) Regulations 2008, whichever is earlier.**
- ii) **That the Operational Director (Environmental & Regulatory Services) in consultation with the Executive Board Member for Planning, Transportation, Regeneration and Renewal be authorised to make any changes to this document as required by the Planning Inspectorate or the Government Office for the North West.**
- iii) **Further editorial and technical changes and/or correction of printing errors that do not affect the content be agreed by the Operational Director – Environmental & Regulatory Services before the document is published.**

## **3.0 SUPPORTING INFORMATION**

3.1 The LDS is a public statement of Halton Borough Council's three year work programme for producing of the Local Development Framework (LDF). All Councils are required by the Planning and Compulsory Purchase Act (2004) to produce an LDS.

3.2 This LDS forms the fifth LDS that has been prepared by Halton Borough Council and moves the preparation of the LDF forward to the 2009 – 2012 period. The LDS has been reviewed at this stage following the issues highlighted in the Annual Monitoring Report and to ensure that the requirements of PPS12 are met.

- 3.3 The Government Office for the North West are keen for LDSs to become definitive programme management documents and from 1 April 2009 will only expect them to be departed from in exceptional circumstances or as agreed in response to annual monitoring. They have stated that Local Authorities should *'use experience gained from managing your LDF work programmes so far to ensure that the revised LDSs are realistic both in terms of the nature and number of DPDs proposed and the timescales proposed to prepare and submit them.'*
- 3.4 The first year of the LDS was mostly given over to the adoption of the Halton Unitary Development Plan (UDP) and the production of Supplementary Planning Documents (SPDs), which are in support of the saved policies from the UDP. The second LDS has seen the Statement of Community Involvement (SCI) adopted and the first consultation stage of the Core Strategy Development Plan Document (DPD) started. The third LDS was prepared purely to incorporate the joint working with the other Merseyside authorities on the Waste DPD. The fourth LDS was prepared to incorporate a revision to the timetabling of the Core Strategy and production of further SPDs.
- 3.5 This new LDS involves the production and adoption of further SPDs, the next stage of consultation on the Core Strategy DPD, the second stage of consultation on the Waste DPD.
- 3.6 Much of the LDD production that has happened so far has been possible on the basis of Housing and Planning Delivery Grant. This has provided funding to cover the increased printing and advertising costs and to pay for consultants to undertake certain elements of work. Housing and Planning Delivery Grant will be an important resource in terms of meeting the time schedules set out in the new LDS 2009.
- 3.7 The work programme set out in the LDS allows for the Development Plan Documents (DPDs) be produced after the North West Regional Spatial Strategy adopted in September 2008, thus providing a clearer context for the next wave of new documents. Due to the new status of RSS as part of the 'development plan', as set out in the new Planning and Compulsory Act 2004, the issues arising in the new RSS are of significant importance to Halton Borough Council and the production of the LDF.

### **Requirements of the Local Development Scheme (LDS)**

3.8 There are several requirements that all LDSs must adhere to:

- All Local Authorities must submit their LDS to the Secretary of State for confirmation, in accordance with Regulation 10(3) of the Town and Country Planning (Local Development) (England) Regulations 2008, that the Secretary of State does not intend to issue a direction; and
- The LDS has to show how Public Service Agreement 6 (PSA6) (set out in *Spending Review 2004, Public Service Agreement 2005-08*, ODPM, 2004) will be met.

3.9 GONW represents the Secretary of State, to whom we will submit our LDS. The Government Office will assess whether the LDS is 'fit for purpose'. It will consider the following questions:

- Is there a robust and appropriate approach to the document preparation, particularly in terms of its priorities?
- Is the LDS deliverable and is there a realistic timetable and key milestones in line with PSA targets?
- Does the LDS set out a comprehensive approach to document production, especially developing the evidence base?
- Are there any obvious omissions?
- Is the LDS easy to understand in terms of accuracy and clarity of proposals?

#### **4.0 POLICY IMPLICATIONS**

4.1 The LDS sets out the general approach to document preparation. It is important that this approach reflects the Council's priorities. Once adopted, the LDS will provide a publicly available work programme for the Planning & Policy Division, providing timescales for any work started over the next three years.

4.2 The LDS must be approved by the Executive Board and submitted to the GONW. The LDS should come into effect four weeks after being submitted to the GONW, unless the Secretary of State intervenes in this period or requests more time.

#### **5.0 OTHER IMPLICATIONS**

5.1 Due to the requirement to meet the milestones set in the LDS it may be necessary in certain circumstances to call a special meeting of Full Council, to consider the strategy stages of development plan preparation.

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

The LDS supports the delivery of the Council's priorities because it is the timetable for the production of planning policy documents in assisting the delivery of the Sustainable Community Strategy. In particular the following priorities

Children & Young People in Halton

Employment, Learning & Skills in Halton

A Healthy Halton

A Safer Halton

Halton's Urban Renewal

## 7.0 RISK ANALYSIS

- 7.1 This ambitious timetable of work will depend on continued full staff levels in the Planning Division and continued use of consultants to provide specialist background research on matters where there is no in-house expertise. If staff levels fall either on a temporary or permanent basis, or sufficient consultancy budgets are not available then the work programme as set out in the LDS will not be achieved.
- 7.2 It is also important the statutory DPDs are backed up and justified by substantial research and evidence and a thorough sustainability appraisal. This will enable it to stand up to the test of 'soundness' that is required by Government Planning Policy Statement 12. This sets out a number of tests of 'soundness' including:
- the strategies/policies/allocations represent the most appropriate in all the circumstances, having considered the relevant alternatives and they are founded on a robust and credible evidence base.

## 8.0 EQUALITY AND DIVERSITY ISSUES

- 8.1 There are no Equality and Diversity implications arising from this report.

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

Document	Place of Inspection	Contact Officer
Town and Country Planning (Local Development) (England) Regulations 2008	Planning & Policy Division Rutland House	Neil MacFarlane
Spending Review 2004, Public Service Agreement 2005-08	Planning & Policy Division Rutland House	Neil MacFarlane
LDS 2005, LDS 2006 LDS 2006/7 & LDS 2007	Planning & Policy Division Rutland House	Neil MacFarlane



Halton Borough Council  
**Draft Local  
Development Scheme**  
March 2009





# Draft Local Development Scheme March 2009



Operational Director  
Environmental and Regulatory Services  
Environment Directorate  
Halton Borough Council  
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WA7 2GW

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# I Introduction

- 1.1 The Planning and Compulsory Purchase Act 2004 introduced major changes to the way the planning system operates, including the need to write a Local Development Scheme (LDS).
- 1.2 The Planning White Paper published by the government in May 2007 made a number of proposals to streamline the preparation of Local Development Frameworks (LDFs).
- 1.3 Detailed streamlining proposals were set out in a consultation document published by Communities and Local Government in November 2007 which sought the views of the general public on proposed amendments to the Town and Country Planning (Local Development) (England) Regulations 2004 and on a new version of Planning Policy Statement 12: Local Development Frameworks (PPS12).
- 1.4 A revised PPS12 and the Town and Country Planning (Local Development)(England) Regulations 2008 came into force on 27th June 2008. The revised regulations main purpose is to simplify the procedures to be followed by all local planning authorities throughout England in preparing or revising Development Plan Documents. Whilst the four main stages of development plan production are to remain the same, pre-production, production, examination and adoption, the sub stages within them have been subject to change. Revised PPS 12 also makes some additional requirements in terms of incorporating a Delivery Strategy into the Core Strategy. This will need to set out how much development is intended to happen, where, when and by what means it will be delivered. Additionally, the 'tests of soundness' of a Core Strategy have also been revised within PPS 12 so that the document should be justified, effective and consistent with national policy. 'Justified' means that the document must be founded on a robust and credible evidence base and be the most appropriate strategy when considered against the reasonable alternatives. 'Effective' means that the document must be deliverable, flexible and able to be monitored.
- 1.5 In addition, legislation is to be enacted in the form of a new Planning Bill (believed to be in early 2009) which is proposing the removal of the reporting of SPD progress from the LDS and removing the requirement for a sustainability appraisal in the production stages of an SPD.
- 1.6 This LDS forms the fifth LDS that has been prepared by Halton Borough Council and moves the preparation of the LDF forward for the next 3 years.
- 1.7 The LDS is a public statement of the Council's programme for the production of Local Development Documents (LDDs). It provides the starting point for local communities and stakeholders to find out what local planning policies relate to their area and outlines the timetable for the preparation of LDDs over a 3-year rolling period.
- 1.8 LDDs form the policy content of LDFs and are defined as Development Plan Documents (DPDs), which are statutorily tested and Supplementary Planning Documents (SPDs) which are not statutory. The status of the LDDs, either DPDs or SPDs, is expressed in the Schedule of Proposed LDDs and the individual LDD profiles later in this document.

- 1.9 The LDS provides the work programme and timetable, and is crucial to the effective delivery and implementation of the individual LDDs.
- 1.10 The individual LDDs will also incorporate the processes of Sustainability Appraisal (SA), Strategic Environmental Assessment (SEA) and Habitats Regulations Assessment (HRA), where appropriate, as part of the timetable as they are prepared.
- 1.11 The Council have consulted with the Government Office for the North West in the development of the LDS, to ensure the timing of the examinations of the DPDs are appropriate.

## 2 Local Development Framework Structure and Relationship between Local Development Documents

2.1 The key documents that make up the Halton Borough Local Development Framework (LDF) and the Development Plan are illustrated on the next page.

2.2 The LDF contains a number of individual Local Development Documents (LDDs). There are two types of LDDs:

- Development Plan Documents (DPDs)
- Supplementary Planning Documents (SPDs)

2.3 Diagrams showing the process for the production of DPDs and SPDs can be found in Appendix I.

2.4 The Development Plan forms the starting point in the consideration of planning applications for the development or use of land and consists of both the Regional

Spatial Strategy (RSS), prepared by the regional planning bodies and the Halton UDP (Adopted April 2005), prepared by Halton Borough Council. The policies in the UDP will remain part of the statutory Development Plan until their replacement by DPDs through the new LDF system (further information about the saved policies can be found in Section 6 on Page 22).

2.5 The LDF also includes several process documents including:

- The Statement of Community Involvement (SCI) – was adopted on 19th July 2006, it sets out the role that the community and other stakeholders will play in the production of all LDDs within the LDF as well as major planning applications for the Halton Borough area; (a copy of the SCI can be found on the Council's website at:

[www.halton.gov.uk/forwardplanning](http://www.halton.gov.uk/forwardplanning)

- the Local Development Scheme (LDS) – which sets the timetable for the production of the LDF and provides details of each of the LDDs to be produced;

- the Annual Monitoring Report (AMR) – which will assess the implementation of the programme contained in the LDS and will identify whether there is a need for a revised LDS to be prepared. In addition LDS will also monitor the extent to which policies in the LDF are being achieved and will consider what changes, if any, need to be made to a particular LDD. (a copy of the AMR can be found on the Council's website at:

[www.halton.gov.uk/forwardplanning](http://www.halton.gov.uk/forwardplanning)

- Sustainability Appraisals (SA) - will appraise the social, environmental and economic effects of the policies in the each of the DPDs and SPDs at every stage in their production; however the Planning



### 3 Proposed LDDs

- 3.1 The table below sets out the schedule of proposed Local Development Documents (LDDs), including: a brief description for each LDD; key consultation milestones, with the dates in blue detailing when milestones have been achieved; the specific LDD's status within the Local Development Framework (LDF) process; its position in the chain of conformity; and a brief description of the LDD's contents. Detailed profiles of each of the Development Plan Documents (DPDs) and Supplementary Planning Documents (SPDs) can be found in Appendix 3.
- 3.2 Many of the production dates and consultation periods have been changed since the LDS 2007. In the case of the Core Strategy this has mainly been down to the unexpected length of time taken to complete the front-loading work. Issues and options consultation on the Core Strategy was undertaken between 27th July 2006 and 7th September 2006. However the Council were also concerned to complete the policy framework of the UDP with a number of supplementary planning documents particularly for the regeneration areas where the UDP does not provide detailed development control and land use policy. This followed closely behind the publication of the Council's Sustainable Community Strategy. In terms of the evidence base public consultation has also been undertaken, a 'Call for Sites' took place between 25th October and 6th December 2007 to inform both the Strategic Housing Land Availability Assessment (public consultation - 10th November to 22nd December 2008), and a Joint Employment Land Study which is planned to go out to public consultation during January – March 2009.
- 3.3 The revised Regional Spatial Strategy (RSS) upon which the Core Strategy is to be based was still in preparation up to September 2008 when the Secretary of State published the final version. The uncertainty over the final housing figures and the need to apportion the sub regional employment land allocation for Merseyside and Halton required a Strategic Housing Land Availability Assessment between Halton, St Helens and Warrington and an Employment, land and premises study between Halton, Sefton, Knowsley and West Lancashire Districts, to be undertaken. This work is now nearing completion and together with the recent publication of the RSS, the strategic policy context and a major part of the evidence base for the Core Strategy is now in place.
- 3.4 Based on the experience of Local Planning Authorities at the forefront of the process it has become clear that it is crucial to have an appropriate evidence base and to ensure that there is sufficient time between the Core Strategy document and subsequent key development plan documents to enable a coherent and consistent policy approach within the Halton LDF. Therefore the increased time taken to produce the Core Strategy has also had a knock on effect on the production of the subsequent DPDs and SPDs, which are intended to follow on from a 'sound' Core Strategy. It has also been necessary to ensure that a sufficient amount of time has been programmed into the timetable to allow for the collection of an appropriate evidence base, including:
- a Strategic Flood Risk Assessment,
  - a Habitats Regulations Assessment,
  - Borough Wide Retail & Leisure Assessment,
  - Housing Needs Survey,
  - Gypsy & Travellers Needs Survey
  - A Strategic Housing Land Availability Assessment

- A Strategic Employment Land Availability Study and:
- A Landscape Character Assessment
- The Joint Strategic Needs Assessment for Halton

- 3.5 The LDF needs to be cognisant of the impact on the health needs of the local community and the proposals will consider options to improve the health needs of local people.
- 3.6 Due to the reasons set out above the production of some of the SPDs has been delayed to allow for resources to be focused on the Core Strategy and the preparation of other DPDs. The SPDs are expected to be produced to timetables which fit around the production of the DPDs, and the increased focus of resources on these documents. In respect of the Sandymoor SPD the delay in the production of a new flood map for the Sandymoor area has resulted in delays to the production of the SPD. In respect of the Transport and Accessibility SPD the expected production of new Government guidance which has led to delays.
- 3.7 Several new SPDs have also been added to the LDS these are expected to link to policies being prepared within the Core Strategy these include the Daresbury Science and Innovation Campus SPD, the Local List SPD, the Affordable Housing SPD, and a Planning Obligations SPD.

Table 1: Development Plan Document Production Timetable

Title	Status	Description	Geographic Coverage	Conformity	Timetable							
					Consultation on the scope of the SA	Consultation Reg 25	Publication	Submission	Pre Hearing Meeting	Hearing Session Open	Receipt of Inspectors Report	Adoption
Core Strategy	DPD	Sets out the Vision, Sustainable Development Statement, Objectives and Strategy for the spatial development area.	Whole of the Borough (See Appendix 5 Map 1)	General Conformity with the RSS and PPGs/PPSs	24th Mar – April 2006	Sept – Oct 2009	Sept 2010	Dec 2010	Feb 2011	April 2011	July 2011	Oct 2011
					Dates changed from LDS 2007							
Site Allocations	DPD	To Allocate Sites for development and/or protection	Whole of the Borough (See Appendix 5 Map 1)	General Conformity with the RSS and PPGs/PPSs and Core Strategy DPD	June 2010	Oct 2011	Oct 2012	Jan 2013	Mar 2013	May 2013	Aug 2013	Nov 2013
					Dates changed from LDS 2007							
Detailed Development Policy	DPD	To Provide a set of criteria based development management policies to guide development within the Borough	Whole of the Borough (See Appendix 5 Map 1)	General Conformity with RSS and PPGs/PPSs and Core Strategy DPD	June 2010	Oct 2011	Oct 2012	Jan 2013	Mar 2013	May 2013	Aug 2013	Nov 2013
					Dates changed from LDS 2007							
Joint Merseyside Waste	DPD	To Allocate Sites for waste related development if necessary, and to provide detailed policies for waste development	6 local Authorities of Halton, Knowsley, Liverpool, Sefton, St Helens and Wirral	General Conformity with RSS and PPGs/PPSs and Core Strategy DPD	31st Dec 2006- Jan 2007	June – Jul 2009	Feb 2010	Apr 2010	Jun 2010	Aug – Sept 2010	Feb 2011	May 2011
					Dates changed from LDS 2007							
Widnes Town Centre Area Action Plan	DPD	Provides the context for the future development of Widnes Town Centre	As shown on Map 4 (See Appendix 5)	General Conformity with RSS and PPGs/PPSs. Linked to saved UDP Policy TCI TC4.	Jun 2010	Oct 2011	Oct 2012	Jan 2013	Mar 2013	May 2013	Aug 2013	Nov 2013
					Dates changed from LDS 2007							

**Table 2: Supplementary Planning Development Production Timetable**

Title	Status	Description	Geographic Coverage	Conformity	Timetable				
					Preparation of Draft SPD	SA Scoping Report	Public Participation of Draft SPD	Consideration of Representations	Adoption and Publication
Halebank Regeneration Area	SPD	Provides guidance for the comprehensive development or redevelopment of the Halebank Area.	As defined on Map 2 (See Appendix 5)	General conformity with the PPGs/PPSs and RSS. Linked to saved UDP Policy RG 05.	Jul 2004	17th Jun – 22nd Jul 2005	3rd Nov – 15th Dec 2005	Jan-Feb 2006	Apr 2010
					Dates changed from LDS 2007				
Ditton Strategic Rail Freight Park	SPD	Provides guidance for the development of Ditton Strategic Rail Freight Park .	As shown on Map 3 (See Appendix 5)	General conformity with the PPGs/PPSs and RSS. Linked to saved UDP Policy E7	Feb 2005	17th Jun – 22nd Jul 2005	3rd Nov – 15th Dec 2005	Jan - Feb 2006	Feb 2009
					Dates changed from LDS 2007				
Provision of Open Space	SPD	To provide guidance that will lead to appropriate level and design of open space within development.	Whole of the Borough (See Appendix 5, Map 1)	General conformity with the PPG/PPS and RSS. Linked to saved UDP Policy H3.	Jul 2005	29th Sep – 3rd Nov 2005	Mar – April 2009	May 2009	July 2009
					The dates for this document have changed from the LDS 2007 due to the need for a third Public Consultation: March – April 2009.				
Halton Lea Town Centre Strategy	SPD	Provides the context for the future development of Halton Lea Town Centre.	As shown on Map 4 (See Appendix 5)	General conformity with the PPG/PPS and RSS. Linked to saved UDP Policy TC1 & TC4.	Feb 07	June - July 2011	Jan – Feb 2012	Mar Jun 2012	Aug 2012
					Dates changed from LDS 2007				
Runcorn Town Centre Strategy	SPD	Provides the context for the future development of Runcorn Old Town Centre.	As shown on Map 4 (See Appendix 5)	General conformity with the PPG/PPS and RSS. Linked to saved UDP Policy TC1, TC4 and TC10	July 2005	24th Nov – 2nd Jan 2009	Mar – Apr 2009	May20 09	Sep – Oct 2009
					Dates changed from LDS 2007				
Sandymoor	SPD	To provide the framework for the continued development of the Sandymoor residential area.	As shown on Map 5 (See Appendix 5)	General conformity with the PPG/PPS and RSS. Linked to saved UDP Policy H1, H2 and H3	Jan 2006	2nd Feb- 16th Mar 2006	27th Mar-8th May 2008	June – Dec 2008	Feb 2009
					Dates changed from LDS 2007				

Title	Status	Description	Geographic Coverage	Conformity	Timetable				
					Preparation of Draft SPD	SA Scoping Report	Public Participation of Draft SPD	Consideration of Representations	Adoption and Publication
Design of New Residential Development	SPD	To provide guidance that will lead to new developments that are well integrated into their surroundings and offer a good standard of amenity to future occupants and protect the amenity of existing occupiers.	Whole of the Borough (See Appendix 5, Map 1)	General conformity with the PPGs/PPSs and RSS. Linked to saved UDP, including Policy H2, H3, BE1 and BE2.	Feb 2005	15th Feb – 22nd March 07	Mar – Apr 2009	May – Jul 2009	Sep 2009
Dates changed from LDS 2007									
Planning for Risk	SPD	To provide guidance for any development relating to major accident hazards including Liverpool Airport and Control of Major Accident Hazards (COMAH) sites.	Multiple sites across the Borough. To be defined.	General conformity with the PPG/PPS and RSS. Linked to saved UDP Policy S5, PR11 and PR12.	Jan 2005	21st Jun – 26th Jul 2007	23rd Jan – 6th Mar 2009	May – July 2009	Sept 2009
Dates changed from LDS 2007									
Southern Regeneration Area	SPD	Provides guidance for the comprehensive development or redevelopment of the Southern Widnes Area.	To be defined	General conformity with the PPGs/PPSs, RSS. Linked to saved UDP RGI.	Feb 2007	12th Jul – 16th Aug 2007	Mar – April 2009	May 2009	Sep – Oct 2009
Dates changed from LDS 2007									
Transport & Accessibility	SPD	Provides guidance for the development of new highways and parking standards in urban developments, include road hierarchy specification and the acceptability of homezones.	Whole of the Borough (See Appendix 5, Map 1)	General conformity with the PPGs/PPSs and RSS. Linked to saved UDP Policy TP6, TP7, TP11 and TP12.	Apr 2010	Aug – Sep 2010	Jan – Feb 2011	Mar – May 2011	Jul 2011
Dates changed from LDS 2007									
Daresbury Science & Innovation Campus	SPD	To provide the framework to facilitate the continued development of the science and innovation campus at Daresbury.	To be defined in consultation with key partners	General conformity with the PPGs/PPSs and the RSS. This document is expected to be linked to a policy within the Core Strategy DPD.	Jan 2008	Feb – Mar 2009	Jan – Feb 2012	Mar – Jun 2012	Aug 2012
Dates changed from LDS 2007									
Runcorn & Weston Dock Regeneration Area	SPD	Provides guidance for the comprehensive development or redevelopment of the Runcorn & Weston Dock Area.	As defined on Map 7 (See Appendix 5)	General conformity with the PPGs/PPSs, RSS. Linked to saved UDP RG4.	Oct 2009	Apr 2010	Sep – Oct 2010	Nov – Dec 2010	Feb 2012

Title	Status	Description	Geographic Coverage	Conformity	Timetable				
					Preparation of Draft SPD	SA Scoping Report	Public Participation of Draft SPD	Consideration of Representations	Adoption and Publication
Greening the Legacy	SPD	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 Sect.106 agreements and use of the Local Govt Act 2000.	Whole of the Borough (See Appendix 5, Map 1)	General conformity with the PPGs/PPSs and the RSS. This document is expected to be linked to a policy within the Core Strategy DPD.	Sept 2011	Mar 2012	Aug – Sep 2012	Oct – Nov 2012	Jan 2013
Dates changed from LDS 2007									
Local List	SPD	Set out a definitive list of buildings and structures of local architectural and historic interest in Halton, which have not been formally recognised by statutory national designation. The list will set out how each building or structure contributes to the historical and architectural significance of their locality and set further practical guidance on how this significance should be recognised when development directly or indirectly affects them.	Whole of the Borough (See Appendix 5, Map 1)	General conformity with the PPGs/PPSs and the RSS. This document is expected to be linked to a policy within the Core Strategy DPD. Also linked to saved UDP policy BE15.	Oct 2011	Apr 2012	Sep – Oct 2012	Nov – Dec 2012	Feb 2013
Dates changed from LDS 2007									
Affordable Housing	SPD	Will define the policy for securing the necessary contributions from suitable residential developments towards meeting the identified unmet housing needs in the Borough.	Whole of the Borough (See Appendix 5, Map 1)	General conformity with the PPGs/PPSs and the RSS. This document is expected to be linked to a policy within the Core Strategy DPD.	Oct 2009	Apr 2010	Sep – Oct 2010	Nov – Dec 2010	Nov 2011
Planning Obligations	SPD	Will define the policy for securing the necessary contributions from development.	Whole of the Borough (See Appendix 5, Map 1)	General conformity with the PPGs/PPSs and the RSS. This document is expected to be linked to a policy within the Core Strategy	Oct 2009	Apr 2010	Sep – Oct 2010	Nov – Dec 2010	Feb 2011

## 4 Timetable for LDD Production

- 4.1 The chart below (pages 17 – 20) sets out the timetable and key milestones for the production of each Local Development Document (LDD) and it updates the position of each of the LDDs from the previous year.
- 4.2 The first year of the LDS was mostly given over to the adoption of the Halton Unitary Development Plan (UDP) and the production of Supplementary Planning Documents (SPDs), which are in support of the saved policies from the UDP. The second LDS has seen the Statement of Community Involvement (SCI) adopted and the first consultation stage of the Core Strategy started, the third LDS saw the introduction of the Joint Merseyside Waste DPD.
- 4.3 This new LDS involves the production and adoption of further SPDs, the Core Strategy Development Plan Document (DPD) and the start of the Site Allocations DPD.
- 4.4 The timetable for the Core Strategy Development Plan Document (DPD) has been produced to reflect the timetable for the North West Regional Spatial Strategy (RSS) and the Halton Community Strategy. As part of the old regulation 25 an issues and options consultation was undertaken between 27th July 2006 and 7th September 2006 This followed closely behind the publication of the Council's Sustainable Community Strategy. Public consultation has also taken place on the evidence base for the Core Strategy in the form of a 'Call for Sites' which took place between 25th October and 6th December 2007 and a Strategic Housing Land Availability Asssment (10th November to 22nd December 2008). Further public consultation is planned for a Joint Employment Land Study.
- 4.5 Engagement has taken place with the general public, developers (including housebuilders as part of the SHLAA) and consultation utilising Halton's LDF consultation database and members of the Local Strategic Partnership have been regularly engaged throughout. This is to ensure that the policy included within the Core Strategy can be in general conformity with the policy contained within the RSS and reflects the spatial aspects of the Halton Community Strategy. Public consultation on a preferred options document is planned for October 2009 with a series of roadshow events throughout the Borough.
- 4.6 The commencement of the Site Allocations DPD is due to commence in mid 2010. The Site Allocations DPD is programmed to be informed by the formative stages in Core Strategy preparation and consultation. The evidence base relation to the Stategic Housing Land Availability Assessment will be updated and Issues and Options and Preferred Options consultations are planned. In relation to regulation 25 consultation the range of engagement will be of a similar order to the Core Strategy.
- 4.7 Agreement has been reached across the Merseyside sub-region, including Halton, to prepare a joint waste DPD. This document will have the title of Halton Borough Council, Liverpool City Council, Knowsley Metropolitan Borough Council, Sefton Metropolitan Borough Council, St Helens Metropolitan Borough Council and Wirral Metropolitan Borough Council

Merseyside Joint Waste Development Plan Document, but is referred to as the Joint Merseyside Waste DPD throughout this document for simplicity. The following consultations have taken place in the preparation of the Waste DPD. Under old Regulation 25 there was a consultation on the Sustainability Appraisal Scoping Report for five weeks between December 2006 and January 2007. This was followed by a six week public consultation on the Issues and Options Report March to April 2007. Under new Regulation 25 there is a currently a public consultation on the Sites and Spatial Strategy Report running between 17th November 2008 and 16th January 2009.

4.8 The Widnes Town Centre Area Action Plan is being produced to stimulate area-based regeneration initiatives, to allocate sites for appropriate uses and to be used in assessing planning applications in the Town Centre. It is intended that this document will be informed by the Core Strategy. Regulation 25 consultation will utilise some of the same consultation processes of the Site Allocations DPD as they are programmed to be produced at the same time. The AAP is likely to be underpinned be a master planning exercise, which will entail more geographically focussed engagement with town centre businesses, including a community engagement event at a venue within the town centre.

4.9 The Detailed Development Policy DPD will commence from the production of the Core Strategy, and commence in 2010. Engagement will take place with the general public, developers and consultants utilising Halton's LDF consultation database as well as members of the Local Strategic Partnership. Public consultation on an Issues and Preferred Options document is planned with a series of roadshow events

throughout the Borough to publicise this. It is possible that further DPDs or SPDs will follow on from the Core Strategy. These documents will be given further consideration in future LDS documents, when the Core Strategy is further progressed.

4.10 It should be noted that not all the documents included to commence within the time frame of the Scheme are scheduled for completion within this LDS period. This reflects the on-going nature of the Local Development Scheme (LDS).

4.11 Sufficient staff resources will be available to deliver the Scheme in the form of the Planning Division, officers from other Council sections and external consultants. Further details are given in Section 5.0.

4.12 The Unitary Development Plan (2005) Proposals Map will be updated and amended following the adoption of relevant DPDs, it will express geographically the DPD policies.

4.13 The timetable for each of the DPDs and SPDs incorporates the time taken for the Sustainability Appraisal (SA) and where appropriate the Strategic Environmental Assessment (SEA) process. The diagram below shows the links between the SA and the DPD production process.

4.14 The SA and SEA processes require the:

- Identification strategic alternatives;
- Collection of base-line monitoring information;
- Prediction of significant environmental effects more thoroughly;
- Securing greater consultation with the public and environmental authorities; and
- Address and monitoring of the significant environmental effects of the plan.

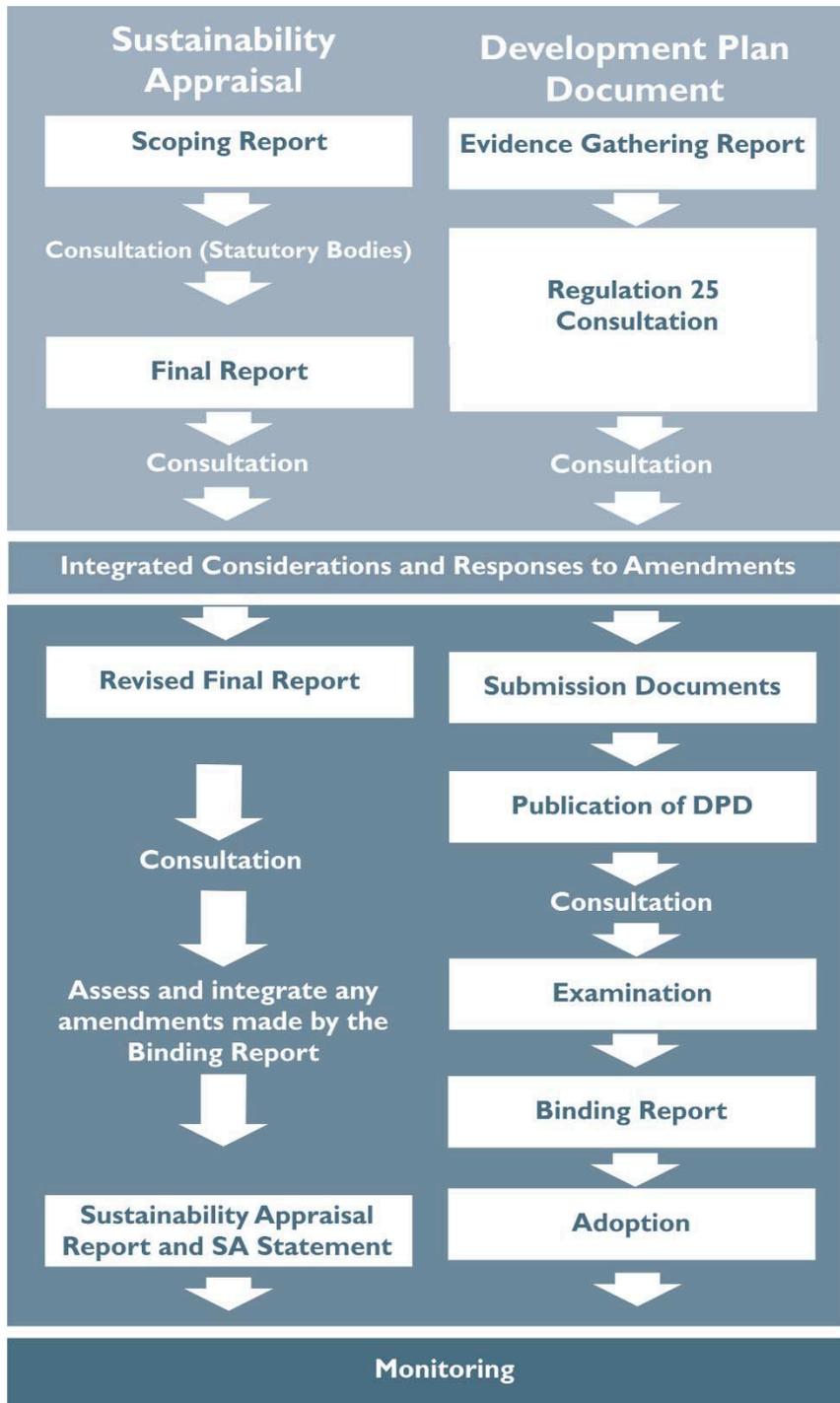
4.15 The documents within the LDF will also be subject to a Habitats Regulations Assessment and a Strategic Flood Risk Assessment.

4.16 Habitats Regulations Assessment (HRA) is the assessment of the potential effects of a proposed plan – ‘in combination’ with other plans and projects – on one or more European sites, ie Special Areas of Conservation and Special Protection Areas.

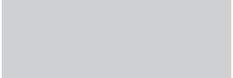
The HRA will state whether the document does, or does not, affect the integrity of a European site.

4.17 Strategic Flood Risk Assessment (SFRA) is intended to provide a detailed and robust assessment of the extent and nature of the risk of flooding in Halton and its implications for spatial planning.

**Relationship between SA and DPD production process**



Key - Development Plan Documents (DPD'S)

Saved Polices	
Consultation on the scope of the Sustainability Appraisal	
Public Consultation - Regulation 25	
Publication of the DPD	
Submission	
Pre Hearing Meeting	
Hearing Session Open	
Reciept of Inspectors report	
Adoption	

LDS 2009 - Development Plan Document Gantt Chart

	2006												2007												2008												2009												2010												2011												2012												2013												2014																																															
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D																								
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## Key - Supplementary Planning Documents (SPD'S)

Commencement of Document preparation. Preparation of the scoping report for the sustainability appraisal, including consultation with Consultation Bodies as required by the SEA Directive and such other relevant bodies as the authority considers appropriate

Preparation of draft supplementary planning document and sustainability appraisal report

Draft supplementary planning document and sustainability appraisal report issued for public participation

Consideration of consultation representations

Adoption and publication of document, publication of a statement setting out how the sustainability appraisal and consultation influenced the preparation of the plan and publication of monitoring measures





## 5 Resources

5.1 The production of documents to form the Local Development Framework (LDF) will be lead by the Planning Division.

5.2 During 2008 delays in replacing staff due to budget saving requirements totalling 2 person years from a team of 5 Officers had led to delays in the production of the Core Strategy. A further source of delay has been staff time spent on the Housing Growth Point Bid for Halton, St.Helens and Warrington since October 2007 when an expression of interest was invited up to the submission of the Programme of Development in October 2008.

Despite these factors work has continued on the Core Strategy. A new work programme was agreed by the Council's Management Team on 7 October 2008 to set up a series of Officer Steering Group and Members' Local Development Framework Working Party meetings.

The experience of Core Strategy preparation to date has highlighted the need to set up a dedicated team, supported by Management and other expert officers and consultants, to ensure progress is maintained.

5.3 Staff within other sections of the Council, such as Development Control and Highways, will also provide input into the production of the LDF over this LDS period.

5.4 Consultants will also be engaged to work on some areas of the LDF where there is a lack of expertise or capacity in house. At present consultants are contributing to the preparation of the following documents:

- Sandymoor SPD

- Planning for Risk SPD

- Southern Widnes SPD

- Runcorn Town Centre SPD

5.5 The Council is also working with the other Merseyside authorities to produce the Joint Merseyside Waste DPD. The Merseyside Environmental Advisory Service Waste Planning Team have responsibility for co-ordinating the Waste DPD preparation, drawing upon contributions from each of the six Merseyside authorities, Merseyside Policy Unit and Merseyside Waste Disposal Authority.

5.6 The Operational Director of Environmental & Regulatory Services has a strategic overview of the LDF production; the Planning & Policy Manager is responsible for the management of the programme and the Principal Policy Planning Officer is responsible for the LDF project management and document production.

## 6 Saved Policies

6.1 The Halton Borough Unitary Development Plan (UDP), which was adopted in April 2005 and the Regional Spatial Strategy (RSS) will provide the Development Plan for Halton for the North West. As part of the transitional arrangement for the new planning system the Halton Borough UDP was automatically saved for a period of three years from the date of adoption.

6.2 'Saving' the existing Development Plan framework means that the UDP will still be used to determine planning applications and will remain part of the statutory Development Plan until its replacement by Development Plan Documents (DPDs) through the new Local Development Framework (LDF) system. It is important that the move to a LDF does not lead to any gap in coverage of development plan policies, and the policies within the UDP will be saved following approval from the Secretary of State in March 2008, for longer than the three year period.'

6.3 The Secretary of State approved the schedule of saved policies found in appendix 4 on the 27th March 2008, however, as the Development Plan Documents (DPDs) and Supplementary Planning Documents (SPDs) are adopted, this schedule will be updated and reported in the Annual Monitoring Report (AMR).

6.4 The Council has demonstrated that the policies which are saved reflect the principles of the Halton LDF, are consistent with current national policy, and that it is not feasible or desirable to replace them within the three years. The saved Policies comply with the following criteria:

(i) where appropriate, there is a clear central

- strategy;
- (ii) policies have regard to the Community Strategy for the area;
- (iii) policies are in general conformity with the regional spatial strategy or spatial development strategy;
- (iv) policies are in conformity with the core strategy development plan document (where the core strategy has been adopted);
- (v) there are effective policies for any parts of the authority's area where significant change in the use or development of land or conservation of the area is envisaged; and
- (vi) policies are necessary and do not merely repeat national or regional policy.

6.5 The Council's 'saved' policies are listed in the Annual Monitoring Report (AMR). The AMR will continue to monitor the impact and effectiveness of both saved and emerging policies, including the continued relevance of saved policies as a consequence, this may lead to revisions of the Local Development Scheme (LDS).

## 7 Evidence Base

7.1 Local Development Documents (LDDs) will establish the Council's planning policies. However, in preparing these LDDs, a range of background work has been prepared and collated which needs to be taken account of.

7.2 Whilst a number of current background documents have been listed, it should be noted that the Council may well publish others in the course of preparing LDDs to improve upon the robust and credible evidence base for the LDF. Such amendments will be listed in Local Development Scheme (LDS) review documents.

7.3 Background and technical studies forming part of the evidence base include:

- Annual Monitoring Report (Halton Borough Council, 2008)
- Consulting the Communities of Halton 2008 (Halton Strategic Partnership, 2008)
- Employment Baseline Data Report 2008 (Halton Borough Council, 2008)
- Employment Baseline Monitoring Report (Halton Borough Council, 2008)
- Employment Land Availability Register (Halton Borough Council, 2008)
- Employment Land Availability Compendium 2008 (Halton Borough Council, 2008)
- Halton Commercial Property Study (BE Group, 2006)
- Halton Housing Requirements Study (The University of Manchester, 1999)
- Halton Open Space Survey (PMP, 2005) (updated 2006)
- Halton Retail Study (Herring Baker Harris, 1996)
- Halton Retail Study Update (Chesterton,

2002)

- Housing Baseline Monitoring Report (Halton Borough Council, 2008)
- Housing Baseline Data Report 2008 (Halton Borough Council, 2008)
- Housing Land Availability Compendium 2008 (Halton Borough Council, 2008)
- Housing Needs Study (2006)
- Local Centres Study (Chesterton, 1999)
- Merseyside Urban Capacity Study (White Young Green, 2004)
- Natural Assets Strategy (Halton Borough Council, 2007-2012)
- NLUD Report 2008 (Halton Borough Council, 2008)
- NLUD Compendium 2008 (Halton Borough Council, 2008)
- Open Space Study (PMP, 2005)
- Overall Town Centre Strategy (Halton Borough Council, 1997)
- Quantifying Previously Developed Land in Halton (Halton Borough Council, 2008)
- Residential Land Availability Register (Halton Borough Council, 2008)
- State of the Borough Report (Halton Borough Council & The Local Futures Group, 2008)
- Urban Housing Capacity Study (White Young Green & Chesterton, 2004)
- Halton Strategic Flood Risk Assessment (Halton Borough Council, 2007)
- Gypsy & Travellers Study 2007
- Widnes Employment Land Assessment (Business Environment Group, 2001)
- The Joint Strategic Needs Assessment for Halton

7.4 Copies of each of these background documents can be found online at: [www.halton.gov.uk](http://www.halton.gov.uk)

7.5 Whilst a number of further background

documents can be predicted now it should be noted that the Council might publish others in the course of preparing LDDs. The list of Background Documents is likely to include:

- An updated Borough wide Retail and Leisure Study
- A Landscape Character Assessment
- A Joint Employment Land and Premises
- Habitats Regulations Assessment
- Halton Strategic Housing Land Availability Assessment
- Halton Strategic Employment Land and Premises Assessment

## 8 Monitoring and Review

8.1 The Government requires that the Local Development Scheme (LDS) is annually reviewed and kept up to date by taking account of progress on the programme and monitoring of the evidence base and adopted policies. The LDS is a firm commitment to producing LDDs and their timetables and will only be reviewed exceptionally. Any unforeseen changes or delays in the production timetable will be reported on the Council website <http://www2.halton.gov.uk/content/environment/planning/forwardplanning/ldf/corestrategy/?a=5441>

8.2 Unforeseen developments such as the closure of a major employer may lead to the requirement for the Local Development Scheme to be reviewed earlier as this may require new SPDs or DPDs to be produced urgently whilst other documents are delayed.

8.3 The LDS will be reviewed through the Annual Monitoring Report (AMR), which in turn will lead to the review of the LDS. The AMR monitors the implementation and effectiveness of policies, from the beginning of April to the end of March. The AMR will be submitted to the Secretary of State before 31st December each year and published following submission.

8.4 The AMR will review actual plan progress over the year compared to the targets and milestones for Local Development Document (LDD) preparation set out in the LDS. It will assess:

- whether Halton Borough Council is meeting, or is on track to meet, the targets

and consultation milestones set out in the LDDs;

- if the Council is falling behind schedule or has failed to meet a target or milestone, the reasons for this;
- the need to update the LDS in light of the above, and if so, the necessary steps and timetable;
- whether any policies need to be replaced to meet sustainable development objectives; and
- what action needs to be taken if policies need to be replaced.

## 9 Council Procedures

- 9.1 Development Plan Documents (DPD), which will form part of the Development Plan, are the responsibility of the Full Council and as such any decision relating to their adoption requires a Full Council decision.
- 9.2 The Executive Board and its sub-committee is the part of the Council which is responsible for most day-to-day decisions. The Executive Board is made up of a leader and 9 further Councillors whom he appoints, whilst the sub-committee is made of up 3 Councillors. The Executive has to make decisions which are in line with the Council's overall policies and budget. If it wishes to make a decision which is outside the budget or policy framework, this must be referred to the Full Council to decide.
- 9.3 The LDF Working Party and the Executive will consider each DPD through the early stages of its production. Full Council will approve the submission and adoption of the DPDs based on recommendations from the Executive Board.
- 9.4 Each SPD will go to the Sub- Executive Board at the Draft Public Consultation stage and the Executive Board at the adoption stage for consideration and approval.
- 9.5 Development Plan documents will need to consider a range of equality and diversity issues and are considered an important aspect of Council Policy.

## 10 Risk Assessment

- 10.1 In preparing the Local Development Scheme (LDS) it is important to acknowledge that the work programme has been established on the existing maximum resource capacity contained within the Planning & Policy Division.
- 10.2 The principle 'risk' for the process would be a delay taking place in the preparation through to adoption of individual Local Development Documents (LDDs) and therefore the wider Local Development Framework (LDF). The main areas of risk, which may lead to a delay in the implementation of the work programme, are as follows:
- Staff turnover and delay in filling vacant posts – It is inevitable that over a 3-year period there will be a turnover of staff within the sections responsible for producing documents. Using temporary staff or consultants or seconding staff from other departments could mitigate this risk.
  - The need for specialist consultancy input – it is normally possible to predict where this may be required and add extra slack in to the timetable to allow for consultation and feedback between the Council and consultancy team. Where the need for specialist consultancy input has not been foreseen, as has been the case with both the Ditton Strategic Rail Freight Park SPD and the Halebank Regeneration Area SPD, it will be necessary to provide extra resources in order to 'catch up' with the timetable set out in the LDS, or to review the timetable set out in the LDS.
  - Sickness and other absences – It is inevitable that over a 3-year period there will be sickness or absence of staff within the sections responsible for producing documents. It is not possible to predict where and when this will happen but in devising the programmes for the production of the documents sufficient slack has been built in to allow for average staff absences.
  - Budget cuts, leading to consultancy budget cuts – It is hoped that standards within the departments will mean that Planning Delivery Grant will continue and that the budget within the department will continue to provide sufficient resources. However, if this is not the case it may be possible that documents have to be prioritised and some documents may slip.
  - Procedural delays and / or slippage in meeting dates – It is hoped that enough time has been built into the programme to allow for some slippage however, there may be occasions where it is necessary to provide extra resources to a particular document in order to 'catch up' with the timetable set out in the LDS.
  - The need for further or extra consultation – it can be hard to predict where and when extra consultation may be required, as has been the case with the Town Centre Strategy SPDs and the Provision of Open Space SPD. It may be necessary to amend the timetable set out in the LDS or to add further slippage into the LDS timetable.
  - Resource capacity of the Planning Inspectorate and other agencies to deliver elements of the process and cope with demands of the LDS work programme – It is hoped that through close working with Government Office for the North West (GONW), the Planning Inspectorate and other agencies this risk can be reduced.
  - Non-conformity and failure in the tests of 'soundness' for LDDs – It is hoped that this risk can be minimised by working closely with GONW and the Planning Inspectorate at all milestone stages and in the run up to submission of DPD's.
  - Programme amendments due to

unforeseen developments – Due to the dynamic nature of many developments it is not always possible to timetable these into the LDS programme. Where this is the case it may be necessary to transfer resources to a new document, which may in turn lead to the need to review the LDS. It is hoped to minimise this risk by improving communication, within the Council and with external stakeholders such as local businesses and developers, which should provide greater notice of these developments allowing changes to be made with less negative implications.

- Changes in Government legislation, regulations & policy – This may lead to documents being reviewed more quickly than has been suggested in the LDS. It has also been evident during the production of the LDF that new legislation and policy coming forward during the production of DPDs and SPDs can also cause delay in their production, as has been the case with the Habitats Regulations Assessments and Planning Policy Statement 3: Housing.
- Legal Challenge – The risk to be minimised by ensuring that the DPDs are sound and based on a robust evidence base and a well audited stakeholder and community engagement system.
- Community Consultation fatigue – The community are being consulted by many different agencies over a wide range of issues. We will seek to minimise consultation fatigue by consulting on a number of documents at the same time.
- Political Uncertainty – Political change may mean that some proposals may be subject to change due to the different mandates and cause delay whilst new options are considered. This risk should be minimised by the use of the LDF Working Party, which includes Members from a mix of political parties, and the preparation of briefings for Members as and when required.
- The rigours of the new LDF process including maintaining a sound evidence base, higher specification community participation requirements and devising and maintaining new monitoring and performance systems will require high levels of funding and resources. The Government's Planning Delivery Grant promotes efficiencies and improvement within the development planning system but the Council does not have unlimited financial resources to underwrite the continuous and dynamic LDF process. This ongoing commitment is likely to be in excess of the cost of servicing the previous more finite UDP process and could be a significant risk factor in the production of the LDF.

## 11 SPG/SPDs

11.1 Supplementary Planning Guidance (SPG) can not be saved under the new system but will be considered as a material consideration until replaced by new Local Development Documents (LDDs).

11.2 Currently Adopted SPG

- Children's Day Nurseries (1999)
- Design for Residential Development (1999)
- Upton Rocks Local Centre, Widnes Planning Brief (2000)
- Widnes Town Centre Renewal Plan Phase 1 (2000)
- Widnes Town Centre Renewal Plan Phase 2 (2000)

11.3 Adopted SPDs

- Castlefields & Norton Priory Regeneration Area (2005)
- Design for Community Safety (2005)
- Design of New Industrial and Commercial Development (2006)
- House Extensions (2006)
- Shop Fronts, Signage and Advertising (2005)
- Telecommunications (2005)
- Widnes Waterfront Regeneration Area (2005)

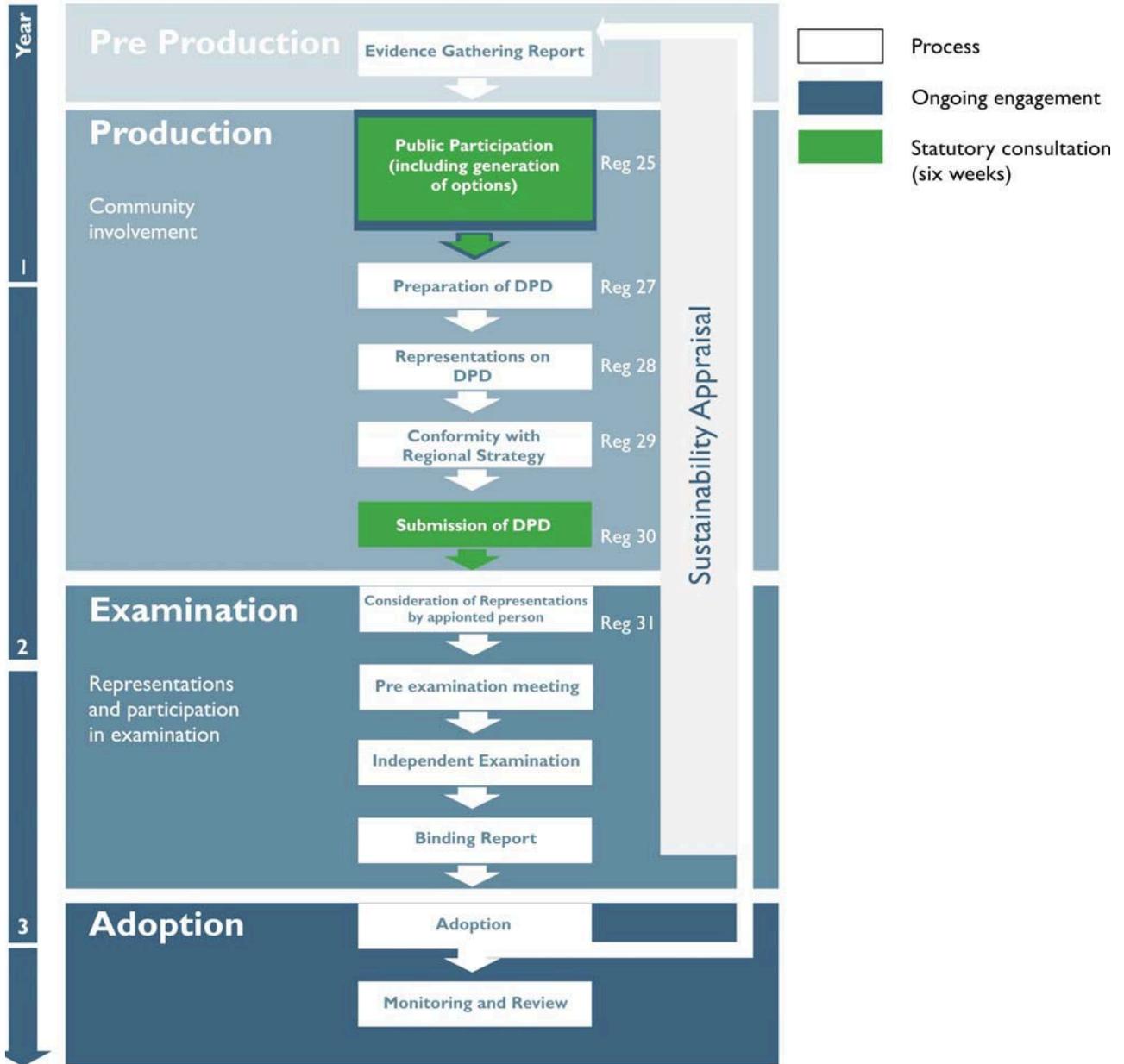
11.4 The following Supplementary Planning

Documents (SPDs) will be adopted or commenced during the next 3 years. The majority these SPDs will be linked to saved policies in the UDP, further details of each of the SPDs can be found in Appendix 3.

- Affordable Housing
- Daresbury Science and Innovation Campus
- Design of New Residential Development
- Ditton Strategic Rail Freight Park
- Greening the Legacy
- Halebank Regeneration Area
- Halton Lea Town Centre Strategy
- Local List
- Planning for Risk
- Provision of Open Space in Development
- Runcorn & Weston Docks Regeneration Area
- Runcorn Town Centre Strategy
- Sandymoor
- South Widnes Regeneration Area
- Transport & Accessibility
- Planning Obligations SPD

# Appendix I

## The Development Plan Document Process



## Appendix 2 - Glossary

Annual Monitoring Report (AMR)	LPA will have to produce an Annual Monitoring Report (AMR), which will show how the authority is performing against all relevant targets. The report will be published by the LPA so that those with an interest in the area can see what changes the LPA may need to make to their LDF.
Area Action Plans (AAPs)	Area Action Plans may be used to provide a planning framework for areas of change and areas of conservation.
Core Strategy	The Core Strategy will set out the vision for the Local Planning Authority area and the primary policies for meeting that vision together with housing and employment provisions in accordance with the Regional Spatial Strategy (RSS).
Development Plan Documents (DPDs)	The DPDs are to be prepared by Halton Borough Council, they must contain the following components: Core Strategy; and Site allocations; And they may contain: Area Action Plans; and General policies for the control of development. All DPDs will be subject to Sustainability Appraisal (SA) which must incorporate a Strategic Environmental Assessment (SEA)
Independent Examination	All DPDs and the SCI will be subject to independent examination by a person (the Inspector) appointed by the Secretary of State. The purpose of the examination is to determine the 'soundness' of the plan. Following the examination the Inspector will produce a report which will be binding on the Local Planning Authority (LPA).
Local Development Documents (LDDs)	There are two types of LDD: Development Plan Documents (DPD) Supplementary Planning Documents (SPD)
Local Development Framework (LDF)	The LDF will contain a portfolio of Local Development Documents (LDDs) which will provide Halton Borough Council's policies for meeting the community's economic, environmental and social aims for the future of the area, where this effects the development and use of land.

Local Development Framework (LDF)	The LDF will contain a portfolio of Local Development Documents (LDDs) which will provide Halton Borough Council's policies for meeting the community's economic, environmental and social aims for the future of the area, where this effects the development and use of land.
Local Development Scheme (LDS)	The LDS will set out what DPDs and SPDs Halton Borough Council propose to prepare over the three year period and the timetable for their production. It will also set out the policies that Halton Borough Council wish to save from the current Development Plan and the timetable for the preparation of the Statement of Community Involvement. Regulations will be introduced which remove the need to list SPDs in the LDS, although Councils can still choose to list them if they wish.
Proposals Map	The Proposals Map will illustrate on an Ordnance Survey map policy designations, allocations and Area Action Plans in the Local Development Framework.
Site Allocation	Site allocations are the sites which are proposed for development to meet Halton Borough Council's Core Strategy.
Statement Of Community Involvement (SCI)	The SCI will set out how Halton Borough Council intends to achieve continuous community involvement in the preparation of LDDs in their area.
Supplementary Planning Documents (SPDs)	SPDs are not subject to independent examination but the matters covered must be directly related to policy in the DPDs.
Sustainability Appraisal (SA) and Strategic Environmental Assessment (SEA)	Sustainability Appraisal (SA) and Strategic Environmental Assessment (SEA) seek to inform decision-making by providing information on the potential implications of policies.

## Appendix 3

Title:	Core Strategy
Status:	DPD
Role:	To set out the Vision, Objectives, Core Policies and Sustainable Development Statement for the spatial development of the area.
Geographical Area:	Whole of the Borough (See Appendix 5, Map 1)
Conformity Chain:	Conformity with the PPG / PPS and RSS
Produced by:	Planning & Policy Division
Resources:	Provided by the Planning & Policy Division
Management Arrangements:	Planning & Policy Manager is responsible for the management of this document. The LDF Working Party and the Executive Board will consider each DPD throughout its early production stages. Full Council will approve the submission and adoption of the DPDs based on recommendations from the Executive Board.
Community Involvement:	Community involvement will be encouraged throughout the process with formal periods for consultation at the Preferred Options stage and when the document is submitted to the Secretary of State.
Sustainability Appraisal:	Simultaneous consultation with the Development Plan Document. To be assessed through the Sustainability Appraisal, including the Strategic Environmental Assessment.
Monitoring & Review:	The Core Strategy is intended to be a long term strategy and will be reviewed with that in mind. Monitoring will take place through the contextual section of the AMR.

Timetable	Commencement Consultation with statutory bodies on the scope of the Sustainability Appraisal :	24th March – 28th April 2006
	Public Consultation:/Regulation 25	September – October 2009
	Publication of the DPD	September 2010
	Submission of the DPD	December 2010
	Pre Hearing Meeting:	February 2011
	Hearing Session Open:	April 2011
	Inspectors Binding Report:	July 2011
	Adoption and Publication:	October 2011

Title:	Halton Borough Council, Liverpool City Council, Knowsley Metropolitan Borough Council, Sefton Metropolitan Borough Council, St Helens Metropolitan Borough Council and Wirral Metropolitan Borough Council Merseyside Joint Waste Development Plan Document (Working Title – Merseyside Joint Waste Development Plan Document)
Status:	DPD
Role:	<p>A statement of the core sustainable waste management principles and policy including:</p> <ul style="list-style-type: none"> <li>• How the Waste DPD will ensure that the Planning Authorities meet their contribution to delivering the identified needs of the region for all waste streams.</li> <li>• How waste management will be considered alongside other spatial concerns, recognising the positive contribution waste management can make to the development of sustainable communities, and takes waste issues beyond the realms of isolated waste policies.</li> <li>• Planned provision of new capacity with its spatial distribution based on clear policy objectives, robust analysis of available data and information and, an appraisal of options.</li> </ul> <p>The Waste DPD will develop agreed criteria for the identification and allocation of sites suitable for new and enhanced waste management facilities for the identified waste management needs of Merseyside. This will include a list of allocations suitable for the location of different types of sustainable waste management facilities on a proposals map. These site allocations will be supported by site specific policies. Criteria based policies, consistent with the sustainable waste management objectives, will address wider waste planning issues such as speculative applications for unallocated sites.</p>
Geographical Area:	Borough Wide (See Appendix 5, Map 1) plus Liverpool City Council, Knowsley MBC, St Helens MBC, Wirral MBC and Sefton MBC.
Conformity Chain:	The Waste DPD will be in conformity with the core strategies of each of the Districts Core Strategy Development Plan Documents, the Regional Spatial Strategy and PPG / PPS.
Produced by:	Planning & Policy Division, jointly with other the other Merseyside Local Planning Authorities.
Resources:	The Merseyside EAS Waste Planning Team will have responsibility for co-ordinating the Waste DPD preparation, also drawing on contributions from each of the Merseyside Councils, Halton Borough Council, Merseyside Policy Unit and Merseyside Waste Disposal Authority. An initial three year funding agreement has been reached by Halton, the Merseyside Districts and Merseyside Waste Disposal Authority for the Merseyside EAS Waste Planning Team and specialist consultancy commissions for the preparation of the Waste DPD.

Management Arrangements:	<p>The Waste DPD Steering Group, with all six Districts represented, will consider all documents at all stages prior to Member approval and public consultation. Regular progress will be reported to the Merseyside District Planning Officers and Merseyside Leaders and Chief Executives.</p> <p>Full Council will approve the Preferred Options, submission and adoption of the DPDs based on recommendations from the Executive Board. In terms of the joint working the document will be considered by each Council in Merseyside and Halton for each milestone and will also be taken through the Merseyside Chief Executives and Leaders to ensure that the document has support across the Merseyside authorities.</p> <p>Integration with the JMWMS and Halton's Waste Strategy will be promoted through close working and partnership according to the principles set out in PPS10 (2005) and Defra Guidance on Municipal Waste Management Strategies (2005). Liaison will take place at the operational and political level through the existing Governance arrangements of the Merseyside Waste Strategy Partnership and the Merseyside Network.</p>
Community Involvement:	<p>Consultation on the Waste DPD will be co-ordinated through each District's Statement of Community Involvement using existing networks, mechanisms and partnerships. Additional targeted consultation with key groups and sectors for the specific purpose of the Waste DPD will be set out in the Communications Strategy.</p>
Sustainability Appraisal:	<p>Simultaneous consultation with the DPD. To be assessed through the SA, including the Strategic Environmental Assessment.</p>
Monitoring & Review:	<p>The Annual Monitoring Report (AMR) for Halton will monitor the implementation of this document on the Borough of Halton. The document will be reviewed as and when required as highlighted by the AMR.</p>

Timetable	Commencement Consultation with statutory bodies on the scope of the Sustainability Appraisal :	31st December 2006 – January 2007
	Public Consultation:/Regulation 25	June – July 2009
	Publication of the DPD	February 2010
	Submission of the DPD	April 2010
	Pre Hearing Meeting:	June 2010
	Hearing Session Open:	August – September 2010
	Inspectors Binding Report:	February 2011
	Adoption and Publication:	May 2011

Title:	Site Allocations
Status:	DPD
Role:	To allocate sites for development and/or protection
Geographical Area:	Borough Wide (See Appendix 5, Map 1)
Conformity Chain:	Conformity with the PPG / PPS and RSS and Core Strategy
Produced by:	Planning & Policy Division
Resources:	Provided by the Planning & Policy Division
Management Arrangements:	Planning & Policy Manager is responsible for the management of this document. The LDF Working Party and the Executive Board will consider each DPD. Full Council will approve the submission and adoption of the DPDs based on recommendations from the Executive Board.
Community Involvement:	Community involvement will be encouraged throughout the process.
Sustainability Appraisal:	Simultaneous consultation with the Development Plan Document. To be assessed through the Sustainability Appraisal, including the Strategic Environmental Assessment.
Monitoring & Review:	The Annual Monitoring Report (AMR) will monitor the site allocation document. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Commencement Consultation with statutory bodies on the scope of the Sustainability Appraisal :	June 2010
	Public Consultation:/Regulation 25	October 2011
	Publication of the DPD	October 2012
	Submission of the DPD	January 2013
	Pre Hearing Meeting:	March 2013
	Hearing Session Open:	May 2013
	Inspectors Binding Report:	August 2013
	Adoption and Publication:	November 2013

Title:	Detailed Development Policy
Status:	DPD
Role:	To provide a set of criteria based policies to guide development within the Borough.
Geographical Area:	Whole of the Borough (See Appendix 5, Map 1)
Conformity Chain:	Conformity with the PPG / PPS and RSS and Core Strategy
Produced by:	Planning & Policy Division
Resources:	Provided by the Planning & Policy Division
Management Arrangements:	Planning & Policy Manager is responsible for the management of this DPD. The LDF Working Party and the Executive will consider each DPD. Full Council will approve the submission and adoption of the DPDs based on recommendations from the Executive Board.
Community Involvement:	Community involvement will be encouraged throughout the process, with formal periods for consultation when the document is submitted to the Secretary of State.
Sustainability Appraisal:	Simultaneous consultation with the DPD. To be assessed through the SA, including the Strategic Environmental Assessment.
Monitoring & Review:	The Annual Monitoring Report (AMR) will assess the extent to which these policies are being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Commencement Consultation with statutory bodies on the scope of the Sustainability Appraisal :	June 2010
	Public Consultation:/Regulation 25	October 2011
	Publication of the DPD	October 2012
	Submission of the DPD	January 2013
	Pre Hearing Meeting:	March 2013
	Hearing Session Open:	May 2013
	Inspectors Binding Report:	August 2013
	Adoption and Publication:	November 2013

Title:	Widnes Town Centre Area Action Plan
Status:	DPD
Role:	Provides the context for the future development of Widnes Town Centre.
Geographical Area:	Borough Wide (See Appendix 5, Map 1)
Conformity Chain:	Conformity with the PPG / PPS and RSS and Core Strategy
Produced by:	Planning & Policy Division
Resources:	Provided by the Planning & Policy Division
Management Arrangements:	Planning & Policy Manager is responsible for the management of this DPD. The LDF Working Party and the Executive will consider each DPD. Full Council will approve the submission and adoption of the DPDs based on recommendations from the Executive Board.
Community Involvement:	Community involvement will be encouraged throughout the process, with formal periods for consultation at the Preferred Options stage and when the document is submitted to the Secretary of State.
Sustainability Appraisal:	Simultaneous consultation with the DPD. To be assessed through the SA, including the Strategic Environmental Assessment.
Monitoring & Review:	The Annual Monitoring Report (AMR) will assess the extent to which these policies are being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Commencement Consultation with statutory bodies on the scope of the Sustainability Appraisal :	June 2010
	Public Consultation:/Regulation 25	October 2011
	Publication of the DPD	October 2012
	Submission of the DPD	January 2013
	Pre Hearing Meeting:	March 2013
	Hearing Session Open:	May 2013
	Inspectors Binding Report:	August 2013
	Adoption and Publication:	November 2013

Title:	Ditton Strategic Rail Freight Park
Status:	SPD
Role:	To provide guidance for the development of Ditton Strategic Rail Freight Park.
Geographical Area:	As defined on Map 3 (Appendix 5)
Conformity Chain:	General conformity with the PPGs/PPSs and RSS. Linked to saved UDP Policy E7.
Produced by:	Planning & Policy Division
Resources:	Provided by the Planning & Policy Division & External Consultants
Management Arrangements:	The Planning & Policy Manager is responsible for the management of this document. This SPD will go to the Executive Board Sub-Committee at the Draft Consultation stage and to the Executive Board at the adoption stage for consideration and approval.
Community Involvement:	Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
Sustainability Appraisal:	Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
Monitoring & Review:	The Annual Monitoring Report (AMR) will assess the extent to which this document is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Preparation of Draft Supplementary Planning Document:	February 2005
	Sustainability Appraisal Scoping Report:	17th June – 22nd July 2005
	Public participation on Draft Supplementary Planning Document:	3rd November – 15th December 2005
	Consideration of Representations:	Jan / Feb 2006
	Adoption and Publication:	April 2009

Title:	Halton Lea Town Centre Strategy
Status:	SPD
Role:	Provides the context for the future development of Halton Lea Town Centre.
Geographical Area:	As defined on Map 4 (Appendix 5)
Conformity Chain:	General conformity with the PPG/PPS and RSS, and expected to be in conformity with the Core Strategy. Also has links to saved UDP Policy TCI & TC4.
Produced by:	Planning & Policy Division
Resources:	Provided by the Planning & Policy Division
Management Arrangements:	The Planning & Policy Manager is responsible for the management of this document. This SPD will go to the Executive Board Sub-Committee at the Draft Consultation stage and to the Executive Board at the adoption stage for consideration and approval.
Community Involvement:	Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
Sustainability Appraisal:	Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
Monitoring & Review:	The Annual Monitoring Report (AMR) will assess the extent to which this guidance is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Preparation of Draft Supplementary Planning Document:	February 2007
	Sustainability Appraisal Scoping Report:	June - July 2011
	Public participation on Draft Supplementary Planning Document:	January- February 2012
	Consideration of Representations:	March – June 2012
	Adoption and Publication:	August 2012

Title:	Southern Widnes Regeneration Area
Status:	SPD
Role:	Provides the policies and proposals for the comprehensive development / redevelopment of the Southern Widnes area.
Geographical Area:	To be defined
Conformity Chain:	General conformity with the PPGs/PPSs, RSS and expected to be in conformity with the Core Strategy DPD. Also has links to saved UDP RGI.
Produced by:	Planning & Policy Division
Resources:	Provided by the Planning & Policy Division & External Consultants
Management Arrangements:	The Planning & Policy Manager is responsible for the management of this document. This SPD will go to the Executive Board Sub-Committee at the Draft Consultation stage and to the Executive Board at the adoption stage for consideration and approval.
Community Involvement:	Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
Sustainability Appraisal:	Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
Monitoring & Review:	The Annual Monitoring Report (AMR) will assess the extent to which this document is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Preparation of Draft Supplementary Planning Document:	February 2007
	Sustainability Appraisal Scoping Report:	12th July - 16th August 2007
	Public participation on Draft Supplementary Planning Document:	March – April 2009
	Consideration of Representations:	May 2009
	Adoption and Publication:	September – October 2009

Title:	Daresbury Science and Innovation Campus
Status:	SPD
Role:	To provide the framework to facilitate the continued development of the science and innovation campus at Daresbury.
Geographical Area:	To be defined, in consultation with key partners
Conformity Chain:	General conformity with the PPGs/PPSs and the RSS. This document is expected to be linked to a policy within the Core Strategy DPD.
Produced by:	Planning & Policy Division
Resources:	Provided by the Planning & Policy Division & External Consultants
Management Arrangements:	The Planning & Policy Manager is responsible for the management of this document. This SPD will go to the Executive Board Sub-Committee at the Draft Consultation stage and to the Executive Board at the adoption stage for consideration and approval.
Community Involvement:	Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
Sustainability Appraisal:	Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
Monitoring & Review:	The Annual Monitoring Report (AMR) will assess the extent to which this document is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Preparation of Draft Supplementary Planning Document:	January 2008
	Sustainability Appraisal Scoping Report:	February - March 2009
	Public participation on Draft Supplementary Planning Document:	January – February 2012
	Consideration of Representations:	March – June 2012
	Adoption and Publication:	August 2012

Title:	Halebank Regeneration Area
Status:	SPD
Role:	Provides the policies and proposals for the comprehensive development / redevelopment of the Halebank area.
Geographical Area:	Whole of the Borough (See Appendix 5, Map 1)
Conformity Chain:	General conformity with the PPGs/PPSs and RSS. Linked to saved UDP Policy RG5.
Produced by:	Planning & Policy Division
Resources:	Provided by the Planning & Policy Division & External Consultants
Management Arrangements:	Planning & Policy Manager is responsible for the management of this document.
Community Involvement:	Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
Sustainability Appraisal:	Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
Monitoring & Review:	The Annual Monitoring Report (AMR) will assess the extent to which this guidance is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Preparation of Draft Supplementary Planning Document:	July 2004
	Sustainability Appraisal Scoping Report:	17th June – 22nd July 2005
	Public participation on Draft Supplementary Planning Document:	3rd November – 15th December 2005
	Consideration of Representations:	Jan / Feb 2006
	Adoption and Publication:	April 2010

Title:	Greening the Legacy
Status:	SPD
Role:	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.
Geographical Area:	Whole of the Borough (See Appendix 5, Map 1)
Conformity Chain:	General conformity with the PPGs/PPSs and the RSS. This document is expected to be linked to a policy within the Core Strategy DPD.
Produced by:	Planning & Policy Division
Resources:	Provided by the Planning & Policy Division
Management Arrangements:	The Planning & Policy Manager is responsible for the management of this document. This SPD will go to the Executive Board Sub-Committee at the Draft Consultation stage and to the Executive Board at the adoption stage for consideration and approval.
Community Involvement:	Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
Sustainability Appraisal:	Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
Monitoring & Review:	The Annual Monitoring Report (AMR) will assess the extent to which this document is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Preparation of Draft Supplementary Planning Document:	September 2011
	Sustainability Appraisal Scoping Report:	March 2012
	Public participation on Draft Supplementary Planning Document:	August – September 2012
	Consideration of Representations:	October – November 2012
	Adoption and Publication:	January 2013

Title:	Provision of Open Space
Status:	SPD
Role:	To provide guidance that will lead to appropriate level and design of open space within development.
Geographical Area:	Whole of the Borough (See Appendix 5, Map 1)
Conformity Chain:	General conformity with the PPGs/PPSs and RSS. Linked to saved UDP Policy H3..
Produced by:	Planning & Policy Division
Resources:	Provided by the Planning & Policy Division
Management Arrangements:	The Planning & Policy Manager is responsible for the management of this document. This SPD will go to the Executive Board Sub-Committee at the Draft Consultation stage and to the Executive Board at the adoption stage for consideration and approval.
Community Involvement:	Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
Sustainability Appraisal:	Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
Monitoring & Review:	The Annual Monitoring Report (AMR) will assess the extent to which this document is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Preparation of Draft Supplementary Planning Document:	July 2005
	Sustainability Appraisal Scoping Report:	29th September – 3rd November 2005
	Public participation on Draft Supplementary Planning Document:	March – April 2009
	Consideration of Representations:	May 2009
	Adoption and Publication:	July 2009

Title:	Affordable Housing
Status:	SPD
Role:	Will define the policy for securing the necessary contributions from suitable residential developments towards meeting the identified unmet housing needs in the Borough.
Geographical Area:	Whole of the Borough (See Appendix 5, Map 1)
Conformity Chain:	General conformity with the PPGs/PPSs and the RSS. This document is expected to be linked to a policy within the Core Strategy DPD.
Produced by:	Planning & Policy Division
Resources:	Provided by the Planning & Policy Division
Management Arrangements:	The Planning & Policy Manager is responsible for the management of this document. This SPD will go to the Executive Board Sub-Committee at the Draft Consultation stage and to the Executive Board at the adoption stage for consideration and approval.
Community Involvement:	Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
Sustainability Appraisal:	Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
Monitoring & Review:	The Annual Monitoring Report (AMR) will assess the extent to which this document is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Preparation of Draft Supplementary Planning Document:	October 2009
	Sustainability Appraisal Scoping Report:	April 2010
	Public participation on Draft Supplementary Planning Document:	September – October 2010
	Consideration of Representations:	November – December 2010
	Adoption and Publication:	November 2011

Title:	Planning for Risk
Status:	SPD
Role:	To provide guidance for any development relating to major accident hazards including Liverpool Airport and Control of Major Accident Hazards (COMAH) sites.
Geographical Area:	Multiple sites across the Borough, to be defined.
Conformity Chain:	Conformity with the PPG / PPS and RSS. Linked to saved UDP Policies S5, PR11 and PR12.
Produced by:	Planning & Policy Division
Resources:	Provided by the Planning & Policy Division
Management Arrangements:	The Planning & Policy Manager is responsible for the management of this document. This SPD will go to the Executive Board Sub-Committee at the Draft Consultation stage and to the Executive Board at the adoption stage for consideration and approval.
Community Involvement:	Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
Sustainability Appraisal:	Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
Monitoring & Review:	The Annual Monitoring Report (AMR) will assess the extent to which this document is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Preparation of Draft Supplementary Planning Document:	January 2005
	Sustainability Appraisal Scoping Report:	21st June – 26th July 2007
	Public participation on Draft Supplementary Planning Document:	January – March 2009
	Consideration of Representations:	May – July 2009
	Adoption and Publication:	September 2009

Title:	Runcorn Town Centre Strategy
Status:	SPD
Role:	Provides the context for the future development of Runcorn Old Town Centre.
Geographical Area:	As defined on Map 4 (Appendix 5)
Conformity Chain:	General conformity with the PPG/PPS and RSS, and expected to be in conformity with the Core Strategy. Also has links to saved UDP Policy TCI, TC4 and TC10
Produced by:	Planning & Policy Division
Resources:	Provided by the Planning & Policy Division
Management Arrangements:	The Planning & Policy Manager is responsible for the management of this document. This SPD will go to the Executive Board Sub-Committee at the Draft Consultation stage and to the Executive Board at the adoption stage for consideration and approval.
Community Involvement:	Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
Sustainability Appraisal:	Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
Monitoring & Review:	The Annual Monitoring Report (AMR) will assess the extent to which this guidance is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Preparation of Draft Supplementary Planning Document:	July 2005
	Sustainability Appraisal Scoping Report:	24th November – 2nd January 2009
	Public participation on Draft Supplementary Planning Document:	March – April 2009
	Consideration of Representations:	May 2009
	Adoption and Publication:	September – October 2009

Title:	Transport & Accessibility
Status:	SPD
Role:	To provide guidance for the development of new highways and parking standards in urban developments, and includes road hierarchy specifications and notes on the acceptability of Homezones.
Geographical Area:	Whole of the Borough (See Appendix 5, Map 1)
Conformity Chain:	General conformity with the PPGs/PPSs and RSS. Linked to saved UDP including Policy TP6, TP7, TPI1, TPI2, TPI4, TPI5 and TPI6.
Produced by:	Highways and Planning & Policy Division
Resources:	Provided by the Highways and the Planning & Policy Division.
Management Arrangements:	The Planning & Policy Manager is responsible for the management of this document. This SPD will go to the Executive Board Sub-Committee at the Draft Consultation stage and to the Executive Board at the adoption stage for consideration and approval.
Community Involvement:	Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
Sustainability Appraisal:	Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
Monitoring & Review:	The Annual Monitoring Report (AMR) will assess the extent to which this document is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable		(Due to the time taken to produce the previous document production of this document will recommence)
	Preparation of Draft Supplementary Planning Document:	April 2010
	Sustainability Appraisal Scoping Report:	August - September 2010
	Public participation on Draft Supplementary Planning Document:	January - February 2011
	Consideration of Representations:	March - May 2011
	Adoption and Publication:	July 2011

Title:	Design of New Residential Development
Status:	SPD
Role:	To provide guidance that will lead to new developments that are well integrated into their surroundings and offer a good standard of amenity to future occupants and protect the amenity of existing occupiers.
Geographical Area:	Whole of the Borough (See Appendix 5, Map 1)
Conformity Chain:	General conformity with the PPGs/PPSs and RSS. Linked to saved UDP, including Policy H2, H3, BE1 and BE2.
Produced by:	Planning & Policy Division
Resources:	Provided by the Planning & Policy Division
Management Arrangements:	The Planning & Policy Manager is responsible for the management of this document. This SPD will go to the Executive Board Sub-Committee at the Draft Consultation stage and to the Executive Board at the adoption stage for consideration and approval.
Community Involvement:	Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
Sustainability Appraisal:	Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
Monitoring & Review:	The Annual Monitoring Report (AMR) will assess the extent to which this document is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR..

Timetable	Preparation of Draft Supplementary Planning Document:	February 2005
	Sustainability Appraisal Scoping Report:	15th February – 22nd March 2007
	Public participation on Draft Supplementary Planning Document:	March – April 2009
	Consideration of Representations:	May – July 2009
	Adoption and Publication:	September 2009

Title:	Runcom & Weston Docks Regeneration Area
Status:	SPD
Role:	Provides the policies and proposals for the comprehensive development / redevelopment of the Runcom and Weston Docks area.
Geographical Area:	As defined on Map 6 (Appendix 5)
Conformity Chain:	General conformity with the PPGs/PPSs, RSS and expected to be in conformity with the Core Strategy DPD. Also has links to saved UDP RG4.
Produced by:	Planning & Policy Division
Resources:	Provided by the Planning & Policy Division
Management Arrangements:	The Planning & Policy Manager is responsible for the management of this document. This SPD will go to the Executive Board Sub-Committee at the Draft Consultation stage and to the Executive Board at the adoption stage for consideration and approval.
Community Involvement:	Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
Sustainability Appraisal:	Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
Monitoring & Review:	The Annual Monitoring Report (AMR) will assess the extent to which this document is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Preparation of Draft Supplementary Planning Document:	October 2009
	Sustainability Appraisal Scoping Report:	April 2010
	Public participation on Draft Supplementary Planning Document:	September / October 2010
	Consideration of Representations:	November / December 2010
	Adoption and Publication:	February 2011

Index of Policies		Clear central strategy	Regard to the Community Strategy	General conformity with the RSS	General conformity with the Draft RSS	Conformity with the Adopted Core Strategy	Significant change or conservation	Necessary and does not repeat national or regional policy	Other	Comments
S4	Pollution and Health	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with RSS and builds upon national planning advice in PPS23 and PPG24.
S5	Major Accident Land Use Risk	Yes	N/A	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy deals with an important local issue, meets several of the PPS12 tests and should therefore be saved. It is in general conformity with RSS and builds upon national advice, including Control of Major Accident Hazards Regulations 1999 (COMAH); Planning (Control of Major Accident Hazards) Regulations 1999; Circular 04/2000 (Planning Controls for Hazardous Substances); DfT Circular 01/2002 (Control of Development in airport public safety zones). It is underpinned by European legislation in the Seveso II Directive (as amended by Directive 2003/105/EC). The policy also supports the emerging Planning for Risk SPD.
S6	Reuse and Remediation of Previously Used or Contaminated Land	Yes	Yes	Yes	Yes	N/A	N/A	Yes	Supports regeneration	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with RSS, supplements national planning advice in PPS23 to some degree and supports regeneration. It partially repeats Draft RSS (Policy EM2) and therefore the proposal to save it needs to be reviewed once draft RSS is adopted.

Title:	Local List
Status:	SPD
Role:	Set out a definitive list of buildings and structures of local architectural and historic interest in Halton, which have not been formally recognised by statutory national designation. The list will set out how each building or structure contributes to the historical and architectural significance of their locality and set further practical guidance on how this significance should be recognised when development directly or indirectly affects them.
Geographical Area:	Whole of the Borough (See Appendix 5, Map 1)
Conformity Chain:	General conformity with the PPGs/PPSs and the RSS. This document is expected to be linked to a policy within the Core Strategy DPD. Also linked to saved UDP Policy BE15.
Produced by:	Planning & Policy Division
Resources:	Provided by the Planning & Policy Division
Management Arrangements:	The Planning & Policy Manager is responsible for the management of this document. This SPD will go to the Executive Board Sub-Committee at the Draft Consultation stage and to the Executive Board at the adoption stage for consideration and approval.
Community Involvement:	Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
Sustainability Appraisal:	Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
Monitoring & Review:	The Annual Monitoring Report (AMR) will assess the extent to which this document is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Preparation of Draft Supplementary Planning Document:	October 2011
	Sustainability Appraisal Scoping Report:	April 2012
	Public participation on Draft Supplementary Planning Document:	September – October 2012
	Consideration of Representations:	November – December 2012
	Adoption and Publication:	January 2013

Index of Policies	Clear central strategy	Regard to the Community Strategy	General conformity with the RSS	General conformity with the Draft RSS	Conformity with the Adopted Core Strategy	Significant change or conservation	Necessary and does not repeat national or regional policy	Other	Comments	
S13	Transport	Yes	Yes	Yes	Yes	N/A	N/A	Yes (some repetition)	Supports economic development and regeneration	Saved. This policy supports the Community Strategy, is in general conformity with RSS but contains some repetition of national planning advice in PPS1 and PPG13. It supports economic development and regeneration, and on balance is proposed to be saved.
S14	A New Crossing of the River Mersey	Yes	Yes	Yes	Yes	N/A	Yes	Yes	Supports economic development and regeneration	Saved. This policy meets with the criteria for saving. It is specific to Halton and does repeat national or regional policy. It supports the development of a major transport scheme within the borough that would underpin economic development and regeneration. It also supports the emerging Southern Widnes Regeneration Area SPD.
S15	Leisure and Tourism	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with RSS and builds upon national planning advice in the Good Practice Guide on Planning for Tourism.

Title:	Planning Obligations
Status:	SPD
Role:	Will define the policy for securing the necessary contributions from development
Geographical Area:	Whole of the Borough (See Appendix 5, Map 1)
Conformity Chain:	General conformity with the PPGs/PPSs and the RSS. This document is expected to be linked to a policy within the Core Strategy DPD.
Produced by:	Planning & Policy Division
Resources:	Provided by the Planning & Policy Division
Management Arrangements:	The Planning & Policy Manager is responsible for the management of this document. This SPD will go to the Executive Board Sub-Committee at the Draft Consultation stage and to the Executive Board at the adoption stage for consideration and approval.
Community Involvement:	Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
Sustainability Appraisal:	Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
Monitoring & Review:	The Annual Monitoring Report (AMR) will assess the extent to which this document is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Preparation of Draft Supplementary Planning Document:	October 2009
	Sustainability Appraisal Scoping Report:	April 2010
	Public participation on Draft Supplementary Planning Document:	September – October 2010
	Consideration of Representations:	November – December 2010
	Adoption and Publication:	February 2011

Index of Policies		Clear central strategy	Regard to the Community Strategy	General conformity with the RSS	General conformity with the Draft RSS	Conformity with the Adopted Core Strategy	Significant change or conservation	Necessary and does not repeat national or regional policy	Other	Comments
S21	Green Belt	Yes	Yes	Yes	Yes	N/A	Yes	Yes	Policies on Green Belt	Saved. This policy meets with the criteria for saving, it supports the Community Strategy, conforms with RSS, provides a Halton context to national planning advice in PPG2 and indicates the extent of the green belt for Halton.
S22	Unallocated Land in Urban Areas	Yes	N/A	N/A	N/A	N/A	N/A	Yes	N/A	Saved. This policy forms part of a clear central strategy and is Halton specific, being materially different to national and regional advice. Key sites are shown as unallocated land on the UDP Proposals Map and therefore the policy should be saved.
S23	Open Countryside	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, conforms with RSS and builds upon national planning advice in PPS1.
S24	Sustainable Urban Extensions	Yes	Yes	Yes	Yes	N/A	Yes	Yes	Supports the delivery of housing	Saved. This policy meets with the criteria for saving, it supports the Community Strategy, conforms with RSS and builds upon national planning advice in PPS1 and PPS3 and supports the delivery of housing, including the infrastructure necessary to support it.
S25	Planning Obligations	Yes	Yes	Yes	N/A	N/A	N/A	Yes	Partially (infrastructure to support housing)	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, conforms with adopted RSS and builds upon national planning advice in PPS1 and Circular 5/2005 and may support the delivery of infrastructure necessary to support housing.

Index of Policies	Clear central strategy	Regard to the Community Strategy	General conformity with the RSS	General conformity with the Draft RSS	Conformity with the Adopted Core Strategy	Significant change or conservation	Necessary and does not repeat national or regional policy	Other	Comments
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## Chapter 1 - Regeneration

RG1	Action Area 1 - Southern Widnes	Yes	Yes	Yes	Yes	N/A	Yes supports change in a Regeneration Action Area	Yes	Supports the delivery of housing and regeneration	Saved. This policy meets with the criteria for saving. It forms part of a very clear central strategy which identifies areas where major regenerative change is anticipated. It supports the Community Strategy, is in general conformity with the RSS, is different to national planning advice and meets other objectives of supporting the delivery of housing and regeneration. The policy also supports the emerging draft Southern Widnes SPD, which along with the Mersey Gateway Regeneration Strategy will be of importance for identifying and justifying regeneration opportunities in connection with the planned Mersey Gateway Bridge.
RG2	Action Area 2 - Central Widnes	Yes	Yes	Yes	Yes	N/A	Yes supports change in a Regeneration Action Area	Yes	Supports retailing and town centres and regeneration	Saved. This policy meets with the criteria for saving. It forms part of a very clear central strategy which identifies areas where major regenerative change is anticipated. It supports the Community Strategy, is in general conformity with the RSS, is different to national planning advice and meets other objectives of supporting retailing and town centres and regeneration. The policy would also support the emerging Widnes Town Centre Action Area Plan.
RG3	Action Area 3 - Widnes Waterfront	Yes	Yes	Yes	Yes	N/A	Yes supports change in a Regeneration Action Area	Yes	Supports economic development and regeneration	Saved. This policy meets with the criteria for saving. It forms part of a very clear central strategy which identifies areas where major regenerative change is anticipated. It supports the Community Strategy, is in general conformity with the RSS, is different to national planning advice and meets other objectives of supporting economic development and regeneration. The policy also supports the adopted Widnes Waterfront SPD.

Index of Policies		Clear central strategy	Regard to the Community Strategy	General conformity with the RSS	General conformity with the Draft RSS	Conformity with the Adopted Core Strategy	Significant change or conservation	Necessary and does not repeat national or regional policy	Other	Comments
RG4	Action Area 4 - Runcorn and Weston Docklands	Yes	Yes	Yes	Yes	N/A	Yes supports change in a Regeneration Action Area	Yes	Supports economic development and regeneration	Saved. This policy meets with the criteria for saving. It forms part of a very clear central strategy which identifies areas where major regenerative change is anticipated. It supports the Community Strategy, is in general conformity with the RSS, is different to national planning advice and meets other objectives of supporting economic development and regeneration. The policy would also support the future Runcorn and Weston Docks Regeneration Action Area SPD.
RG5	Action Area 5 - Halebank	Yes	Yes	Yes	Yes	N/A	Yes supports change in a Regeneration Action Area	Yes	Supports the delivery of housing, economic development and regeneration	Saved. This policy meets with the criteria for saving. It forms part of a very clear central strategy which identifies areas where major regenerative change is anticipated. It supports the Community Strategy, is in general conformity with the RSS, is different to national planning advice and meets other objectives of supporting the delivery of housing, economic development and regeneration. The policy also supports the draft Halebank Regeneration Action Area SPD.
RG6	Action Area 6 - Castlefields and Norton Priory	Yes	Yes	Yes	Yes	N/A	Yes supports change in a Regeneration Action Area	Yes	Supports the delivery of housing and regeneration	Saved. This policy meets with the criteria for saving. It forms part of a very clear central strategy which identifies areas where major regenerative change is anticipated. It supports the Community Strategy, is in general conformity with the RSS, is different to national planning advice and meets other objectives of supporting the delivery of housing regeneration. The policy also supports the adopted Castlefields and Norton Priory Regeneration Action Area SPD.

Index of Policies	Clear central strategy	Regard to the Community Strategy	General conformity with the RSS	General conformity with the Draft RSS	Conformity with the Adopted Core Strategy	Significant change or conservation	Necessary and does not repeat national or regional policy	Other	Comments
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## Chapter 2 - Built Environment

BE1	General Requirements for Development	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets the criteria for saving, in particular it supports one of the aims of the Community Strategy in relation to the urban fabric of the Borough, and provides further detail to the relevant policies within the RSS and Draft RSS, it is materially different to detailed national planning advice and provides the link to a number of SPDs.
BE2	Quality of Design	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets the criteria for saving, it supports the Community Strategy, is in conformity with the RSS, in particular it provides further detail to policy DP3 of the RSS and policy DP6 of the Draft RSS (as numbered in Panel Report), does not repeat national planning advice and provides a link to a number of SPDs.
BE3	Environment Priority Areas	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets the criteria for saving, in particular it supports the Community Strategy, which contains an objective to 'enhance, promote and celebrate the quality of the built and natural environment in Halton.'
BE4	Scheduled Ancient Monuments	Yes	Yes	Yes	Yes	N/A	Conserve SAMs	Yes	N/A	Saved. This policy meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, particularly ER3 of the RSS and EMI of the Draft RSS, is materially different to PPG 16 and provides a policy for conservation.
BE5	Other Sites of Archaeological Importance	Yes	Yes	Yes	Yes	N/A	Conserve archaeological important sites	Yes	N/A	Saved. This policy meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, particularly ER3 of the RSS and EMI of the Draft RSS, is materially different to PPG 16 and provides a policy for conservation.

Index of Policies		Clear central strategy	Regard to the Community Strategy	General conformity with the RSS	General conformity with the Draft RSS	Conformity with the Adopted Core Strategy	Significant change or conservation	Necessary and does not repeat national or regional policy	Other	Comments
BE6	Archaeological Evaluations	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, particularly ER3 of the RSS and EMI of the Draft RSS, is materially different to PPG 16 and provides a policy for conservation.
BE7	Demolition of Listed Buildings	Yes	Yes	Yes	Yes	N/A	Conserve Listed Buildings	Yes	N/A	Saved. This policy meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, particularly ER3 of the RSS and EMI of the Draft RSS, is materially different to PPG 15 and provides a policy for conservation.
BE8	Changes of Use of Listed Buildings	Yes	Yes	Yes	Yes	N/A	Conserve Listed Buildings	Yes	N/A	Saved. This policy meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, particularly ER3 of the RSS and EMI of the Draft RSS, is materially different to PPG 15 and provides a policy for conservation.
BE9	Alterations and Additions to Listed Buildings	Yes	Yes	Yes	Yes	N/A	Conserve Listed Buildings	Yes	N/A	Saved. This policy meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, particularly ER3 of the RSS and EMI of the Draft RSS, is materially different to PPG 15 and provides a policy for conservation.
BE10	Protecting the Setting of Listed Buildings	Yes	Yes	Yes	Yes	N/A	Conserve Listed Buildings	Yes	N/A	Saved. This policy meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, particularly ER3 of the RSS and EMI of the Draft RSS, is materially different to PPG 15 and provides a policy for conservation.

Index of Policies		Clear central strategy	Regard to the Community Strategy	General conformity with the RSS	General conformity with the Draft RSS	Conformity with the Adopted Core Strategy	Significant change or conservation	Necessary and does not repeat national or regional policy	Other	Comments
BE11	Enabling Development and the Conservation of Heritage Assets	Yes	Yes	Yes	Yes	N/A	Conservation	Yes	N/A	Saved. This policy meets with the criteria for saving, it supports the Community Strategy, which states that 'we need to retain a clear sense of place and retain features that make Halton distinctive', is in general conformity with the RSS, is materially different to PPG 15 and provides a policy for conservation.
BE12	General Development Criteria - Conservation Areas	Yes	Yes	Yes	Yes	N/A	Conserve Conservation Areas	Yes	N/A	Saved. This policy meets with the criteria for saving, it supports the Community Strategy, which states that 'we need to retain a clear sense of place and retain features that make Halton distinctive', is in general conformity with the RSS, is materially different to PPG 15 and provides a policy for conservation.
BE13	Demolition in Conservation Areas	Yes	Yes	Yes	Yes	N/A	Conserve Conservation Areas	Yes	N/A	Saved. This policy meets the majority of criteria for saving, it supports the Community Strategy, which states that 'we need to retain a clear sense of place and retain features that make Halton distinctive', and is in general conformity with the RSS. However, PPG15 does elude to the concept covered by this policy.
BE15	Local List of Buildings and Structures of Architectural and Historic Interest	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, is materially different to detailed national planning advice and in particular it will add a local dimension to regional and national policy. It will also support the Local List SPD.
BE16	Alterations to and New Shop Fronts	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy and is in general conformity with the RSS, It has been partially superseded by the DDA and Part M. It has links to draft Town Centre SPDs and the adopted Shop Fronts, Signage and Advertising SPD.

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BE17	Advertising and Advertisements	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, is materially different to detailed national planning advice and provides a link to the adopted Shop Fronts, Signage and Advertising SPD.
BE18	Access to New Buildings Used by the Public	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy and is in general conformity with the RSS, It has been partially superseded by the DDA and Part M. It has links to draft Town Centre SPDs and the adopted Shop Fronts, Signage and Advertising SPD.
BE19	Disabled Access for Changes of Use, Alterations and Extensions	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy and is in general conformity with the RSS, It has been partially superseded by the DDA and Part M. It has links to draft Town Centre SPDs and the adopted Shop Fronts, Signage and Advertising SPD.
BE20	Disabled Access in Public Places	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy and is in general conformity with the RSS, It has been partially superseded by the DDA and Part M. It has links to draft Town Centre SPDs and the adopted Shop Fronts, Signage and Advertising SPD.
BE21	Telecommunications Apparatus	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, is materially different to detailed national planning advice and provides the link to the adopted Telecommunications SPD.

Index of Policies		Clear central strategy	Regard to the Community Strategy	General conformity with the RSS	General conformity with the Draft RSS	Conformity with the Adopted Core Strategy	Significant change or conservation	Necessary and does not repeat national or regional policy	Other	Comments
BE22	Boundary Walls and Fences	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, is materially different to detailed national planning advice and provides a link to the adopted Designing for Community Safety SPD.
BE23	Temporary Buildings	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS and is materially different to detailed national planning advice.
Chapter 3 - The Green Environment										
GE1	Control of Development in the Green Belt	Yes	N/A	Yes	Yes	N/A	Green Belt	Yes but partial repetition of PPG2.	N/A	Saved. This policy generally meets the criteria for saving, in particular it continues to ensure that the general extent of the Green Belt will be maintained. However, there is some repetition of PPG2.
GE2	Hale Village Green Belt	Yes	N/A	Yes	Yes	N/A	Green Belt	Yes	N/A	Saved. This policy generally meets the criteria for saving, it is in general conformity with the RSS, is materially different to PPG2 and it continues to ensure that the general extent of the Green Belt will be maintained.
GE3	Extensions, Alterations and Replacement of Existing Dwellings in the Green Belt	Yes	N/A	Yes	Yes	N/A	Green Belt	Yes	N/A	Saved. This policy generally meets the criteria for saving, it is in general conformity with the RSS, is materially different to PPG2 and it continues to ensure that the general extent of the Green Belt will be maintained.
GE4	Re-use of Buildings in the Green Belt	Yes	N/A	Yes	Yes	N/A	Green Belt	Yes	N/A	Saved. This policy generally meets the criteria for saving, it is in general conformity with the RSS, is materially different to PPG2, providing more detail to the criteria provided within this guidance, and it continues to ensure that the general extent of the Green Belt will be maintained.

Index of Policies	Clear central strategy	Regard to the Community Strategy	General conformity with the RSS	General conformity with the Draft RSS	Conformity with the Adopted Core Strategy	Significant change or conservation	Necessary and does not repeat national or regional policy	Other	Comments	
GE5	Outdoor Sport and Recreation Facilities in the Urban Fringe and Open Countryside	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS and is materially different to detailed national planning advice.
GE6	Protection of Designated Greenspace	Yes	Yes	Yes	Yes	N/A	Conserve greenspace	Yes	N/A	Saved. This policy meets the criteria for saving, it is in conformity with EC9 of the RSS and EM3 of the Draft RSS and contributes to the objectives of the Community Strategy. It also provides for the conservation of greenspace.
GE7	Proposed Greenspace Designations	Yes	Yes	Yes	Yes	N/A	Conserve greenspace	Yes	N/A	Saved. This policy meets the criteria for saving it supports the Community Strategy, is in general conformity with the RSS, is materially different to detailed national planning advice and is specific to Halton. It also provides for the conservation of greenspace.
GE8	Development within Designated Greenspace	Yes	Yes	Yes	Yes	N/A	Conserve greenspace	Yes	N/A	Saved. This policy meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS and is materially different to detailed national planning advice. It also provides for the conservation of greenspace.
GE9	Redevelopment and Changes of Use of Redundant School Buildings	Yes	N/A	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS and is materially different to detailed national planning advice.
GE10	Protection of Linkages in Greenspace Systems	Yes	Yes	Yes	Yes	N/A	Conserve greenspace	Yes	N/A	Saved. This policy meets the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, notably Policy UR3 of the RSS and EM3 of the Draft RSS, and is materially different to detailed national planning advice. It also provides for the conservation of greenspace.
GE11	Protection of Incidental Greenspaces	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, notably Policy UR10 of the RSS and EM3 of the Draft RSS, and is materially different to detailed national planning advice.

Index of Policies		Clear central strategy	Regard to the Community Strategy	General conformity with the RSS	General conformity with the Draft RSS	Conformity with the Adopted Core Strategy	Significant change or conservation	Necessary and does not repeat national or regional policy	Other	Comments
GE12	Protection of Outdoor Playing Space for Formal Sport And Recreation	Yes	Yes	Yes	Yes	N/A	Outdoor play space	Yes	N/A	Saved. This policy meets with the criteria for saving, it supports the Community Strategy, which states that we should 'support and sustain thriving neighbourhoods and open spaces that meet people's expectations and add to their enjoyment of life', is in general conformity with the RSS, is materially different to national planning advice and provides a policy for the conservation of outdoor play space.
GE13	Intensifying Use of Existing Outdoor Sports and Recreation Provision	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, which states that 'there needs to be plenty of things to do and places to go - culture, leisure, sport, community, shopping - for all members of the community, young and old alike', is in general conformity with the RSS and is materially different to national planning advice.
GE14	Noise Generating Sports	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS and is materially different to both PPG17 and PPG24.
GE15	Protection of Outdoor Playing Space for Children	Yes	Yes	Yes	Yes	N/A	Outdoor play space	Yes	N/A	Saved. This policy meets with the criteria for saving, it supports the Community Strategy, which states that we should 'support and sustain thriving neighbourhoods and open spaces that meet people's expectations and add to their enjoyment of life', is in general conformity with the RSS, is materially different to national planning advice and provides a policy for the conservation of outdoor play space.
GE16	Protection of Allotments	Yes	N/A	Yes	Yes	N/A	Allotments	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS, it does not repeat national planning advice and it provides the opportunity to conserve the allotments of the Borough.
GE18	Protection of Sites of National Importance for Nature Conservation	Yes	N/A	Yes	Yes	N/A	Conserve nature conservation sites	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS and it meets with the requirements of PPS9, which requires SSSIs to be given a high degree of protection.

Index of Policies	Clear central strategy	Regard to the Community Strategy	General conformity with the RSS	General conformity with the Draft RSS	Conformity with the Adopted Core Strategy	Significant change or conservation	Necessary and does not repeat national or regional policy	Other	Comments	
GE19	Protection of Sites of Importance for Nature Conservation	Yes	N/A	Yes	Yes	N/A	Conserve nature conservation sites	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS and it meets with the requirements of PPS9, which states that criteria-based policies should be established.
GE20	Protection and Creation of Local Nature Reserves	Yes	N/A	Yes	Yes	N/A	Conserve nature conservation sites	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS, is materially different to detailed national planning advice and it provides the opportunity to conserve site of local nature value.
GE21	Species Protection	Yes	N/A	Yes	Yes	N/A	Conserve protected species	Yes	N/A	Saved. This policy generally meets the criteria for saving, it is in general conformity with the RSS, in particular it is in conformity with ER5 of the RSS and EM1 of the Draft RSS. However part of this policy is in conflict with PPS9, which states that 'many individual wildlife species receive statutory protection under a range of legislative provisions, and specific policies in respect of these species should not be included in local development documents'.
GE22	Protection of Ancient Woodlands	Yes	N/A	Yes	Yes	N/A	Conserve ancient woodland	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS, is materially different to detailed national planning advice and it provides the opportunity to conserve ancient woodland.
GE23	Protection of Areas of Special Landscape Value	Yes	N/A	Yes	Yes	N/A	Conserve areas of landscape value	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS, particularly ER1 of the RSS and EM1 of the Draft RSS, it does not repeat PPS7 or other national planning advice and it provides the opportunity to conserve areas of special landscape value.
GE24	Protection of Important Landscape Features	Yes	N/A	Yes	Yes	N/A	Conserve important landscape features	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS, particularly ER1 of the RSS and EM1 of the Draft RSS, it does not repeat PPS7 or other national planning advice and it provides the opportunity to conserve important landscape features.

Index of Policies	Clear central strategy	Regard to the Community Strategy	General conformity with the RSS	General conformity with the Draft RSS	Conformity with the Adopted Core Strategy	Significant change or conservation	Necessary and does not repeat national or regional policy	Other	Comments	
GE25	Protection of Ponds	Yes	N/A	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS, particularly ER1 of the RSS and EMI of the Draft RSS and it does not repeat national or regional planning advice.
GE26	Protection of Hedgerows	Yes	N/A	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS, particularly ER1 of the RSS and EMI of the Draft RSS and it supplements the Hedgerow Regulations and does not repeat other national or regional planning advice.
GE27	Protection of Trees and Woodland	Yes	N/A	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS, particularly ER6 of the RSS and EMI of the Draft RSS and it does not repeat national or regional planning advice.
GE28	The Mersey Forest	Yes	N/A	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS, particularly ER6 of the RSS and EMI of the Draft RSS and it does not repeat national or regional planning advice.
GE29	Canals and Rivers	Yes	N/A	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS, it does not repeat national or regional planning advice and it is specific to Halton.
GE30	The Mersey Coastal Zone	Yes	N/A	Yes	Yes	N/A	Conserve Mersey Coastal Zone	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS, particularly SD7 of the RSS and RD4 of the Draft RSS, it does not repeat national or regional planning advice and it provides the opportunity to conserve parts of the Mersey Coast.

Index of Policies	Clear central strategy	Regard to the Community Strategy	General conformity with the RSS	General conformity with the Draft RSS	Conformity with the Adopted Core Strategy	Significant change or conservation	Necessary and does not repeat national or regional policy	Other	Comments	
Chapter 4 - Pollution and Risk										
PR1	Air Quality	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, in particular it meets with the requirements of PPS23, which states that planning policy 'should set out the criteria against which applications for potentially polluting developments will be considered'.
PR2	Noise Nuisance	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets the criteria for saving, supports the Community Strategy, is in general conformity with the RSS and complements PPG24.
PR3	Odour Nuisance	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, in particular it meets with the requirements of PPS23, which states that planning policy 'should set out the criteria against which applications for potentially polluting developments will be considered'.
PR4	Light Pollution and Nuisance	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, in particular it meets with the requirements of PPS23, which states that planning policy 'should set out the criteria against which applications for potentially polluting developments will be considered'.
PR5	Water Quality	Yes	Yes	Yes	Yes	N/A	N/A	Yes	Safeguard water resources	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, in particular EQ3 of the RSS and EM5 of the Draft RSS, it does not repeat national planning advice and it provides the opportunity to safeguard water quality.
PR6	Land Quality	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, particularly policy EM4 of Draft RSS, and it does not repeat national planning advice.

Index of Policies		Clear central strategy	Regard to the Community Strategy	General conformity with the RSS	General conformity with the Draft RSS	Conformity with the Adopted Core Strategy	Significant change or conservation	Necessary and does not repeat national or regional policy	Other	Comments
PR7	Development Near to Established Pollution Sources	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the community strategy, is in general conformity with the RSS and it does not repeat PPS23 or other national or regional planning advice.
PR8	Noise Sensitive Developments	Yes	N/A	Yes	Yes	N/A	N/A	Yes, but partially repetition of PPG24	N/A	Saved. This policy generally meets with the criteria for saving, and is in general conformity with the RSS, however, there is some repetition of PPG24.
PR9	Development within the Liverpool Airport Public Safety Zone	Yes	N/A	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the community strategy, is in general conformity with the RSS, in particular RT5 of the Draft RSS (Panel Report numbering), and it does not repeat national or regional planning advice, however there is some repetition of DfT Circular 1/2002.
PR10	Development within the Liverpool Airport Height Restriction Zone	Yes	N/A	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the community strategy, is in general conformity with the RSS, in particular RT5 of the Draft RSS (Panel Report numbering), and it does not repeat national or regional planning advice.
PR11	Development of Sites Designated under the Control of Major Hazards (Planning) Regulations 1999 (COMAH)	Yes	N/A	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets the criteria for saving and meets the requirements of the SEVESO II Directive and Circular 04/00.
PR12	Development on Land Surrounding COMAH Sites	Yes	N/A	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets the criteria for saving and meets the requirements of the SEVESO II Directive and Circular 04/00.

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PR14	Contaminated Land	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, in particular it meets with the requirements of PPS23, which states that LPAs should have policies 'dealing with the potential for contamination and the remediation of land so that it is suitable for the proposed development/use'.
PR15	Groundwater	Yes	N/A	Yes	Yes	N/A	N/A	Yes	Safeguard water resources	Saved. This policy generally meets with the criteria for saving, it protects groundwater and is general conformity with the policies of the RSS.
PR16	Development and Flood Risk	Yes	N/A	Yes	Yes	N/A	N/A	Yes but partial repetition of PPS25.	N/A	Saved. This policy generally meets with the criteria for saving, however, there is some repetition with PPS25 and the need to prepare Flood Risk Assessments.
Chapter 5 - Minerals and Waste Management										
MW1	All Minerals and Waste Management Developments	Yes	N/A	Yes	Yes	N/A	N/A	Yes	Waste Management	Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS, it does not repeat advice contained within PPS10 (including Annex E), MPS1 or other national or regional guidance and it provides policy for waste management
MW2	Requirements for all Applications	Yes	N/A	Yes	Yes	N/A	N/A	Yes	Waste Management	Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS, it does not repeat advice contained within PPS10, MPS1 or other national or regional guidance and it provides guidance in relation to waste management
MW3	Requirements for all Waste Management Applications	Yes	N/A	Yes	Yes	N/A	N/A	Yes	Waste Management	Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS, it does not repeat advice contained within PPS10 or other national or regional guidance and it provides guidance in relation to waste management

Index of Policies	Clear central strategy	Regard to the Community Strategy	General conformity with the RSS	General conformity with the Draft RSS	Conformity with the Adopted Core Strategy	Significant change or conservation	Necessary and does not repeat national or regional policy	Other	Comments	
MW4	Aggregate Minerals	Yes	N/A	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS, particularly policies ER9 of RSS and EM7 of Draft RSS, and it does not repeat advice contained within MPSI (including annex 1) or other national or regional guidance. However, it should be noted that MPG6 has now been replaced by MPSI annex 1.
MW5	Protection of Mineral resources	Yes	N/A	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS, particularly policies ER9 of RSS and EM7 of Draft RSS, and it does not repeat advice contained within MPSI (including annex 1) or other national or regional guidance. However, it should be noted that MPG6 has now been replaced by MPSI annex 1.
MW6	Aftercare	Yes	N/A	Yes	Yes	N/A	N/A	Yes	Waste Management	Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS and it does not repeat advice contained within MPSI, MPG7, PPS10 or other national or regional guidance.
MW7	Waste Recycling and Collection Facilities	Yes	N/A	Yes	Yes	N/A	N/A	Yes	Waste Management	Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS, particularly EQ4 of the RSS and EM10 of Draft RSS, and is materially different to PPS10 and other national and regional planning advice. It also provides policy for waste management
MW8	Aerobic Composting Facilities	Yes	N/A	Yes	Yes	N/A	N/A	Yes	Waste Management	Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS, it does not repeat advice contained within PPS10 or other national or regional guidance and it provides guidance in relation to waste management
MW9	Anaerobic Digestion Facilities	Yes	N/A	Yes	Yes	N/A	N/A	Yes	Waste Management	Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS, it does not repeat advice contained within PPS10 or other national or regional guidance and it provides guidance in relation to waste management

Index of Policies	Clear central strategy	Regard to the Community Strategy	General conformity with the RSS	General conformity with the Draft RSS	Conformity with the Adopted Core Strategy	Significant change or conservation	Necessary and does not repeat national or regional policy	Other	Comments
MW10	Wastewater and Sewage Treatment Facilities	Yes	N/A	Yes	Yes	N/A	N/A	Yes	Waste Management Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS and it does not repeat national planning advice
MW11	Extensions to Wastewater Treatment Facilities	Yes	N/A	Yes	Yes	N/A	N/A	Yes	Waste Management Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS and it does not repeat national planning advice
MW12	Recycling and Household Waste Centres	Yes	N/A	Yes	Yes	N/A	N/A	Yes	Waste Management Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS, it does not repeat advice contained within PPS10 or other national or regional guidance and it provides guidance in relation to waste management
MW13	Energy Recovery	Yes	N/A	Yes	Yes	N/A	N/A	Yes	Waste Management Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS, it does not repeat advice contained within PPS10 or other national or regional guidance and it provides guidance in relation to waste management
MW14	Incineration	Yes	N/A	Yes	Yes	N/A	N/A	Yes	Waste Management Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS, it does not repeat advice contained within PPS10 or other national or regional guidance and it provides guidance in relation to waste management
MW15	Landfill/ Landrising of Non-inert Wastes	Yes	N/A	Yes	Yes	N/A	N/A	Yes	Waste Management Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS, it does not repeat advice contained within PPS10 or other national or regional guidance and it provides guidance in relation to waste management

Index of Policies	Clear central strategy	Regard to the Community Strategy	General conformity with the RSS	General conformity with the Draft RSS	Conformity with the Adopted Core Strategy	Significant change or conservation	Necessary and does not repeat national or regional policy	Other	Comments	
MWI 6	Landfill/Landri ng of Inert Wastes	Yes	N/A	Yes	Yes	N/A	N/A	Yes	Waste Management	Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS, it does not repeat advice contained within PPS10 or other national or regional guidance and it provides guidance in relation to waste management
MWI 7	Waste Recycling	Yes	N/A	Yes	Yes	N/A	N/A	Yes	Waste Management	Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS, it does not repeat advice contained within PPS10 or other national or regional guidance and it provides guidance in relation to waste management
MWI 8	Energy from Non-fossil Sources	Yes	Yes	Yes	Yes	N/A	N/A	Yes	Renew able energy	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, particularly policies ER13 of the RSS and EM17 and EM18 of the Draft RSS, is materially different to PPS22, other national and regional planning advice and promotes renewable energy.
Chapter 6 - Transport										
TP1	Public Transport Provision as Part of New Development	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is general conformity with the RSS and does not repeat PPG13 or other national or regional planning advice.
TP2	Existing Public Transport Facilities	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is general conformity with the RSS, particularly policies T2 and T10 of RSS and RT3 of Draft RSS, it does not repeat PPG13 or other national or regional planning advice, it is intended to conserve the existing public transport facilities within the Borough and is specific to Halton.
TP3	Disused Public Transport Facilities	Yes	N/A	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it is general conformity with the RSS, it does not repeat national or regional planning advice, it is intended to allow for the re-opening of currently dis-used transport facilities and is specific to Halton.

Index of Policies	Clear central strategy	Regard to the Community Strategy	General conformity with the RSS	General conformity with the Draft RSS	Conformity with the Adopted Core Strategy	Significant change or conservation	Necessary and does not repeat national or regional policy	Other	Comments	
TP4	New Public Transport Facilities	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, does not repeat PPG13 or other national or regional advice, it is intended to allow for new transport facilities and is specific to Halton.
TP5	Taxi Ranks and Offices	Yes	N/A	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS and does not repeat national or regional advice.
TP6	Cycle Provision as Part of New Development	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, which states 'we need to further develop opportunities for walking and cycling'. It is general conformity with the RSS, notably policies UR3 of the RSS and RT8 of Draft RSS, and does not repeat PPG13 or other national or regional planning advice.
TP7	Pedestrian Provision as Part of New Development	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, which states 'we need to further develop opportunities for walking and cycling'. It is general conformity with the RSS, notably policies UR3 of the RSS and RT8 of Draft RSS, and does not repeat PPG13 or other national or regional planning advice.
TP8	Pedestrian Improvement Schemes	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, which states 'we need to further develop opportunities for walking and cycling'. It is general conformity with the RSS, notably policies UR3 of the RSS and RT8 of Draft RSS, and does not repeat PPG13 or other national or regional planning advice.

Index of Policies		Clear central strategy	Regard to the Community Strategy	General conformity with the RSS	General conformity with the Draft RSS	Conformity with the Adopted Core Strategy	Significant change or conservation	Necessary and does not repeat national or regional policy	Other	Comments
TP10	The Trans-Pennine Trail and Mersey Way	Yes	Yes	Yes	Yes	N/A	Conserve Greenway Network	Yes	N/A	Saved. This policy meets with the criteria for saving, it supports the Community Strategy, is general conformity with the RSS, does not repeat PPG13 or other national or regional planning advice and provides policy to conserve the Greenway Network.
TP11	Road Schemes	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, does not repeat national or regional advice and is specific to Halton.
TP12	Car Parking	Yes	N/A	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS and does not repeat national or regional advice. It should be noted that the Council will also be looking to save Appendix I of the UDP to accompany this policy.
	UDP Appendix I Transport Parking Standards	Yes	N/A	Yes	Yes	N/A	N/A	Yes	N/A	Saved. Appendix relates to Policy TP12 above and is saved for the same reasons.
TP13	Freight	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, meets the requirements of PPG13 in relation to freight and does not repeat national or regional advice.
TP14	Transport Assessments	Yes	N/A	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS, notably policies DP2 of RSS and DP9 of Draft RSS and does not repeat national or regional advice.
TP15	Accessibility to New Development	Yes	N/A	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS and does not repeat national or regional advice.

Index of Policies		Clear central strategy	Regard to the Community Strategy	General conformity with the RSS	General conformity with the Draft RSS	Conformity with the Adopted Core Strategy	Significant change or conservation	Necessary and does not repeat national or regional policy	Other	Comments
TP16	Green Travel Plans	Yes	N/A	Yes	Yes	N/A	N/A	Yes, but partial repetition of PPG13.	N/A	Saved. This policy generally meets with the criteria for saving and it is in general conformity with the RSS, however there is some partial repetition of PPG13.
TP17	Safe travel for All	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, notably T10 of RSS and DP6 and RT4 of Draft RSS, and does not repeat national or regional advice.
TP18	Traffic Management	Yes	N/A	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it is in general conformity with the RSS and does not repeat national or regional advice.
TP19	Air Quality	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, notably policies EQ2 of RSS and RT4 of Draft RSS, and does not repeat national or regional advice.
TP20	Liverpool Airport	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS and does not repeat national or regional advice.
Chapter 7 - Leisure, Tourism and Community Facilities										
LTCI	Developments of Major Leisure and Community Facilities within Designated Shopping Centres	Yes	Yes	Yes	Yes	N/A	Yes	Yes	Supports town centres	Saved. This policy meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, is materially different to PPS6 and supports economic development and regeneration, including policies for retailing and town centres.

Index of Policies	Clear central strategy	Regard to the Community Strategy	General conformity with the RSS	General conformity with the Draft RSS	Conformity with the Adopted Core Strategy	Significant change or conservation	Necessary and does not repeat national or regional policy	Other	Comments	
LTC2	Developments of Major Leisure and Community Facilities on the Edge of Designated Shopping Centres	Yes	Yes	Yes	Yes	N/A	Yes	Yes	Supports town centres	Saved. This policy meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, is materially different to PPS6 and supports economic development and regeneration, including policies for retailing and town centres.
LTC3	Development of Major Leisure and Community Facilities in Out-of-Centre locations	Yes	Yes	Yes	Yes	N/A	Yes	Yes (repeats national in part)	Supports town centres	Saved. This policy meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, is materially different to PPS6 and supports economic development and regeneration, including policies for retailing and town centres.
LTC4	Development of Local Leisure and Community Facilities	Yes	Yes	Yes	Yes	N/A	Yes	Yes	Infrastructure necessary to support housing and supports town centres	Saved. This policy meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, is materially different to PPS6 and supports policies relating to the infrastructure necessary to support housing and economic development and regeneration, including policies for retailing and town centres.
LTC5	Protection of Community Facilities	Yes	Yes	Yes	Yes	N/A	N/A	Yes	Infrastructure necessary to support housing	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, is materially different to detailed national planning advice and supports infrastructure necessary to support housing.
LTC6	Children's Day Care Provision	Yes	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS and is materially different to detailed national planning advice.
LTC8	Protection of Tourism Attractions	Yes	Partially	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS and is materially different to detailed national planning advice.

Index of Policies		Clear central strategy	Regard to the Community Strategy	General conformity with the RSS	General conformity with the Draft RSS	Conformity with the Adopted Core Strategy	Significant change or conservation	Necessary and does not repeat national or regional policy	Other	Comments
LTC9	Tourism Development	Yes	Partially	Yes	Yes	N/A	Yes	Yes	Supports economic development and regeneration	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, is materially different to detailed national planning advice and supports economic development and regeneration.
LTC10	Water Based Recreation	Yes	Yes	Yes	Yes	N/A	Potentially	Yes	N/A	Saved. This policy meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS and is materially different to detailed national planning advice. NB it will need to be kept under review to ensure that it meets with HRA requirements.
Chapter 8 - Shopping and Town Centres										
TC1	Retail and Leisure Allocations	Yes	Yes	Yes	Yes	N/A (will be reviewed when more up to date evidence base available)	Yes	Yes	Infrastructure necessary to support the delivery of housing and supports retailing and town centres	Saved. This policy meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, is different to national planning advice and meets other objectives of providing infrastructure necessary to support housing and supporting economic development and regeneration, including policies for retailing and town centres. It also supports the draft Runcorn Old Town and Halton Lea Town centre Strategy SPDs.
TC2	Retail Development to the Edge of Designated Shopping Centres	Yes	Yes	Yes	Yes	N/A	Yes	Yes	Supports retailing and town centres	Saved. This policy meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, is materially different to detailed national planning advice in PPS6 and supports economic development and regeneration, including policies for retailing and town centres.
TC3	Warrington Road/Eastern Widnes Bypass Site	Yes	Yes	Yes	Yes	N/A	Yes	Yes	Supports retailing and town centres	Saved. This policy meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, is different to national planning advice in PPS6 and supports economic development and regeneration, including policies for retailing and town centres.

Index of Policies		Clear central strategy	Regard to the Community Strategy	General conformity with the RSS	General conformity with the Draft RSS	Conformity with the Adopted Core Strategy	Significant change or conservation	Necessary and does not repeat national or regional policy	Other	Comments
TC4	Retail Development within Designated Shopping Centres	Yes	Yes	Yes	Yes	N/A	Yes	Yes. (Repeats national in part)	Supports retailing and town centres	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, has a material difference to national planning advice in PPS6 and supports economic development and regeneration, including policies for retailing and town centres.
TC5	Design of Retail Development	Yes	Yes	Yes	Yes	N/A	N/A	Yes	Supports retailing and town centres	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, does not repeat national planning advice and supports economic development and regeneration, including policies for retailing and town centres. It also supports the adopted Shop Fronts, Signage and Advertising SPD
TC6	Out of Centre Retail Development	Yes	Yes	Yes	Yes	N/A	Yes	Yes. (Albeit repeats national in part, there are important material differences).	Supports retailing and town centres	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, has material differences to national planning advice in PPS6 and supports economic development and regeneration, including policies for retailing and town centres.
TC7	Existing Small Scale Local Shopping Facilities Outside Defined Shopping Centres	Yes	N/A	Yes	Yes	N/A	N/A	Yes	N/A	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS and builds upon national planning advice in PPS6.
TC8	Non-retail Uses within Primary and Secondary Shopping Areas	Yes	N/A	Yes	Yes	N/A	N/A	Yes	Supports retailing and town centres	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, builds upon national planning advice in PPS6 and supports economic development and regeneration, including policies for retailing and town centres.
TC9	Non-retail Uses within Neighbourhood Centres	Yes	Yes	N/A	N/A	N/A	N/A	Yes	Supports retailing and town centres	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, builds upon national planning advice in PPS6 and supports economic development and regeneration, including policies for retailing and town centres.

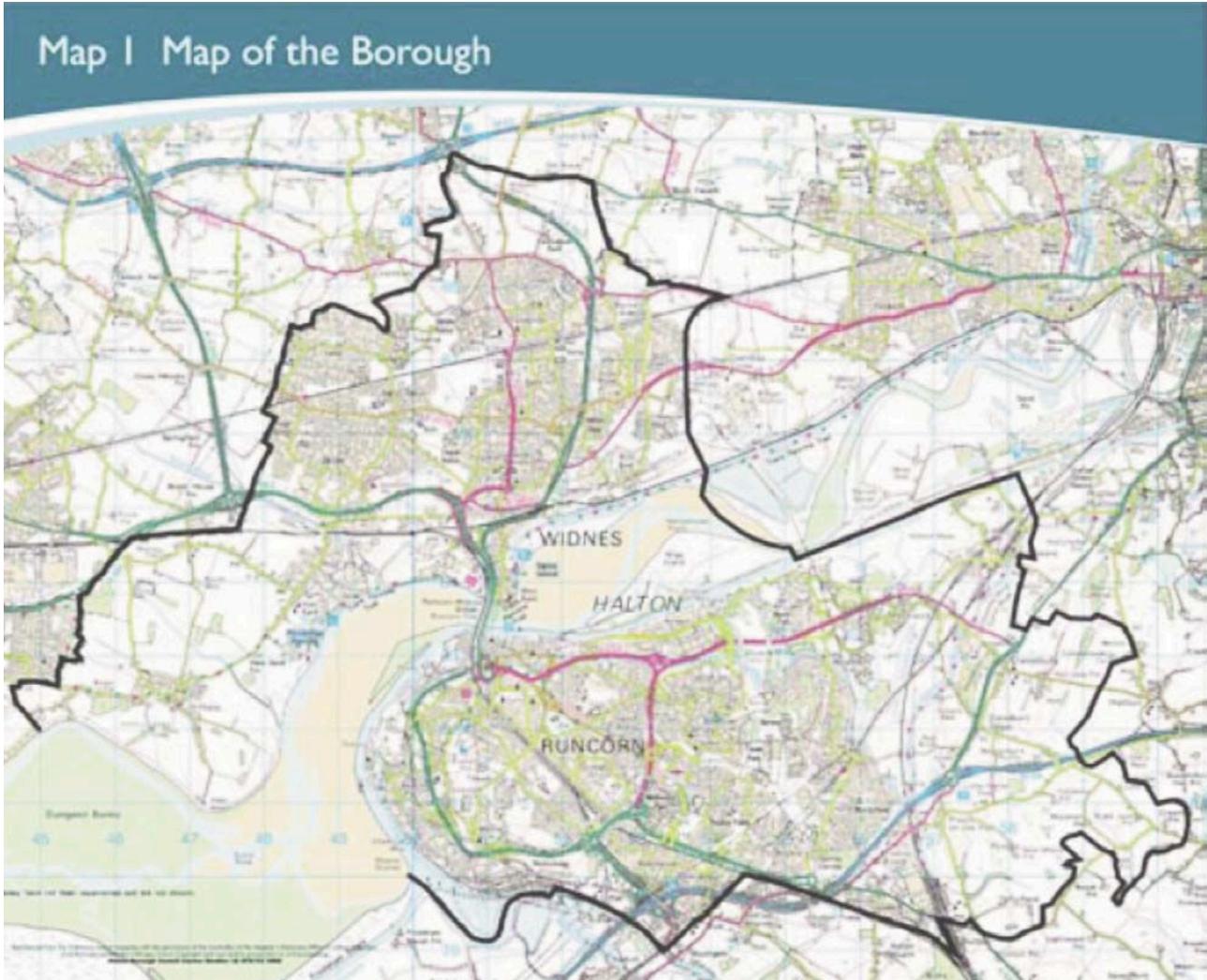
Index of Policies		Clear central strategy	Regard to the Community Strategy	General conformity with the RSS	General conformity with the Draft RSS	Conformity with the Adopted Core Strategy	Significant change or conservation	Necessary and does not repeat national or regional policy	Other	Comments
TC10	Runcorn Mixed Town Centre Uses Area	Yes	Yes	Yes	Yes	N/A (will be reviewed when more up to date evidence base available)	Yes	Yes	Supports retailing and town centres	Saved. This policy meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, builds upon national planning advice in PPS6 and supports economic development and regeneration, including policies for retailing and town centres. It also supports the draft Runcorn Old Town Centre Strategy SPD.
TC11	Food and Drink Outlets	Yes	N/A	N/A	N/A	N/A	N/A	Yes	N/A	Saved. This is a very specific policy that builds upon national planning advice in PPS6 and is part of a clear central strategy.
Chapter 9 - Housing										
H1	Provision for New Housing	Yes	Yes	Yes	Yes partially	N/A (will be reviewed when more up to date evidence base available)	Yes	Yes	Supports the delivery of housing	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, builds upon national planning advice in PPS3 and supports the delivery of housing.
H2	Design and Density of New Residential Development	Yes	Yes	Yes	Yes partially	N/A	N/A	Yes	Supports the delivery of housing	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, builds upon national planning advice in PPS3 and supports the delivery of housing. It will also support the emerging Design of New Residential Development SPD
H3	Provision of Recreational Greenspace	Yes	Yes	Yes	Yes	N/A	N/A	Yes	Supports the delivery of housing	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, builds upon national planning advice in PPG17 and supports the delivery of housing. It will also support the draft Provision of Open Space SPD which is nearing adoption.
H4	Sheltered Housing	Yes	Yes	Yes	Yes	N/A	N/A	Yes	Supports the delivery of housing	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, builds upon national planning advice in PPS3 and supports the delivery of housing.

Index of Policies		Clear central strategy	Regard to the Community Strategy	General conformity with the RSS	General conformity with the Draft RSS	Conformity with the Adopted Core Strategy	Significant change or conservation	Necessary and does not repeat national or regional policy	Other	Comments
H5	Gypsy Sites	Yes	Yes	N/A	Yes	N/A (but to be reviewed in light of recently updated evidence base)	N/A	Yes	Supports the delivery of housing	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the emerging RSS, builds upon national planning advice in ODPM Circular 1/2006 and supports the delivery of housing.
H6	House Extensions	Yes	N/A	N/A	N/A	N/A	N/A	Yes	Supports the delivery of housing	Saved. This is a very specific policy which has links to national advice contained in By Design, Urban Design and the Planning System: Towards Better Practice and Buildings in Context. It also supports the adopted House Extensions SPD
H7	Conversions to Flats	Yes	Partly	Yes	Yes	N/A	N/A	Yes	Supports the delivery of housing	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy to some degree, is in general conformity with the RSS, builds upon national planning advice in PPS3 and supports the delivery of housing.
H8	Non Dwelling House Uses	Yes	N/A	N/A	N/A	N/A	N/A	Yes	N/A	Saved. This policy is Halton specific and is therefore materially different to the Community Strategy, RSS and national planning advice. However, it forms part of a clear central strategy in the Halton Unitary Development Plan and its predecessor, the Halton Local Plan. It should be read in context with several other UDP policies such as LTC6 (Children's Day Care Provision). As such, this policy merits saving.
Chapter 10 - Employment										
E1	Local and Regional Employment Land Allocations	Yes	Yes	Yes	Yes partially	N/A (will be reviewed when more up to date evidence base available)	Yes	Yes	Yes, supports economic development	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, builds upon national planning advice in PPG4 and supports economic development and regeneration.
E2	Priority Employment Redevelopment Areas	Yes	Yes	Yes	Yes	N/A (will be reviewed when more up to date evidence base available)	N/A	Yes	Yes, supports economic development	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, builds upon national planning advice in PPG4 and supports economic development and regeneration.

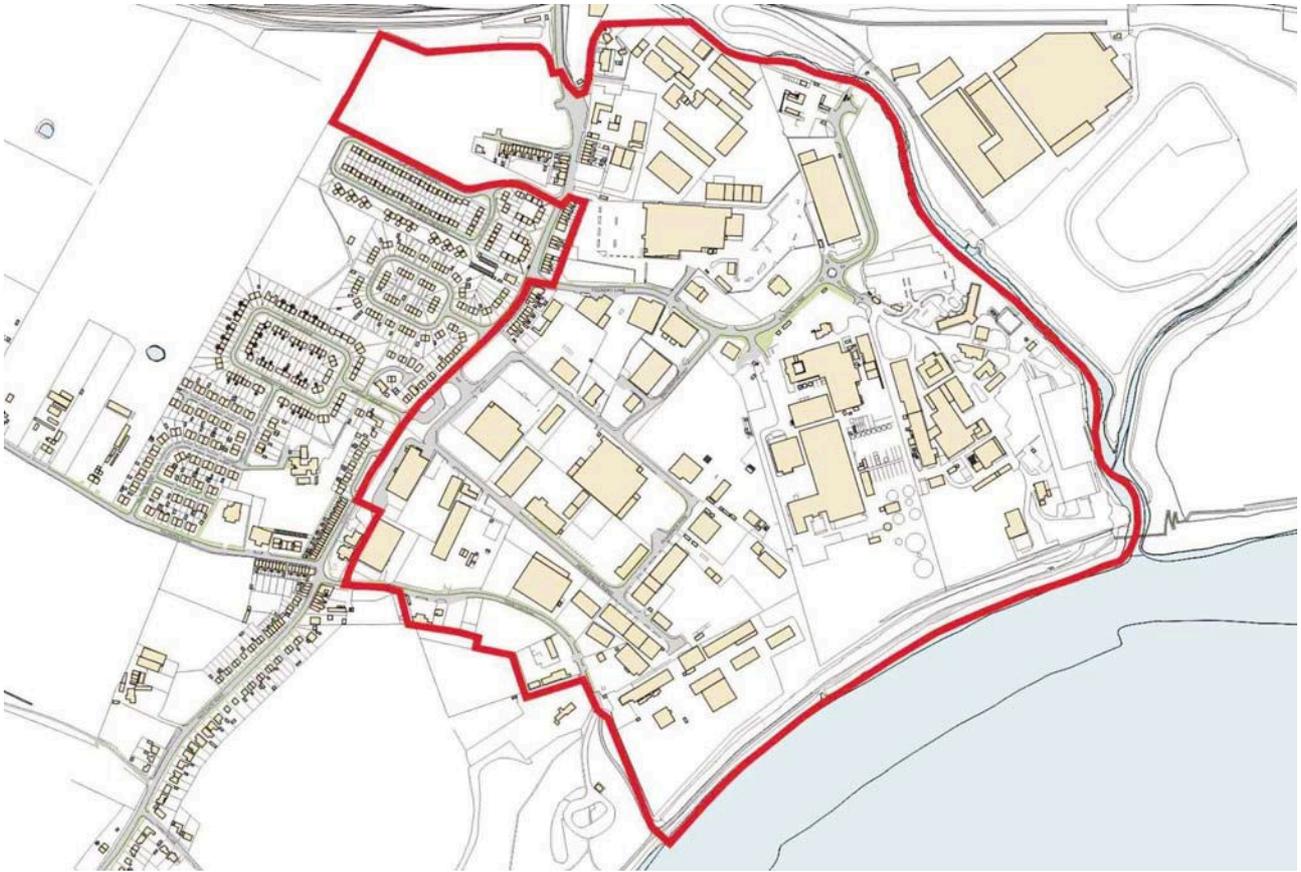
Index of Policies		Clear central strategy	Regard to the Community Strategy	General conformity with the RSS	General conformity with the Draft RSS	Conformity with the Adopted Core Strategy	Significant change or conservation	Necessary and does not repeat	Other	Comments
E3	Primarily Employment Areas	Yes	Yes	Yes	Yes	N/A	N/A	Yes	Yes, supports economic development	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, builds upon national planning advice in PPG4 and supports economic development and regeneration..
E4	Complementary Services and Facilities within Primarily Employment Areas	Yes	N/A	Yes	N/A	N/A	N/A	Yes	Yes, may support the delivery of housing	Saved. This policy generally meets with the criteria for saving, it is in general conformity with RSS, builds upon national planning advice in PPG4 and may support the delivery of housing.
E5	New Industrial and Commercial Development	Yes	Yes	Yes	Yes	N/A	N/A	Yes	Yes, supports economic development and regeneration	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, builds upon national planning advice in PPS1 and PPG4 and supports economic development and regeneration.. It also supports adopted Design of New Commercial and Industrial Development SPD.
E6	Daresbury Laboratories	Yes	Yes	Yes	Yes	N/A	N/A	Yes	Yes, supports economic development and regeneration	Saved. This policy generally meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, builds upon national planning advice in PPG4 and supports economic development and regeneration..
E7	Ditton Strategic Rail Freight Park	Yes	Yes	Yes	Yes	N/A	Yes	Yes	Yes, supports economic development and regeneration.	Saved. This policy meets with the criteria for saving, it supports the Community Strategy, is in general conformity with the RSS, builds upon national planning advice in PPG4 and supports economic development and regeneration. It also supports the draft Ditton Strategic Rail Freight Park SPD.

# Appendix 5

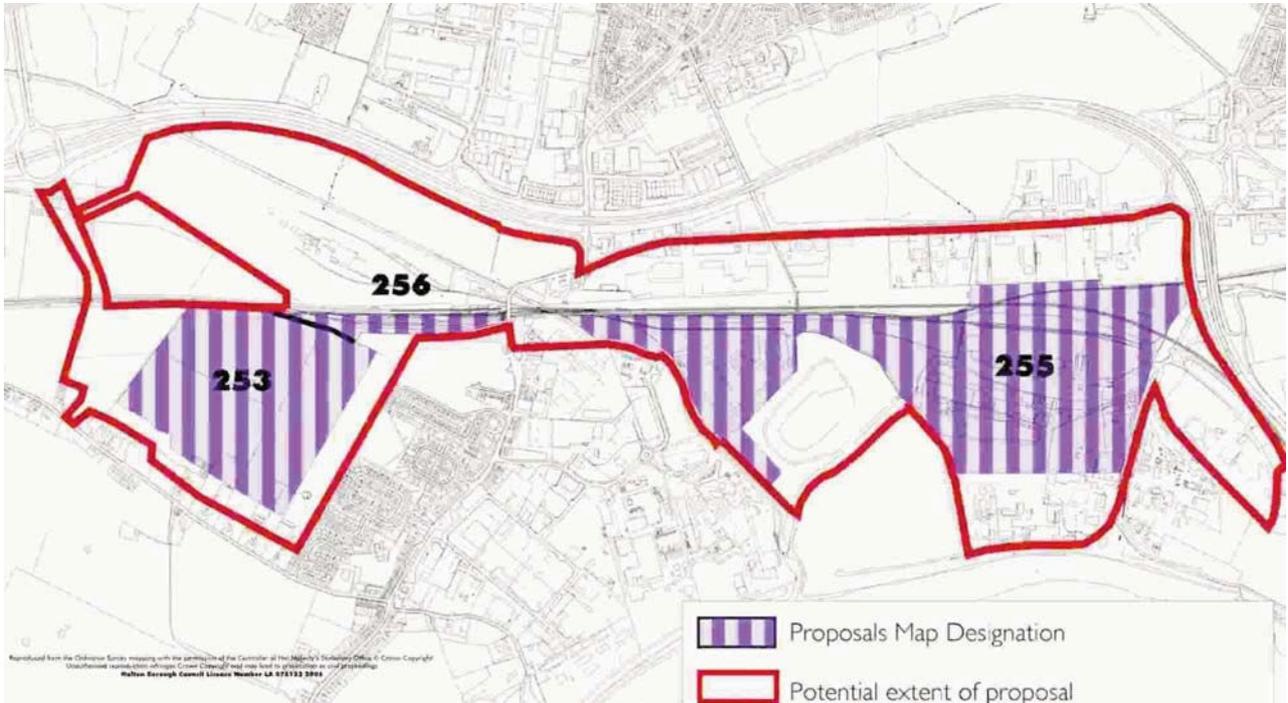
## Map 1 – Map of the Borough



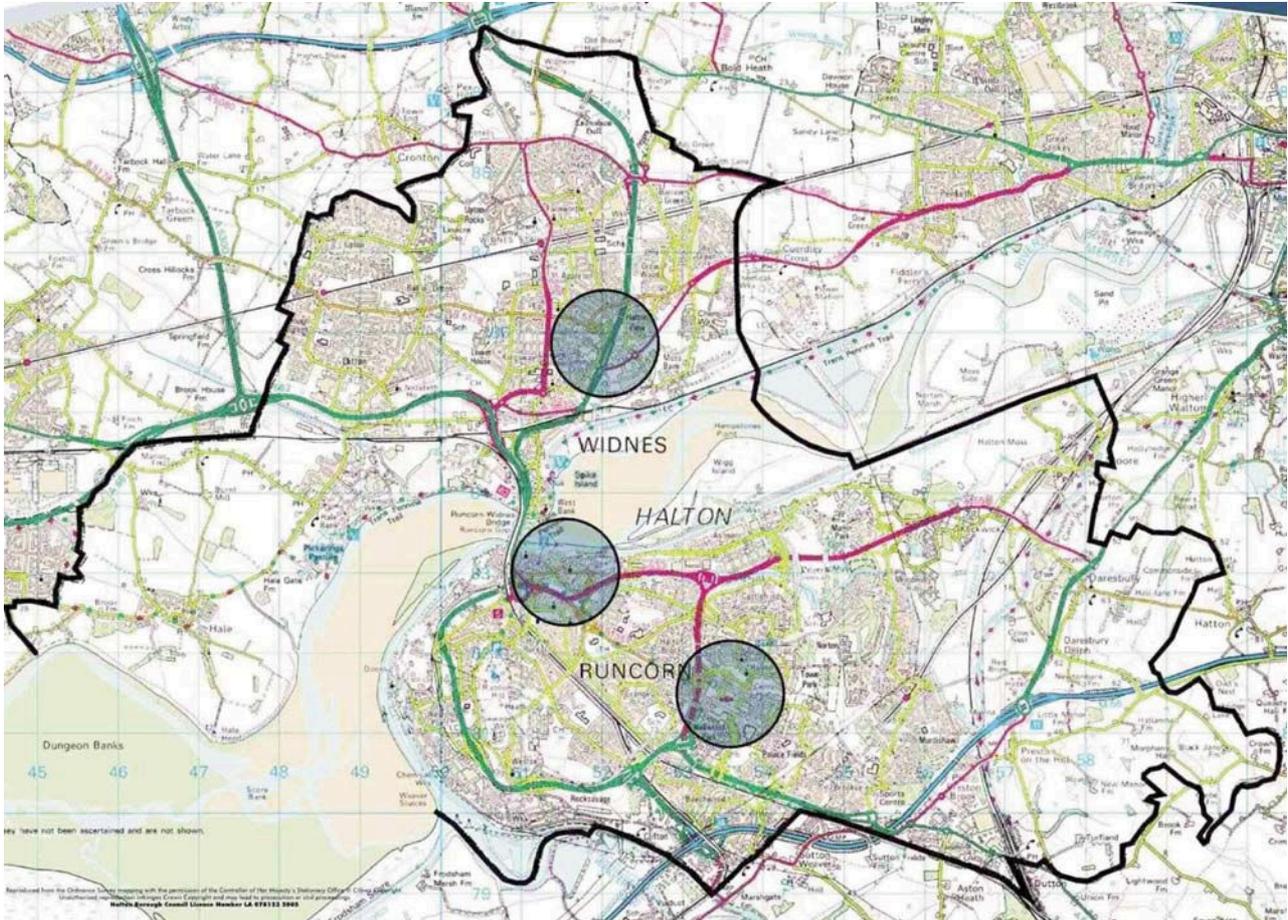
**Map 2 – Indicative area for Halebank Regeneration Area**



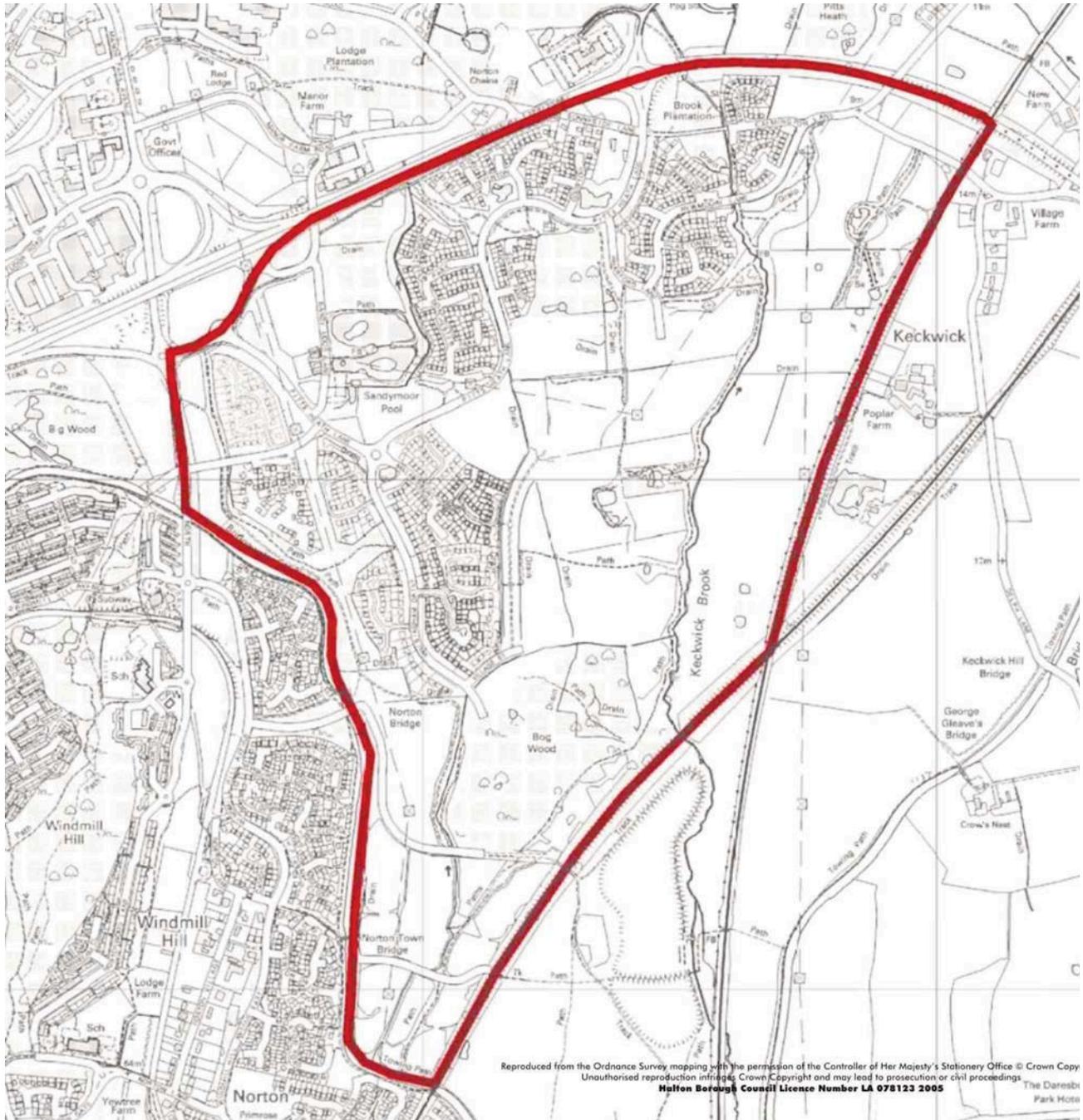
### Map 3 – Indicative area for Ditton Strategic Rail Freight Park



**Map 4 – Indicative areas for Halton Lea Town Centre, Runcorn Town Centre and Widnes Town Centre**



### Map 5 – Indicative area for Sandymoor Masterplan









Halton Borough Council  
Draft Local Development Scheme  
2009

Operational Director  
Environmental and Regulatory Services  
Environment Directorate  
Halton Borough Council  
Rutland House  
Halton Lea  
Runcorn  
WA7 2GW  
[www.halton.gov.uk/forwardplanning](http://www.halton.gov.uk/forwardplanning)

**Local Development Scheme Summary  
for Exec Board 12<sup>th</sup> February 2009**

This is the fifth LDS to be prepared by the Council and it sets out the 3 year work programme for the Planning Division. The LDS provides a timetable for each of the 22 planning policy documents programmed still to be produced (7 documents have already been adopted). These planning policy documents will steadily take over the present role of the Unitary Development Plan. Together they will be called the 'Local Development Framework'.

There have been a few changes since the last LDS these include the inclusion of 3 new SPDs:

- **Daresbury Science and Innovation Campus**  
which will provide the framework to facilitate the continued development of the campus at Daresbury and to fulfil its potential as a 'knowledge nuclei site' as proposed by the Regional Spatial Strategy.
- **Local List**  
which will set out a definitive list of buildings and structures of local architectural and historic interest in Halton, which have not been formally recognised by statutory designation. This SPD will fulfil a commitment in Policy BE15 of the UDP.
- **Affordable Housing**  
Following on from the Housing Needs Study, which identified a need for affordable housing in Halton, this SPD will define the policy for securing the necessary contributions from suitable residential developments towards meeting the identified unmet affordable housing needs in the Borough. The policy will first need to be put in place by the Core Strategy and this SPD will follow.

There has been changes to the timetabling of several documents within the LDS as highlighted in section 3 of the LDS. The main reasons are:

- The time needed to prepare a robust evidence base to support the planning policies such as a strategic housing land availability assessment and joint employment land study.
- To ensure there is sufficient time between the Core Strategy document and subsequent key development plan documents to enable a coherent and consistent policy approach within the LDF.

This now means that the Core Strategy will be adopted in late 2011, with other more detailed site allocation documents being adopted in 2013.

**REPORT TO:** Executive Board

**DATE:** 12 February 2009

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

**SUBJECT:** Local Employment Partnership

**WARDS:** Boroughwide

## **1.0 PURPOSE OF THE REPORT**

1.1 To consider signing up to the Local Employment Partnership (LEP) initiative with Jobcentre Plus.

## **2.0 RECOMMENDATION: That**

**(1) the report be received; and**

**(2) Executive Board support the commitment to the LEP.**

## **3.0 SUPPORTING INFORMATION**

3.1 Local Employment Partnerships (LEPs) were introduced in 2007 by the government as a way of tackling the increasing recruitment and skills challenges of the labour market and economy. The partnership is between employers and Jobcentre Plus and is a way of building on existing approaches to recruitment and developing a skilled workforce from within the local community.

3.2 By signing up to a LEP employers are demonstrating a commitment to looking at the untapped potential of working age people claiming benefits by opening up employment and training opportunities to disadvantaged jobseekers and in particular those from economically deprived wards.

The advice received from Jobcentre Plus is that the Council is already meeting the LEP recruitment standards as all job seekers are signposted to any advertised vacancies by Jobcentre staff and there is a well established Apprenticeship scheme in place.

3.3 The skills development aspect of the LEP encourages employers to access Train to Gain funding through signing the Skills Pledge. As the Council has already taken advantage of this scheme and is working jointly with the Trade Unions to promote uptake there would be no further commitment required.

3.4 Following discussion with Jobcentre Plus it would appear that by signing up to a LEP the Council is only reconfirming in a more public

arena the commitment to work it is already undertaking. The signing of the LEP either by the Chief Executive or Leader of the Council would be publicised by Jobcentre Plus to encourage other employers in Borough to take advantage of what it available.

- 3.5 The signing of the LEP provides an opportunity for the Council to further drive its vision and priorities forward. It supports the aims of the Community Strategy and the work of the Halton Strategic Partnership by underpinning some of the priorities identified following the 2005 State of Halton report. It will also form part of the initiative to reduce unemployment and help, through the Apprenticeship scheme, to reduce the number of young people not in employment, education or training.

#### **4.0 POLICY IMPLICATIONS**

- 4.1 Not Applicable.

#### **5.0 OTHER IMPLICATIONS**

- 5.1 Managers will have to consider carefully their recruitment needs and to ensure that all sections of the Community are reached.

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

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

Will support the employment prospects of local people.

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

Will support the employment prospects of local people.

##### **6.3 A Healthy Halton**

Will support the employment prospects of local people.

##### **6.4 A Safer Halton**

Will support the employment prospects of local people.

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

Will support the employment prospects of local people.

**7.0 RISK ANALYSIS**

7.1 If LEP is not signed it could undermine the public commitment to tackling worklessness within the Borough.

**8.0 EQUALITY AND DIVERSITY ISSUES**

8.1 Signing the LEP will support the Council's drive to support disadvantaged groups in the community.

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

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

**REPORT TO:** Executive Board

**DATE:** 12<sup>th</sup> February 2009

**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 2009 – 2012 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 2008 - 11albeit that some re-formatting has occurred.

- 3.3 As final year-end performance information becomes available future targets for both National and Local Performance Indicators may require some revision.
- 3.4 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.
- 3.5 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.
- 3.6 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.
- 3.7 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 2009 – 2012. The resource implications and requirements 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 and inspecting bodies concerning the adequacy of the Council'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 2009

**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 2009 to March 2012**

**Executive Board Draft 2009**

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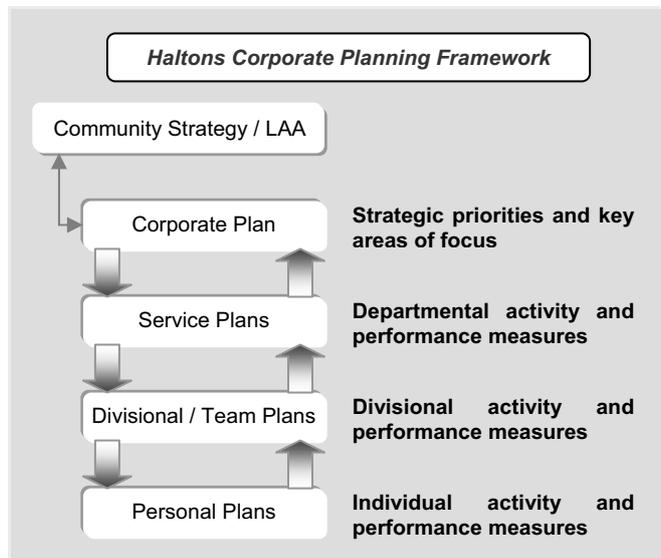
## 1.0 INTRODUCTION

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 within the diagram opposite.

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:

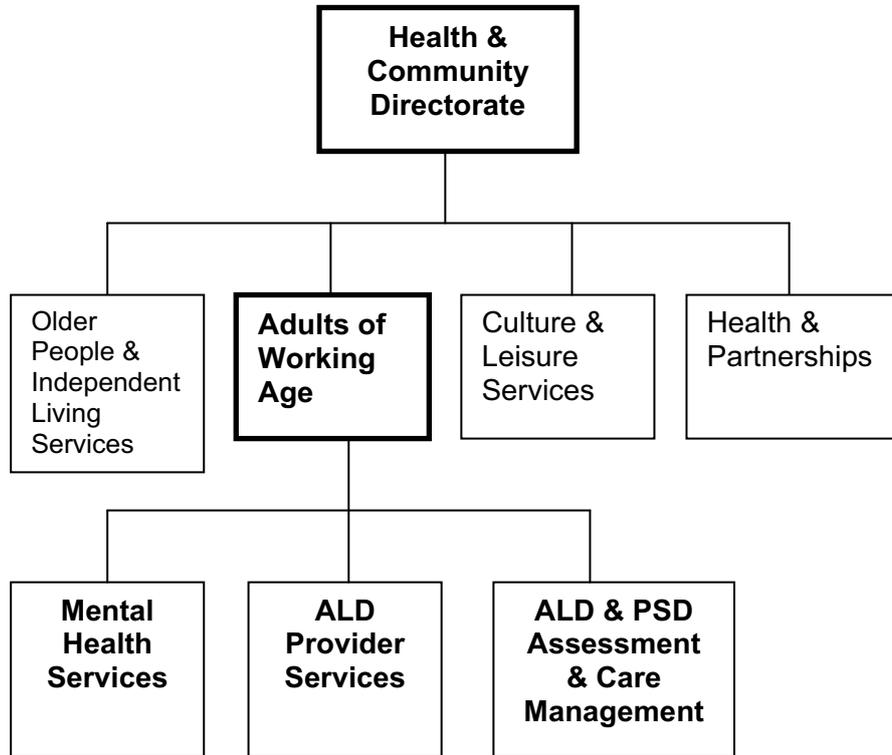
- The development of the Joint Strategic Needs Assessment, which covers the health and social care needs of Adults and Children (in conjunction with key stakeholders and the community) provides intelligence to inform future commissioning
- The requirement to contribute to the Local Strategic Partnership's agenda, and the refresh of the Local Area Agreement (LAA) and delivery and monitoring of LAA targets. Specific work programmes on well-being, dignity in care, intergenerational activities and prevention will be developed, as well as on cross cutting areas of employment, transport and housing.

- The requirement to contribute to developing Multi Area Agreement (MAA).
- To ensure the Directorate is able to effectively respond to issues highlighted in the Comprehensive Performance Assessment e.g. closing the gap between the most deprived communities within the Borough.
- The need to maintain, develop and improve the level of service when the Directorate and Authority as a whole are faced with on-going budgetary pressures.
- 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 community, independent or voluntary sector
- The need to refocus the Directorate's activity towards neighbourhood delivery of services and partnership opportunities at that level
- The need to ensure that there are appropriate and effective infrastructures in place to be able to deliver the Directorate's aims and objectives and to ensure that the Directorate is in an appropriate position to implement new legislative responsibilities e.g. Mental Health Act
- Personalisation and the use of individualised budgets will progressively transform the way in which the Directorate supports vulnerable people.
- The need to improve outcomes for homeless people and ensuring alignment between this function and services across the Directorate
- The need to work in partnership with Children And young People's Directorate to safeguard children and provide a positive transition into adult services.
- Ensuring 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 traditionally excluded groups including BME, lesbian and gay, and gypsy and traveller 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 operating for the past 2 years, which aims to promote social inclusion for all adults and older people by helping them access mainstream services. This is linked to redesign of a range of community-based services such as Community Centres, Libraries, 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, including Halton Carers Centre and the Primary Care Trust we intend to build on numerous improvements made and to continue to provide real support to carers.
- 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
- The Directorate continues to participate in the national Care Services Efficiency Delivery (CSED) programme to improve the efficiency of adult social care services and continues to monitor developments in this area.

## 2.2 Organisation Structure



	<b>FTE Posts</b>
Mental Health Services	28.01
ALD Provider Services	113.53
ALD & PSD Assessment & Care Management	34.63
Operational Director & Secretaries	2.00
<b>TOTAL</b>	<b>176.17</b>

NB. Information regarding posts completed as at 30.9.08 (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 2009-2012:

##### 3.1.1 Political

- The Joint Strategic Needs Assessment (JSNA), forms 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 Local Area Agreement (LAA), provides an outcome based approach to tackling the major challenges facing Halton. Many of the objectives outlined in the Service Plans are designed to support the achievement of the LAA Targets. A review and update of the LAA was completed during 2008.
- During the next 3 years there will be a continued need to further strengthen relationships with the voluntary sector. One particular area, which is a priority, is Carers. The Cares Centres transferred in October 2008 and the Council is providing funding to the Centre over the next 3 years to support its activities
- *Ambition for Health* sets out the NHS Halton & St Helens ambitions for improving the health and wellbeing of the local population. The six strategic priorities identified by the NHS Halton & St Helens are: -
  - Alcohol
  - Obesity
  - Early Detection: Diabetes, respiratory, heart disease, cancer
  - Early Detection: Depression
  - Prevention: Tobacco Control
  - Safety, Quality and Efficiency: Planned and Urgent Care

The overarching themes include prevention, public health, mental health and shifting the percentage of planned healthcare to non-hospital based alternatives. These are consistent with the strategic objectives of the Council and reinforce again the need for an effective strategic partnership with the NHS.

- John Boyington was commissioned by Manchester's Primary Care Trust and Manchester City Council to conduct an assessment of Manchester's mental health services. The report made wide-ranging recommendations including recommendations to improve current commissioning arrangements, clinical engagement and strengthening social care input into both commissioning and provision.

### 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.
- KPMG have assisted the Council in putting together an efficiency and improvement programme that could help the Council meet the significant budgetary pressures it faces, whilst endeavouring to maintain and improve the quality of services provided to the community.

As a result of this work they have identified a number of efficiency opportunities themed around:

- The potential to reduce overheads through a rationalisation of current management structures
  - How we can improve the Council's approach to the provision of its administrative support services
  - Opportunities to refine the balance between corporate and directorate roles in a number of core areas and improve resource deployment
  - Review the Council's third party spend with regard to some key areas of procurement
  - A programme of option assessments to determine the most suitable form of delivery for a range of key services
  - How we use the opportunities provided by technology and our infrastructure to make our services more efficient
- 
- The need to have a robust LAA which is aligned to priorities is 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 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

- 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 2 years, 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. An electronic solution to SAP is currently in development 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 Deprivation of Liberty Safeguards are an amendment to the 2005 Mental Capacity Act, introduced through the Mental Health Act 2007. They are implemented from 1<sup>st</sup> October 2008
- The 2007 Mental Health Act, significantly amends the 1983 Mental Health Act. The definitions of people who will fall within the Act have been amended and new powers of community treatment have been established. One of the key changes to the 1983 Act is that the function of the Approved Social Workers is widened to include other health professionals, who whilst acting as Approved Mental Health Professionals (AMHPs) fulfil the Local Authority's functions. The delivery of this Act continues to require the close working and co-operation across health and social care systems and with other localities.

- 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.
- Personalisation, including a shift towards early intervention and prevention, will become the cornerstone of public services, including the commissioning and development of services within health and social care. This means that every person who receives support, whether provided by statutory services or funded by themselves, will have choice and control over the shape of that support in all care settings. This will have significant implications on the delivery of services and the need to ensure that we have an appropriately trained workforce to deliver these services
- 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 Performance Framework for Local Authorities & Local Authority Partnerships which was 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 have been negotiated through new Local Area Agreements (LAAs). Each Agreement includes up to 35 targets from among the national indicators, complemented by 17 statutory targets on educational attainment and early years.
- A new Performance Framework will be published by the Commission for Social Care Inspection for immediate implementation.
- "Making Experiences Count" is the project aimed at delivering a new and more flexible common complaints procedure for Health and Adult Social Care. After a period of consultation, "Early Adopter" sites across the country have been trialing it, with a view to informing the draft legislation that is due shortly. The new legislation, and subsequent guidance, is expected to be published for the commencement of the new procedures in April 2009.

- 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 began 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.
- The white paper 'Valuing People' (2001) set out the Government's vision for people with a learning disability, across a range of services based on four key principles of rights, independence, choice, and inclusion. The white paper's vision covered a range of issues including health, housing and employment. 'Valuing People Now' seeks people's views on the priorities for the learning disability agenda over the next three years and should be published in January 2009.

### **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.

- Partnership Working – The Service continues to improve the way it develops joint working arrangements regarding integrating services in the learning disability specialist community team. The Council and PCT have formally agreed a reconfiguration of services. The re-modelling of a hub and spoke approach to the service includes, for the hub, nursing staff being ‘Tuped’ to the local authority, becoming a core team with social workers, under a single tier management arrangement. The development of a service level agreement with the 5 Boroughs Partnership to operate a spoke service offering intensive support, as a pan borough service with neighbouring authorities.
- Person Centred Reviews – This project in development with learning disability services, the North West Training & Development Team (NWTDT) and supported by CSCI to develop person centred reviews with people with Profound and Multiple Learning Disabilities is a tripartite project with neighbouring authorities and already Person Centred Plan (PCP) Review training and development for Care Managers and some Health staff. It was reviewed in April with agreement for additional work in Halton to span to Dec 2008. This involves widening numbers of PCP reviews and developing processes to link outcomes from PCP reviews to inform strategic Commissioning. First event held in July 2008.
- Mental Capacity Act 2005 - This has been the subject of an ongoing implementation process throughout 2007/08 and is now in the phase of monitoring the implementation and ensuring that all necessary training is in place. A new Co-ordinator has been appointed across Halton and St Helens Councils and the PCT.
- 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 user satisfaction, outcome and other surveys, open forums, consultation days, participation in service developments and representation of users and carers on strategic boards.

### 3.3 Efficiency Improvements

- Summary of planned efficiency improvements during 2008/9: -
  - To be inserted

### 3.4 National, Regional and Sub Regional Focus

- A Service Level Agreement led by Halton has been developed across Halton, St Helens, and Knowsley with the 5BPT for specialist services for

people with learning disabilities. This is now in its first year of operation and will be monitored. Further work across the partnership is now taking place to look at models of best practice in respect of acute services for this service user group.

- Work has continued across Halton, St Helens, Warrington and Knowsley including the PCTs to increase capacity to commission secondary mental health services. A new post has been created to progress this work.
- Halton has continued to contribute to the pan Cheshire person centred reviewing pilot. The results are due for publication; Halton plays a significant role in the success of this work.
- Work continues with St Helen's Local Authority to ensure that the new 24-hour access/out of hours emergency service operates effectively
- 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

### **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 - **TBC**

Work continues within the Directorate to improve the access and the signposting of members of the Black and Minority Ethnic communities to support services that: -

- 1.● Advise re: housing options
- 2.● Establish the skills to maintain appropriate permanent housing
- 3.● Enable service users to remain in their own homes, and avoid eviction and homelessness
- 4.● Access other services including health, social care, education, training and leisure services.
- 5.● Help to ensure the more vulnerable amongst the Minority and Hard to Reach Communities can live independently
- 6.● Ensure there is fair access to all the Supporting People services in the borough.
- 7.● Help prevent minority communities from feeling socially excluded
- 8.● Support Gypsies and Travellers to access services including health, social care and education.

### 3.6 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.

There are no objectives that were initially assessed as high risk for this service.

### **3.7 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

Year	Mental Health Services	ALD Provider Services	ALD & PSD Assessment & Care Management Services	Operational Director & Secretaries
2008/09	28.01	113.53	34.63	2.00
2009/10	28.01	113.53	34.63	2.00

For more detailed information about any future staffing requirements detailed above, please refer to the appropriate Directorate Workforce Plan

## 4.3 ICT Requirements

A 3 and 5 year ICT Strategy is currently in development for the whole of the Health & Community Directorate and this will clearly identify the Information Technology requirements across the Directorate

## 4.4 Accommodation/Property Requirements

There are no specific requirements identified at present, however a review of the accommodation at Runcorn Town Hall will be undertaken in July 2009 to ensure that the accommodation is being effectively utilised following the relocation of staff from Grosvenor House.

## 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 2009–12, 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)

## 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 – Working in partnership with statutory and non statutory organisations, evaluate, plan, commission and redesign services to ensure that they meet the needs and improve outcomes for Adults of Working Age</b>

	<b>Key Milestones</b>	<b>Responsible Officer</b>
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Contribute to the safeguarding of vulnerable adults and children in need, 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>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>Analyse the impact of Valuing People Now on service delivery to ensure that services met the needs and improve outcomes for people with LD <b>Mar 2010</b> (AOF 6 &amp; 7)</li> </ul>	Operational Director (Adults)
	<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>Fully implement the Volunteer Strategy to ensure appropriate volunteering opportunities are available <b>Mar 2010</b> (AOF6)</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>Review key 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>Implement agreed 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>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>Review and revise the Carers Strategy, to ensure that Carers needs within Halton continue to be met <b>Mar 2011</b> (AOF 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)
<b>2011 – 12</b>	<ul style="list-style-type: none"> <li>Work with Halton Carers Centre to develop appropriate funding arrangements past September 2011 <b>Jun 2011</b> (AOF 7)</li> </ul>				Operational Director (Adults)
	<ul style="list-style-type: none"> <li>Monitor and review all AWA 1 milestones in line with three year planning cycle <b>Mar 2012</b>.</li> </ul>				Operational Director (Adults)
<b>Risk Assessment</b>	<b>Initial</b>	Low	<b>Linked Indicators</b>		<b>TBC</b>
	<b>Residual</b>	Low			

<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 2 - Effectively consult and engage with Adults of Working Age to evaluate service delivery, highlight any areas for improvement and contribute towards the effective re-design of services where required</b>
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Key Milestones			Responsible Officer	
2009 - 10	<ul style="list-style-type: none"> <li>Review key 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 agreed 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)	
2010 -11	<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)	
2011 - 12	<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>.</li> </ul>		Operational Director (Adults)	
Risk Assessment	Initial	Low	Linked Indicators	TBC
	Residual	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 3 – Ensure that there are effective business processes and services in place to enable the Directorate to manage, procure and deliver high quality, value for money services that meet people's needs</b>
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<b>Key Milestones</b>			<b>Responsible Officer</b>	
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Review key 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)	
<b>2011 - 12</b>	<ul style="list-style-type: none"> <li>Monitor and review all AWA 3 milestones in line with three year planning cycle <b>Mar 2012.</b></li> </ul>		Operational Director (Adults)	
<b>Risk Assessment</b>	<b>Initial</b>	Low	<b>Linked Indicators</b>	TBC
	<b>Residual</b>	Low		

## 5.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/8 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
<b>Corporate Health</b>											
There are presently no indicators of this type identified for the service											
<b>Cost &amp; Efficiency</b>											
AWA LI 1	Intensive home care as a percentage of intensive home care and residential care	CP1 AOF7	27.15	32	27	24	28	TBC	28	28	TBC
AWA LI 2	Cost of intensive social care for adults and older people	CP6 AOF35	458.16	613	546	483	476.48	TBC	TBC	TBC	TBC
AWA LI 3	Unit cost of home care for adults and older people.	CP6 AOF35	15.46	17.00	15.46	13.96	16.16	TBC	TBC	TBC	TBC
<b>Fair Access</b>											
<b><u>AWA LI 4</u></b>	Percentage of adults assessed in year where ethnicity is not stated Key threshold <10%	CP1 AOF6	0.14	N/A			0.5	TBC	0.5	0.5	TBC
AWA LI 5	Percentage of adults with one or more services in the year where ethnicity is not stated Key Threshold <10%	CP1 AOF6	0.08	N/A			0.2	TBC	0.2	0.2	TBC

<sup>1</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/8 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
AWA LI 6	Number of learning disabled people helped into voluntary work in the year	CP4 AOF21	N/A	N/A			20	TBC	TBC	TBC	TBC
AWA LI 7	Number of physically disabled people helped into voluntary work in the year	CP4 AOF21	N/A	N/A			3	TBC	TBC	TBC	TBC
AWA LI 8	Number of adults with mental health problems helped into voluntary work in the year	CP4 AOF21	N/A	N/A			8	TBC	TBC	TBC	TBC
<b>Quality</b>											
AWA LI 9	Availability of Single Rooms	CP1 AOF7	100	100	99	96	100	TBC	100	100	TBC
<b>AWA LI 10</b>	Percentage of people receiving a statement of their needs and how they will be met	CP1 AOF7	99	98	98	96	99	TBC	99	99	TBC
<b>AWA LI 11</b>	Clients receiving a review as a % of adult clients receiving a service (cost effectiveness PSA Target)	CP1 AOF7	80.64	79	76	69	80	TBC	80	80	TBC
<b>NI 132</b>	Timeliness of Social Care Assessment	CP1 AOF7	N/A	N/A			*N/A	TBC	TBC	TBC	TBC

\* Targets not set as baseline is not currently known. This is a new National Indicator and is either still in development, or the protocols for collecting and sharing data are yet to be established.

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/8 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
<b><u>NI 133</u></b>	Timeliness of Social Care packages (Former BVPI 196)	CP1 AOF7	93.15	94	90	88	94	TBC	95	95	TBC
<b>Service Delivery</b>											
<b><u>AWA LI 12</u></b>	Admissions of Supported Residents aged 18-64 into residential/nursing care	CP1 AOF6	0.66	1.9	1.5	1.2	0.4	TBC	0.4	0.4	TBC
<b><u>NI 136</u></b>	People Supported to live independently through Social Care Services	CP1 AOF6	N/A	N/A			*N/A	TBC	TBC	TBC	TBC
AWA LI 13	Adults with physical disabilities helped to live at home	CP1 AOF6	7.84	6.1	4.8	3.8	7.4	TBC	7.4	7.4	TBC
AWA LI 14	Adults with learning disabilities helped to live at home	CP1 AOF6	3.92	3.3	3.0	2.5	4.3	TBC	4.3	4.12	TBC
AWA LI 15	Adults with mental health problems helped to live at home	CP1 AOF6	3.35	5.3	4.2	3.1	3.2	TBC	3.2	3.7	TBC
<b><u>NI 131</u></b>	Delayed Transfers of Care	CP1 AOF7	25	36	24	14	25	TBC	25	25	TBC

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/8 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
<b>NI 135</b>	Carers receiving Needs Assessment or Review and a specific Carer's Service, or advice and information	CP1 AOF7	N/A	N/A			*N/A	TBC	TBC	TBC	TBC
<b>NI 141</b>	Number of Vulnerable people achieving independent living	CP1 AOF6	N/A	N/A			76.5%	TBC	TBC	TBC	TBC
<b>NI 142</b>	Number of vulnerable people who are supported to maintain independent Living	CP1 AOF6	98.17%	N/A			98.51%	TBC	98.69%	99.04%	TBC
<b>NI 145</b>	Adults with Learning Disabilities in Settled accommodation	CP1 AOF6	N/A	N/A			*N/A	TBC	TBC	TBC	TBC
<b>Area Partner National Indicators:</b> The indicators below form part of the new National Indicator Set introduced on 1 <sup>st</sup> April 2008. Responsibility for setting the target, and reporting performance data, will sit with one or more local partners. As data sharing protocols are developed, baseline information and targets will be added to this section.											
<b>NI 129</b>	<a href="#">End of life access to palliative care enabling people to choose to die at home</a>	CP1	N/A	N/A			N/A	TBC	TBC	TBC	TBC

\* Targets not set as baseline is not currently known. This is a new National Indicator and is either still in development, or the protocols for collecting and sharing data are yet to be established.

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/8 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
NI 149	Adults in contact with secondary mental health services in settled accommodation	CP1	N/A	N/A			N/A	TBC	TBC	TBC	TBC

### 5.3 Data Quality Arrangements

Good quality data provides the foundation for managing and improving services, determining and acting upon shared priorities, and accounting for performance to inspecting bodies and the local community.

In recognising this, the Council has developed a Corporate Data Quality Strategy that will provide a mechanism by which the authority can be assured that the quality of its data remains robust and fit for purpose. This strategy, which will remain subject to periodic review, establishes the key dimensions of good quality data and identifies five Key Corporate Objectives namely;

#### Objective 1

To provide assurance to all stakeholders that the quality of data used in decision making and in accounting for and reporting the performance of the authority, either directly or through partnership arrangements, is wholly fit for purpose.

#### Objective 2

That, through a rigorous process of monitoring, review and refinement, the authority's arrangements for securing data quality remain relevant, reliable and robust and that exemplary arrangements for securing data quality are achieved within the medium term

#### Objective 3

That arrangements for securing data quality are widely shared, communicated and understood by all of those with data quality responsibility and that relevant staff are provided with timely and appropriate guidance and support.

#### Objective 4

That all departments, partners and agencies that deliver services on behalf of the Council use complete, accurate and verifiable data which is collected and communicated in an effective and timely manner.

#### Objective 5

That all data used in the calculation of nationally prescribed performance indicators is definition compliant and verifiable and that no such indicators will be amended or qualified as a result of work undertaken by inspecting bodies.

In supporting the delivery of the corporate strategy the department will ensure that appropriate systems and processes are in place to secure the quality of its data and that such systems are subject to periodic and risk based review.

In so doing the department will pay particular attention to the six key dimensions of good quality data i.e. that data is

- **Accurate** For its intended purpose;
- **Valid** By being consistently recorded and used in compliance with predetermined definitions and rules;
- **Reliable** By reflecting stable and consistent data collection processes;
- **Timely** By being made available as soon as possible after the activity or event and in line with organisational requirements;
- **Relevant** For the purpose intended;
- **Complete** In that the monitoring of incomplete, missing or invalid data is avoided.

The Directorate has developed a Performance Management and Data Strategy, which is reviewed and updated on an annual basis. It outlines how the robust Performance and Information Technology management framework operates within the Directorate to provide transparent, accurate and timely services and information

The Strategy underpins the Health & Directorate's commitment to managing and providing IT services and performance information and complements and supports the: -

- Directorate Service Plans
- Corporate Quality Assurance Framework

## 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 2008/09
- 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

**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.

**Advisory Note for 2009 – 12 Service Plan Drafts**

The service plans contained within this CD Rom have been prepared by each of the departments of the Council and are at an advanced draft stage.

The format and content of the plans closely follows that adopted within the previous year and all plans are consistent in their layout.

Whilst these plans are substantially complete any minor textual omissions will be addressed prior to final publication.

Additionally, as final performance data for 2008 - 09 is not yet known it may not have been possible to identify future targets and there may be a requirement for any identified targets to be the subject of revision

Should you require any additional information concerning the content of this CD, or have any comments regarding the documents contained within it, please do not hesitate to contact me, or member of the Corporate Performance Management Team, on extension(s) 1177, 1160, and 1017.

Mike Foy ext 1177  
Corporate Performance Management Team



# Business Support and Commissioning

## **SERVICE PLAN**

**April 2009 to March 2012**

Executive Board Draft 2009

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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**

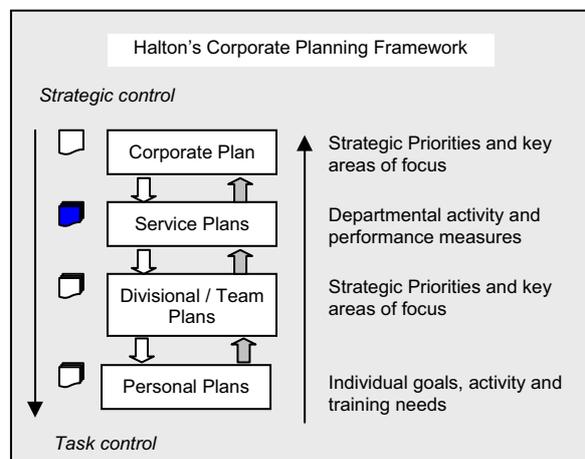
Departmental Service Plans form an integral part of the authority's corporate planning framework, as illustrated opposite.

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 associated Areas of Focus that have been most influential in the development of the service plan are;

**Children & Young People in Halton**

Area of Focus 15

To deliver effective services to children and families by making best use of available resources

**Corporate Effectiveness & Efficient Service Delivery**

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 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:

Business Support and Commissioning Department leads in the development of a range of key strategic areas including Transforming the Learning Environment through capital projects, Commissioning, Workforce, Finance and Information Systems. 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 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 DCSF 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, predicted performance, attendance, exclusions, ethnicity, EAL, ECAF, free school meals, Children in Public Care, Early Years provision and postcodes. The Division also has responsibility for maintaining and developing the Carefirst Database, which stores social care client records and is leading on the Carefirst6 / ICS/ ESCR Projects. The Division also manages the Children Centres web based Management Information system that is used by the Children Centres to record their involvement with children and parents. 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 is leading on the introduction of ContactPoint, ECAF the 14 to 19 ICT Projects including the On-line Prospectus, BSF ICT Workstream and the Halton Virtual Learning Platform projects 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 responsible for the integrated commissioning of services and 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's Trust and lead and co-ordinate the CAF process. 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

### 2.2.1 Joint Area Review

Children's Services received an excellent report following the Joint Area Review (JAR) of services to children and young people in spring 2008. The JAR graded the performance of children's services in Halton across 5 areas rating performance from 1 - inadequate to 4 – Outstanding and the grades are shown below;

	Local services overall
Safeguarding	4
Looked after children	3
Learning difficulties and/or disabilities	3
Service management	3
Capacity to improve	4

JAR inspectors stated that the partnership approach to improving outcomes for children and young people was key to Halton's success. They commented on the high quality of staff they encountered and were impressed with their calm, committed approach.

The main findings included:

- Safeguarding children in Halton is outstanding, with sustained high performance, including child protection, underpinned by very strong joint working, robust policies and procedures.
- Local services for looked after children are good – children live in safe, stable placements and receive good care. However there are low numbers in education, employment or training or in permanent accommodation.
- The Council and its partners have made rapid progress over the last three years in developing a well-planned inclusion strategy for children and young people with learning difficulties and/or disabilities.
- The local authority and its partners are very responsive to young people's views and opinions.
- Service management is good, with outstanding capacity to drive further improvement. Highly effective leadership provides clear direction.

A Halton JAR Improvement Plan has been produced which describes how we, in Halton, are to deliver on the issues noted in the JAR report. The key actions identified relating to Business, Support and Commissioning are;

- Further develop, improve and coordinate systems to monitor and evaluate health outcomes
- Develop a medium term financial strategy that encompasses the contribution of all relevant partners
- Approach to Equality and Diversity to be more robust and address the needs of all communities in Halton
- Improve data collection and intelligence systems

The key mechanism to deliver improvements against all of these areas is the development of a Joint Intelligence and Commissioning Unit to provide an integrated support function for the Children's Trust. This is outlined in more detail in Section 2.2.5.

### **2.2.2 Annual Performance Assessment**

Children's services are also subject to an annual performance assessment by Ofsted. The results were released in December 2008 and performance was judged as outstanding across 4 of the 6 outcome areas. The grades are shown below;

<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	4
Making a Positive Contribution	4

Achieving Economic Well-Being	2
Capacity to Improve (Including Service Management)	4

The assessment process identified areas for development against each of the Every Child Matters outcomes, however none fall within the lead responsibility of Business Support and Commissioning.

### **2.2.3 Priorities**

The original priorities set out in the Children and Young People's Plan are currently subject to review as the Plan expires at the end of March 2009. The strategic engagement meeting with Government Office North West (GONW) held in December 2008 agreed the following priorities for the Children's Trust in the coming year;

- Reduce health inequalities
- Improve sexual health
- Improve placement choice and quality of care for Children in Care
- Narrow the gap in educational attainment for vulnerable children
- Reduce offending and anti-social behaviour
- Improved learning opportunities 14-19 and participation post 16

These priorities will shape the work of the Children's Trust and also reflect the targets agreed in the Local Area Agreement.

### **2.2.4 Local Area Agreement (LAA)**

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. There are 16 statutory targets relating to educational attainment and attendance and in addition there are 34 mandatory targets based on the National Indicator Set. 9 of the 34 are particularly relevant to Children's Services and include our priority areas Teenage Pregnancy, Health Inequalities, NEET and post-16 attainment. All LAA indicators are included in the service plans and are highlighted in Section 5.2 of the relevant plan by <sup>LAA</sup>

### **2.2.5 Children's Trust Arrangements**

The Children's Trust is the key delivery mechanism for integrated Children's Services in Halton and work towards the priorities set out in Section 2.2.4. The Every Child Matters programme for implementation of the 2004 Children Act provides the basis for partnership working, and section 10 of the Act provides the statutory basis for the establishment of the Trust. In Halton considerable process has been made to establish integrated governance, strategy and service delivery with the Children and Young Peoples plan providing the framework for the work of the Trust.

The key developments that are driving our work in this area are;

- Alignment of PCT service delivery with the Operational Director joining Senior Management Team and services including health visiting, school nursing and midwifery being delivered in partnership through the Children's Centres.
- The development of a Joint Intelligence and Commissioning Unit to provide an integrated support function for the Children's Trust. The Unit will operate across 4 strands; Workforce Development, Commissioning, Intelligence & Data, and Children's Trust Management & Integrated Processes. The Unit will provide the information required to facilitate the deployment of resources and inform planning of integrated services. It will also pull together good practice and drive standards across all agencies up to the highest common denominator.
- Locality working pilot to embed multi-agency preventative services in the community via a core team of professionals with additional support as required from virtual partners'. The common assessment framework (CAF) will be used to facilitate this work and bring a consistent approach to our work with children and their families. This work will be further enhanced with the roll out of the lead professional process.

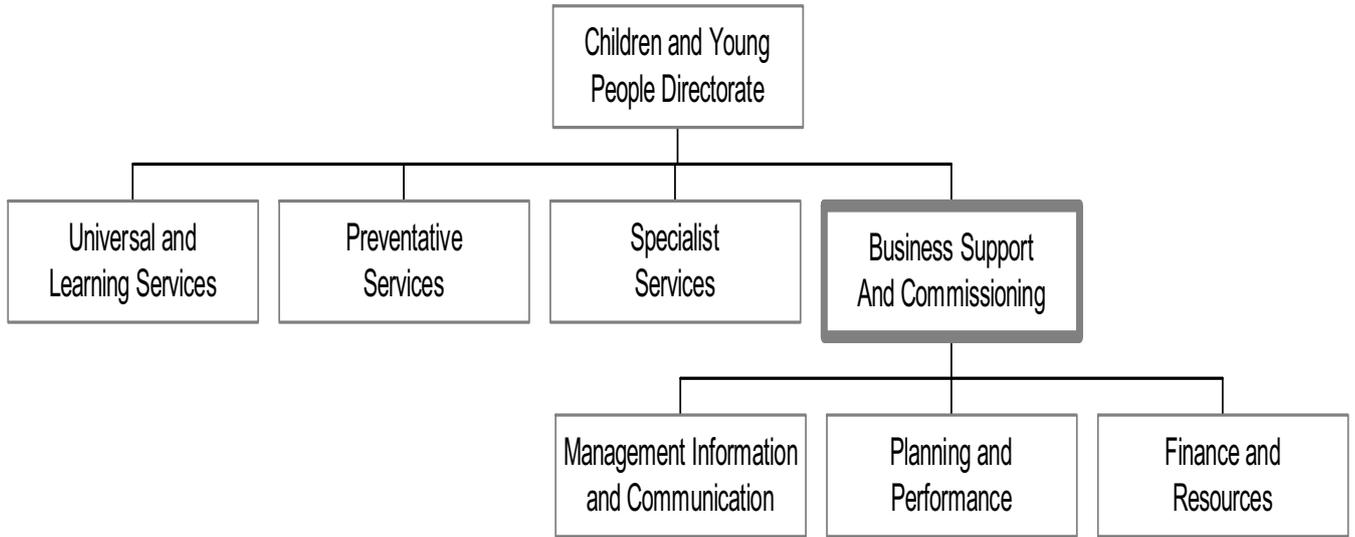
### **2.2.6 Economic Climate**

The current economic climate is starting to impact across our services. In some areas such as work to reduce the numbers of young people not in Education, Employment or Training there is a very direct link. We also need to be aware of the indirect links as there is a well-established correlation between deprivation levels and the demand for social care services, poor educational attainment and increasing levels of substance misuse, domestic violence and anti-social behaviour. The impact on all of these areas will be monitored closely and reported through the quarterly monitoring process.

### **2.2.7 Consultation and Participation**

Children and young people are at the heart of all of our activity and we ensure that there is a strong customer focus to all of work. We are currently participating in the development of a Customer Excellence Model for the authority and as part of that process have audited ourselves using the tool provided by the Cabinet Officer. The Children's Trust have adopted the 'hear by right' standard for engaging with children and young people and we are embedding good practice across the organisation. Details of consultation and participation activity is outlined in Section 3.2 Service Developments.

### 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.

The Plan will have major policy implications across Halton Borough Council and partner agencies, and will stretch beyond children's services. In order to ensure that we are prepared for implementation of the Plan, an audit is being undertaken of the current situation in Halton and actions required to ensure we are ready for the changes which the Children's Plan will require. The findings from the audit will be used to inform strategic planning and act as a basis for the review of the Halton Children and Young People's Plan.

##### **Halton Community Strategy:**

This strategy outlines goals that the Halton Partnership wants to achieve to help build a better future for the Borough. It concentrates on the fresh challenges, priorities and achievements planned over the next four years to help improve the

quality of life for people in Halton. The Halton Strategic Partnership Board was formed in 2001 and is the Local Strategic Partnership for the area. It brings together Halton's main service providers and agencies from the public, private, community and voluntary sectors.

A Community Strategy was drawn up for Halton to provide a framework in which the many different organisations and groups of the Partnership can work together. The strategy sets out a plan to tackle five priority areas to improve quality of life in Halton, which are

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

### **Halton Children's Trust**

The Children's Trust 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 Children's Trust 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.

The Children's Trust was developed from **The Children and Young People's Alliance** Board following a review, and structural changes have been made to strengthen local arrangements and accountabilities.

### **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 and Young People's Strategic Planning arrangements and the Halton Children and 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 those arrangements

### **Economic**

There are some additional potential demands placed upon services due to the current economic climate which are referenced in Section 2.2.6. This section provides contextual information about the general economic position of the borough.

#### **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.

### **Child Poverty:**

The Government has set itself a challenging target to half the number of children in poverty by 2010-11, and end child poverty by the year 2020. Halton has an open ended target to reduce child poverty by 40%, and so far has managed a 10% reduction.

- The 2007 population estimate for children (0-15 year olds) is 24,200
- 27% (6,825) of children live within households defined as living in poverty in Halton (2007).
- This figure has fallen since 2004 when 30.2% of children lived in poverty.
- In 2007 Halton has the 6<sup>th</sup> highest proportion of children in poverty in the North West. In 2005 it had the 5<sup>th</sup> highest
- The 2007 Index of Multiple Deprivation identified 17 lower super output areas that fell within the top 10% most deprived areas nationally for income affecting children. These 17 areas contain a quarter of Halton's child population.

### **Employment:**

There are 54,000 employee jobs in Halton (2006). Halton residents who are full time workers (not necessarily working in Halton) currently have an average earning of £462.2 per week. This compares to the North West figure of £512.9. People who are full time workers in Halton (not necessarily living in Halton) have an average weekly earning of £520.7 per week. This figure is in fact higher than the North West average of £515.2. This demonstrates the gap between the jobs within the borough and the skills within the borough.

- 63% of Halton's population are of working age, this is an estimated 75,300 (2007). This is a slight drop from 75,600 in 2006.
- There are 54,400 employee jobs in Halton (2006). This is a slight drop from the 2005 figure of 54,600.
- The current Job Seekers Allowance claim rate is 3.2% (July 2008). The JSA rate has consistently been above the North West rate.
- Full time workers from Halton have an average earning of £462.2 per week (2007).
- The largest employment occupation for Halton residents is elementary occupations. Elementary sector job listings are wide ranging and encompass many disciplines including: farm workers, storeman, warehouse assistant,

hotel porter, postal workers, waiters, traffic wardens and bar staff etc.

- The “out of work” benefit claim rate for the worst performing neighbourhoods in Halton was 30.8% (May 07 – Feb 08).
- The largest proportion of “out of work” benefit claims are for incapacity benefits.
- Over 50% of incapacity benefit claims are classed as long term claims (Feb 2008).
- The percentage of working age with level 2 qualifications or above is 57.4%.

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.

## **Social**

### **Demographic changes:**

The mid-2006 population of Halton stood at 119,500 (rounded to the nearest 100 people). This is up from the mid-2005 population of 119,200. Halton has a larger number of people in the 5-24 age categories than the national average, and a lower proportion of population over age 65+. However Halton’s proportion of over 50s is increasing at one of the highest rates at 4% higher than the national average.

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.

Despite a small increase in the proportion of non-white population between 2001 and 2006 from 1.2 to 1.85 %, other areas have increased by a greater amount as Halton’s rank has changed from 301 to 334 in Great Britain.

### **Health:**

The health of people in Halton is generally worse than the England average, including breastfeeding initiation, the estimated percentage of adults who are obese and hospital stays related to alcohol. Some indicators are not significantly different from, or are better than, the England average, such as the rate of road injuries and deaths, which is similar to the England average.

There are health inequalities by gender, level of deprivation and ethnicity. For example, people from the most deprived areas have between 6 and 8 years shorter life expectancy than those from the least deprived areas. Over the last ten years, the death rate from all causes has decreased. However the early death rate from heart disease is above the England average.

There are a number of indicators which are among the worst in the country, including life expectancy for women, which is third worst in England and the early death rate from cancer, which is the worst in England. The teenage conception rate is significantly worse than the England average.

### **Technological**

#### **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 commencing in February 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 within Halton is available for testing and has been built on the Children and Young People's Database. In 2007 the DCSF announced the decision for the implementation of a national eCAF solution, in which implementation will commence in 2009 for opting Local Authorities and will be operational across England in approximately 2010. Halton is currently in the decision making process as to whether to pursue the local or national eCAF solution. A business case will be documented to support such decisions.

#### **Integrated Children's System**

Halton currently has an in-house ICS System but is in the process of moving to CareAssess. We have implemented 27 electronic forms these are fully, live across all 9 Halton Children's Social Care front line teams. We will be developing and implementing all phases of ICS in CareAssess including Phase 1c, and will have a fully implemented ICS System within CareAssess in line with the anticipated DCSF deadline of October 2009

#### **14 to 19 Online Prospectus & Common Application Process (CAP)**

Halton has implemented a searchable Online Prospectus of 14-19 learning opportunities available within the borough and also opportunities across greater Merseyside. The online prospectus was launched to Year 11 learners in November 2007 where pupils attended an opportunities event for a hands-on demo of the prospectus. In October 2008 Halton launched an online post-16 application system; also known as the Common Application Process (CAP). The CAP is an integral part of the online prospectus, allowing young people to browse for courses and apply online directly to a provider.

#### **Halton Virtual Learning Platform**

As outlined in the DCFS e-strategy a key objective is for every school learner in England to have access to a personalised online learning space (Learning Platform) with the potential to support e-portfolios. A phased roll out of the Learning Platform is currently taking place, with all schools receiving training by

September 2009. Halton's Learning Platform is currently being developed and promoted within the Authority, with a number of collaborative projects beginning to take place.

### **Building Schools for the Future**

Key to the success of BSF is the integration of learning and teaching, physical environment/buildings, infrastructure and technologies. Our vision is for an ICT enabled learning community, which covers not just the students and teachers but also extends the provision of learning across to the community, and therefore builds on our current ICT strategy. Through BSF, ICT will transform the way that education is delivered in Halton ensuring it is a real tool for the delivery of education and is embedded across all schools.

### **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.

**Children's Trusts:** Section 10 of the Children Act provides the statutory basis for Children's Trusts (the duty to cooperate). Revised Children's Trust guidance on the 'duty to cooperate' was published on 18 November 2008. The 'relevant partners' currently under the 'duty to cooperate' are: district councils, the police, the probation board, the youth offending team, the Strategic Health Authority and Primary Care Trusts, Connexions partnerships, and the Learning and Skills Council. The relevant partners are placed under a 'duty to cooperate in the making of arrangements to improve well-being' and have a power to pool budgets and share other resources.

The Government will also introduce new legislation to ensure that multi-agency Children's Trust Boards are operating in every local authority area. Under the new law, for the first time, every local authority will be required by law to have a Children's Trust Board with responsibility for improving the safety and well-being of all children and young people in the area. Each Board will be asked to publish an annual review of progress against their Children and Young People's Plan so that safeguarding remains a priority. It will soon be a legal requirement for Children's Trust Boards to work together to agree and deliver a Children & Young People's Plan. The legislation will strengthen co-ordination of services at a local level and improve accountability by:

- Requiring LA's, Primary Care Trusts, schools, colleges, health services and others to work closely together to jointly own local children's plans

- Putting effective early intervention for children at risk central to those plans
- Requiring individual members to be held to account for delivering their agreed part of the shared plan

**Childcare Act 2006:** From 1 April 2008 local authorities have had a statutory duty under Section 6 of the Childcare Act 2006 to secure sufficient childcare to enable parents to work, or to undertake education and training leading to work. To fulfill this duty, local authorities need to facilitate and shape local childcare markets which are responsive to parents' needs and provide sufficient high-quality, accessible and sustainable childcare.

As a preparatory step towards meeting the Sufficiency Duty fully, Section 11 of the Childcare Act, requires local authorities to undertake a Childcare Sufficiency Assessment. The assessment is a measurement of the nature and extent of the need for, and supply of, childcare within each local area. Local authorities have to repeat the full assessment process at least every three years, and should keep their assessments under review in the meantime. Section 13 of the Act, which came into force on 1 October 2007, placed a further duty on local authorities to provide information, advice and training to childcare providers.

**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 Act 2008** received Royal Assent on 13 November 2008. The Children and Young Persons Act 2008 will reform the statutory framework for the care system, to ensure that children and young people receive high quality care and support and to drive improvements in the delivery of services focused on the needs of the child. Key areas of focus within the Act include improving placement stability, educational experience and attainment and the transparency and quality of care planning, and ensuring that young people are not forced out of care before they are ready, by giving them a greater say over moves to independent living and ensuring they retain support and guidance as long as they need it.

The Children and Young Persons Act enacts proposals detailed in the White Paper "Care Matters: Time for Change" which was published in June 2007, and will have a far-reaching impact on the way services to children and young people are delivered.

**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 is a local 14-19 Education implementation plan which will 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. Other areas of reform include an extended project to stretch A Level and Diploma learners, the next development to the electronic prospectus published in 2007 is the launch of a common application process for 14-19 provision in January 2009. From 2010 the responsibility and funding for the commissioning of post for post 16 provision transfers from the Learning and Skills Council to the Local Authority, 2009/2010 will be the a key transition year for the authority as it prepares for commissioning from September 2010.

## **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 joined 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 reported on progress against the targets in the original Plan, and this set the key priorities and activities for 2007-09.

The Children and Young People's Plan also sets out a clear local strategy for child safety arrangements, and sets the framework for the operation of the Local Safeguarding Children Board which leads work on safeguarding children.

**Consultation Activity** - A participation strategy was produced in 2004, revised in 2006 and adopted by the Children's Trust. 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.

During October/November 2008 Halton Youth Voice organised Voice Weekends for young people aged 11-19. 98 young people took part in consultation activities around children's rights, understanding democracy and equality & diversity issues.

From January - December 2008 Sexual Health consultations were held with young people aged 12-23. Approximately 100 young people took part in consultation regarding the shape and future of young peoples sexual health services in Halton.

There are also plans within CYPD to set up apprenticeship/internship type positions for a small number of young people as a means of further promoting the ideas of active participation and partnership in decision making.

Halton Borough Council and Connexions supported this years '11 MILLION Takeover Day' - where 14 young people from Halton, took over from their adult counterparts in Senior Management roles. This was held on the 7 November 2008 to coincide with the climax of The National Youth Agency's Youth Work Week 2008.

One young person went to a meeting with Gerald Meehan, Director of Children's Services, and assisted in delivering a presentation, then chaired a meeting in the afternoon

2 of Halton's children in care were Operational Directors for the day. Both attended meetings and actively participated, and came up with lots of ideas that the Operational Directors are considering implementing. They also accompanied the Gerald Meehan to take part in a video conferencing link to America, which was arranged by Research in Practice.

Another young person undertook a one to one with a member of staff with their consent, and attended various health meetings. This young person along with 2 others also helped plan a consultation event for children and young people with additional needs.

At the close of the day a meeting was held to sum up what was good and bad about the day, and one of the ideas is being developed further to see if it can be achieved in relation to formalising how the voices and views of YP can be heard more regularly within the senior management team. The group have met since then so Senior Management Team can report on progress.

All are eager to take part again next year and are hoping it will be an even greater success. Managers reported that it was one of the best days in work they have had for a long time, and the young people involved all reported how much they enjoyed it, how hard the jobs were and how much there is to do.

**Halton Parent and Carers** continues its development. Parents across Halton are encouraged and supported to participate effectively. All existing Parent Forums and Groups in Children's Centres have been visited with the view of recruiting new members. The structure of the group has been discussed at length and they have agreed not to have a chairperson or other officials at this stage; but to work as a group and the CDO to facilitate and co-ordinate. Numbers of parent's attending have improved significantly and there are currently 15 members. Training has been organised for parents in Child Protection, Committee Skills and Baby Welcome Award with a view to becoming Community Parents.

On the 6th February 2009 Halton Parent and Carers will be hosting a celebration event, which will be an opportunity for parents to gain a clear insight into the work of services and organisations providing support to families in Halton. A Working Group of parents has been formed and will be involved in the planning, organising and running of the day. It is hoped to engage families who are seen to be "hard-to-reach" and those who do not access children's centres. The Event will ensure that parents and carers have an understanding of the breadth of services available and will enable them to respond to consultation on the development of services more effectively.

### **3.3 Efficiency Improvements:**

The Council has commissioned KPMG to assist the authority in developing a long term efficiency programme given the financial challenges it will be facing over the next three years. KPMG will be working with the Council to identify ways of making cashable efficiencies in such a way to ensure that service reductions are avoided.

Six work streams have been identified where as a consequence of doing the business differently the Council would be able to meet the challenge of achieving cashable efficiency savings but also maintaining and enhancing service standards. These areas are:

- The potential to reduce overheads through a rationalisation of current management structures.
- To improve the Council's approach to the provision of its administrative support services.
- To take the opportunity to refine the balance between corporate and directorate roles in a number of core areas and improve resource deployment.
- Review the Council's third party spend and develop its procurement expertise.
- To deliver a programme of option assessments to determine the most suitable form of delivery for all services.
- To use the opportunities provided by technology and the Council's infrastructure to make services more efficient.

Individual projects are being developed to address each of these areas to run over the next three to four years.

The introduction of invoice scanning over the next few months will streamline and speed up the payment process. It will also reduce the level of administrative support and storage required within the Directorate.

Efficiencies have been achieved in the last year through centralising the financial support for the Children & Young People's Area Networks in the Directorate finance team. It has also ensured there is a consistent approach to financial management and monitoring.

### **3.4 National Regional and Sub-regional Focus: All DM's**

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  
BSF Network

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.

Children and Young People has an Equality and Diversity group that includes partner agencies and leads on all E&D issues for the Children's Trust. There is a systematic programme in place for the completion and review of Equality Impact Assessments and the quality assurance of EIA's is carried out by the E&D group. There are close links with the corporate equalities agenda and Children's Services played a significant role in the successful IDEA peer review to confirm Halton's assessment of Level 3 of the Local Government Equality Standard.

A lot of work has been undertaken to profile the key groups subject to inequalities in Halton and these relate to deprivation and locality rather than the more traditional equalities strands. The Directorate has developed an Equalities Strategy and action plan using the learning from EIA's and the profiling of our population. The high priority actions identified from this process are outlined in section 5.

### **3.6 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 within this plan. As such their implementation will be monitored through the Quarterly Departmental Service Plan Monitoring Report process.

### **3.7 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	
2008-09	30	34	32.5	7	Number of FTE's
2009-10	30	34	32.5	7	

An integrated workforce strategy for the new Children's Trust and was implemented from April 2008. The strategy sets out a framework for integrating the children's workforce to enable progress towards the priorities set in the Children and Young People's Plan. Integrating staff from different professional backgrounds to provide a seamless service to children and young people brings with it a number of challenges.

A review of the Strategy is to be carried out with the implementation of the Children's Workforce Development Council's 'One Children's Workforce Tool'. This will be done in conjunction with the development of the Joint Intelligence and Commissioning Unit (JICU) to provide an integrated support function to the Children's Trust. There are four key strands to the JICU of which Workforce Development is one.

There are also some specific Human Resource issues for the Children and Young People's Directorate. A recruitment and retention strategy is in place for the Directorate and there are action plans for specific hotspot areas such as social care and the education psychology service. This has been supported by a staff survey, which built on a successful pilot in Specialist Services, to provide a good picture of the views of the workforce and a number of actions have been taken in response to the findings. The staff survey is now an annual event with twice yearly briefing sessions for all staff to feedback on the findings and the action that have been taken as a result.

### 4.3 ICT Requirements

The ICT Development Plan looks forward to developments over 3 years 2007-2010. The most significant developments centre around the continuing developments to the Halton Children and Young People's Database, the Social Care system - Care First 6, the Integrated Children System (ICS), increasing amount of tracking data

and the need to provide comprehensive analysis and reports. We also have on going developments with the Halton Virtual Learning Platform and its move to becoming the Halton Managed Learning Environment and the ICT developments to support BSF - Building Schools for the Future

### **CYP Database**

Tribal Software Solutions are developing a new web based version known as Synergy Gateway which has been purchased by Halton as an 'Early Adopter' primarily to host the Tribal E CAF module and provide full integration to Contact Point. This also allows web based access to core pupil information and will be developed to replace existing modules allowing wider and more flexible access opportunities. An implementation plan needs to be developed and put into place in line with module development rolling out to users as appropriate.

### **OLM Carefirst 6 Software**

An overall project team has been identified to implement Carefirst 6 with resources being deployed to work collaboratively with both ICT Services and Health and Community Directorate. Additional resources will need to be identified within the Directorate to manage CareFirst 6 / ICS and ESCR once all systems go live. For the ESCR, there is a statutory requirement for 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.

### **JNA Connect - Children Centre MIS**

JNA- Connect is a flexible database allowing develop its components depending on the service provider's engagement or to tie in with local or national requirements. Tribal Group is currently working on developing JNA- Connect and the CYP Database to enable both systems to exchange information on the regular basis. Locally, the initiative of working with Halton Health Visiting Service has progressed - all nationally required health information will be gathered and held on person record. After the trial period, all the processes around data collection and collation will be revised in order to provide more structured data sharing protocols.

### **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 and ringfenced funding provision. Our vision is for an ICT enabled learning community, which covers not just the students and teachers but also extends the provision of learning across to the community, and therefore builds on our current ICT strategy. Through BSF, ICT will transform the way that education is delivered in Halton ensuring it is a real tool for the delivery of education and is embedded across all schools.

### **ICT Issues**

Due to the developments outlined above and also in Section 3.1 under Technological Factors there is an increasing reliance on ICT. This has caused some difficulties in particular in relation to the use of the Integrated Children's System by social care staff. They experienced approximately 60 hours or 8 full days CareFirst and ICS system downtime between 1st January 2008 and 30th October 2008. The system downtime prevents practitioners from recording information on CareFirst and completing ICS forms which are now the main method of case recording. CareFirst and ICS downtime have been addressed as a high priority issue by ICT Services and from 30th October to present there has been an improvement however there still seem to be ongoing issues with Citrix. The impact on frontline social care staff could have potentially serious consequences as it increases the time they are office based and reduces the level of direct contact with children in need and at risk.

### **4.4 Accommodation and Property Requirements**

A comprehensive review of future accommodation needs of the Directorate will be undertaken. Opportunities will be explored to increase flexible working for staff and where appropriate deploy staff to deliver services locally.

Through the Building Schools for the Future Programme and Primary Capital Strategy, along with the investment available for Early Years, Children's Centres, Play and provision for young people it is aimed to transform the learning environment for all Children and Young People within the Borough and provide 21<sup>st</sup> century learning environments 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 2009–12, 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%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

### Objective BSC1

<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/Service Management; CYPP SM5</b>

<b>Service Objective:</b>	<b>BSC1: To transform the Learning Environment</b> (Objective cross-referenced to other CYPD plans ULS1 to ULS5, PS3, SS1)				
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>• Complete outline business case for BSF by May 2009</li> <li>• Commence Competitive Dialogue by July 2009</li> <li>• Develop the plan for Phase 3 Children's Centre Capital and Child Care Capital by March 2010</li> <li>• Gain approval to commence the process of Primary School Re-Organisation by March 2010</li> </ul>				
<b>Key Milestone(s) (10/11)</b>	<ul style="list-style-type: none"> <li>• Agreed milestones in BSF Strategy to be achieved by March 2011</li> <li>• Agreed milestones in Phase 3 Children's Centre development to be achieved by March 2011</li> <li>• Agreed milestones in Primary Capital strategy to be achieved by March 2011</li> </ul>				
<b>Key Milestone(s) (11/12)</b>	<ul style="list-style-type: none"> <li>• Agreed milestones in BSF Strategy to be achieved by March 2012</li> <li>• Agreed milestones in Phase 3 Children's Centre development to be achieved by March 2012</li> <li>• Agreed milestones in Primary Capital strategy to be achieved by March 2012</li> </ul>				
<b>Risk Assessment</b>	<b>Initial</b>	8	<b>Responsible Officer</b>	OD Business Support and Commissioning	<b>Linked Indicators</b>
	<b>Residual</b>	3			

**Objective BSC2**

<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>BSC2: To Manage Resources Effectively</b> (Objective underpins those in all other CYPD plans)				
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>Review of Directorate funding including schools in line with the efficiencies agenda by March 2010</li> <li>Medium Term Financial Plan to be finalised for the Directorate by March 2010</li> <li>Identify opportunities for income generation through traded services across the Directorate by March 2010.</li> <li>Establish a process to benchmark costs of services by March 2010</li> <li>Implementation of Care Assess and ESCR to be complete by March 2010</li> </ul>				
<b>Key Milestone(s) (10/11)</b>	<ul style="list-style-type: none"> <li>Implement review of Directorate funding including schools in line with the efficiencies agenda by March 2011</li> <li>Develop and implement a grant exit strategy for end of 3 year grant settlements by March 2011</li> <li>Establish a commissioning strategy of the Children's Trust and Schools by March 2011</li> </ul>				
<b>Key Milestone(s) (11/12)</b>	<ul style="list-style-type: none"> <li>Jointly commission services against priorities using the Joint Planning and Commissioning Framework by June 2011</li> <li>Implement a commissioning strategy of the Children's Trust and Schools by March 2012</li> </ul>				
<b>Risk Assessment</b>	<b>Initial</b>	8	<b>Responsible Officers</b>	DM Finance & DM MIC	<b>Linked Indicators</b>
	<b>Residual</b>	3			

**Objective BSC3**

<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>BSC3: To Develop an Integrated Children’s Workforce</b> (Objective underpins those in all other CYPD plans)				
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>• Submission of ‘One Children’s Workforce’ project report to CWDC by June 2009</li> <li>• Complete second pilot of population centric model building on the learning from IYSS by March 2010</li> <li>• Establish a thorough baseline position of Workforce data for the Children’s Trust by March 2010</li> <li>• Establish Workforce Development strand of JICU by March 2010</li> </ul>				
<b>Key Milestone(s) (10/11)</b>	<ul style="list-style-type: none"> <li>• Apply population centric model to two further service areas by March 2011</li> <li>• Review the Workforce Development strand of JICU by March 2011</li> </ul>				
<b>Key Milestone(s) (11/12)</b>	<ul style="list-style-type: none"> <li>• Review the Recruitment and Retention Strategy for the Trust by March 2012</li> </ul>				
<b>Risk Assessment</b>	<b>Initial</b>	16	<b>Responsible Officer</b>	DM Planning & Performance	<b>Linked Indicators</b>
	<b>Residual</b>	9			

**Objective BSC4**

<b>Corporate Priority:</b>	<b>Corporate Effectiveness and Business Efficiency</b>
<b>Key Area Of Focus:</b>	<b>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</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Service Management</b>

<b>Service Objective:</b>	<b>BSC4: To develop Joint Intelligence and Commissioning to inform the work of CYPD and the Children’s Trust</b> (Objective underpins those in all other CYPD plans)				
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>To establish JICU and implement the four key strands through actual or virtual teams by March 2010</li> <li>To establish the Service Delivery Partnerships of the Children’s Trust by September 2009</li> <li>Develop integrated systems for intelligent use of data by March 2010</li> </ul>				
<b>Key Milestone(s) (10/11)</b>	<ul style="list-style-type: none"> <li>To review the impact against an agreed framework of the JICU on outcomes for children and you people by March 2011</li> <li>To review the impact against an agreed framework of Service Delivery Partnerships on outcomes children and young people by March 2011</li> </ul>				
<b>Key Milestone(s) (11/12)</b>	<ul style="list-style-type: none"> <li>To implement the findings of the review of JICU by September 2011</li> <li>To implement the findings of the review of Service Delivery Partnerships by September 2011</li> </ul>				
<b>Risk Assessment</b>	<b>Initial</b>	12	<b>Responsible Officers</b>	DM Planning & Performance, DM MIC	<b>Linked Indicators</b>
	<b>Residual</b>	6			

## 5.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/8 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
<b>Corporate Health</b>											
BPR LI13	Staff Turnover Rate	AOF39 CP6; CYPP SM3	N/A				N/A	Baseline TBE	TBA	TBA	TE
<b>Cost &amp; Efficiency</b>											
BPR LI12	Days lost to sickness absence per staff member	AOF39 CP6; SM3	13.1				N/A		12.0	11.2	10
BPR LI22	% of schools with surplus budget	AOF34 CP6; SM1	New Indicator				N/A		TBA	TBA	TE
BPR LI23	% increase in the value of services commissioned using Joint Planning & Commissioning Framework	AOF34 CP6; CYPP SM1	New Indicator				N/A	£5m	£6.2m	£7.5r	1.0
<b>Fair Access</b>											
BPR LI19	% of Milestones within BSF project achieved	AOF37 CP3; CYPP SM5	100%				100%		100%	100%	100
BPR LI8	% EIA completed	AOF31 CP6	70%				100%		100%	100%	100

<sup>1</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/8 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
BPR LI24	% of Schools using the Virtual Learning Planning	AOF38 CP6; CYPP SM4	New Indicator				N/A		TBA	TBA	TE
<b>Quality</b>											
There are presently no indicators of this type identified for the service											
<b>Service Delivery</b>											
BPR LI16	Number of CAF's completed	AOF19 CP3; CYPP SM2	214				175		225	250	27

### 5.3 Data Quality Arrangements

Good quality data provides the foundation for managing and improving services, determining and acting upon shared priorities, and accounting for performance to inspecting bodies and the local community.

In recognising this, the Council has developed a Corporate Data Quality Strategy that will provide a mechanism by which the authority can be assured that the quality of its data remains robust and fit for purpose. This strategy, which will remain subject to periodic review, establishes the key dimensions of good quality data and identifies five Key Corporate Objectives namely;

#### Objective 1

To provide assurance to all stakeholders that the quality of data used in decision making and in accounting for and reporting the performance of the authority, either directly or through partnership arrangements, is wholly fit for purpose.

#### Objective 2

That, through a rigorous process of monitoring, review and refinement, the authority's arrangements for securing data quality remain relevant, reliable and robust and that exemplary arrangements for securing data quality are achieved within the medium term

#### Objective 3

That arrangements for securing data quality are widely shared, communicated and understood by all of those with data quality responsibility and that relevant staff are provided with timely and appropriate guidance and support.

#### Objective 4

That all departments, partners and agencies that deliver services on behalf of the Council use complete, accurate and verifiable data which is collected and communicated in an effective and timely manner.

#### Objective 5

That all data used in the calculation of nationally prescribed performance indicators is definition compliant and verifiable and that no such indicators will be amended or qualified as a result of work undertaken by inspecting bodies.

In supporting the delivery of the corporate strategy the department will ensure that appropriate systems and processes are in place to secure the quality of its data and that such systems are subject to periodic and risk based review. In so doing the department will pay particular attention to the six key dimensions of good quality data i.e. that data is

- **Accurate** For its intended purpose;
- **Valid** By being consistently recorded and used in compliance with predetermined definitions and rules;
- **Reliable** By reflecting stable and consistent data collection processes;
- **Timely** By being made available as soon as possible after the activity or event and in line with organisational requirements;
- **Relevant** For the purpose intended;
- **Complete** In that the monitoring of incomplete, missing or invalid data is avoided.

Children and Young People Directorate (CYP) views the collection, analysis and reporting of data and information as a co-operative enterprise between schools, partners and the Council, from which all parties will benefit. We always aim to continue to improve the arrangements for managing and exchanging information between the Council and schools and partners to ensure that they are coherent, explicit and well managed.

The Schools/Council Management Information Strategy was recently introduced. It sets out the key principles and practical steps to ensure we have clarity about the use of data and the access to information. The DCSF have stated, and the Authority agrees that, well managed information about schools and individual pupils will contribute to supporting school self-evaluation and the raising of standards in schools by making improvements to the way information about pupils, personnel and schools is defined, collected, analysed, stored and used.

There is also a process established to carry out regular data quality checks on data recorded on the Carefirst database. As this is live data the management of the process has to be thorough with a systematic process used for the identification of any data quality issues. Training is provided on a 1 to 1 basis for any staff that are identified through the process as having difficulties with inputting to the system.

## **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 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

Building Bridges Strategy for Children and Young People with Disabilities

Children in Care Strategy

14-19 Strategy

NEET Strategy

Emotional Health and Well-being Strategy

Children in Need Strategy

Teenage Pregnancy Strategy

Young Person's Substance Misuse Plan

Business Continuity Plan

## Appendix 1 – High Risks and Associated Mitigation Measures

Key Objective Ref	Initial Risks identified	Risk Treatment Measures
<b>BPR3</b>	<p>Scale of development required to establish an integrated workforce and the capacity to support the process.</p> <p>Recruitment and retention difficulties identified in a number of key areas in the Directorate that may impact on service delivery.</p> <p>Impact of Job Evaluation</p>	<p>Project plan developed including an in depth risk log monitoring all risks. Mapping of resources available to identify opportunities to align and increase capacity</p> <p>Conduct Exit Interviews with all leavers and use data to inform review of Recruitment &amp; Retention Strategy. Implement revised Directorate Recruitment &amp; Retention Strategy</p> <p>Action plan developed and implemented to minimise the impact on affected service areas</p>
<b>BPR4</b>	<p>Resourcing of an integrated support function</p> <p>Different ways of working and terminology across agencies involved in the Children’s Trust.</p>	<p>Resource requirements identified on a multi-agency basis ensure ownership of the project. Identification awareness of benefits of integrated support function</p> <p>Change management programme to drive culture change Common terminology and glossary of terms to be agreed Project Group meeting on a regular basis to oversee the development of the 4 key strands</p>

## Appendix 2 – Equality Impact Assessments – High Priority Actions

Strategy/Policy/Service	Impact Assessment (High/Low/None)	Proposed Action(s)	Timetable			Officer Responsible
			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 Manage Information Communica

**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 'average' of Halton.
32	Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring customer 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 appropriate 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 2009 to March 2012**

**Executive Board Draft 2009**

## **Contents**

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### *Appendix*

*Corporate Priorities and Key Areas of Focus.*

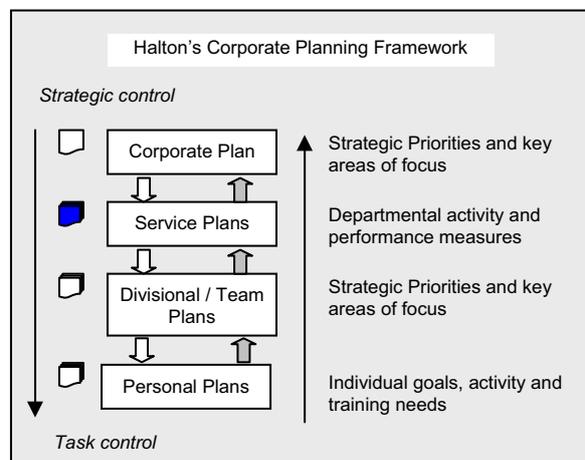
## 1.0 INTRODUCTION

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 opposite.

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.

Strategic Priority 2:

**Halton's Urban Renewal**

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.

Strategic Priority 4:

**Employment, Learning & Skills in Halton**

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 (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:

## **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. Bereavement Services meets the requirements of the bereaved in relation to burial and cremation. The Registration Services conducts civil marriages / civil partnerships / citizenship ceremonies and facilitates the registration of births, marriages and deaths. 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. The full year effect of the review of the mobile library service 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 re-furnished over the next year. 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.
- In overall terms, the borough has one too few libraries when measured against national indicators. Building Schools for the Future (BSF) offers an opportunity to redress this. A national review of Library Services has been announced by the Secretary of State.

#### **Sport, Leisure and Community**

- Satisfaction with Leisure Centres and Parks increased this year. The 2 Leisure Centres plus Runcorn Pool were re-accredited with Quest (the industry quality standard) with Kingsway Leisure Centre achieving a score of 86%. The top score across the D.C. Leisure group and one of the highest in the Country. Parks increased its 6 Green Flag sites to 10. The target is to increase this number in future years with Hale Park, Clinton Woods, Runcorn Cemetery and Widnes Cemetery the primary areas of focus. The athletics track is now complete and fully operative. The NOF/BLF PE in sport programme to build new sports facilities in schools was completed in 2008 with the successful launch and operation of the community sports facilities at St Chads. The project was rated

excellent by the BLF. An application for funding to remediate St. Michael's Golf Course was submitted in December 2008. A decision on the application is expected in February 2009. If successful work on the course could start in the summer of 2009.

- The Sports and Physical Activity Alliance (SPAA) secured a grant of almost £250,000 to deliver sports projects across Halton in order to increase participation across the borough. The SPAA's 3 delivery groups (School, Community and Physical Activity) are now implementing projects and monitoring progress.
- 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. April 2009 will see the start of the Governments programme of free swimming for the over 60's and under 16's. This also brings capital money to refurbish the changing rooms at Brookvale Recreation Centre with the potential for more capital in 2009-2011.
- Use of community centres has again increased, and use by Adult Day Care is now established. Grangeway Community Centre has been nominated for the APSE award for the most improved centre in the country.
- A youth capital bid has been developed to establish a youth wing at Upton Community Centre. If this is not supported, community provision should be reviewed. Community Development has been central to the delivery of neighbourhood management, working through a SLA. This arrangement will wind down over 2009/10 with a gradual adjustment of support to reflect the capacity of the service.

### **Culture**

- The Brindley continues to be well used with 80% take up of seats. A web-based ticketing service has been developed in conjunction with HDL. The Brindley will age, and there is a need to have a rigorous maintenance programme to keep it attractive.
- A Public Art Strategy, and a revised Arts Strategy were 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.
- 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.

### **Drug & Alcohol Action Team (DAAT)**

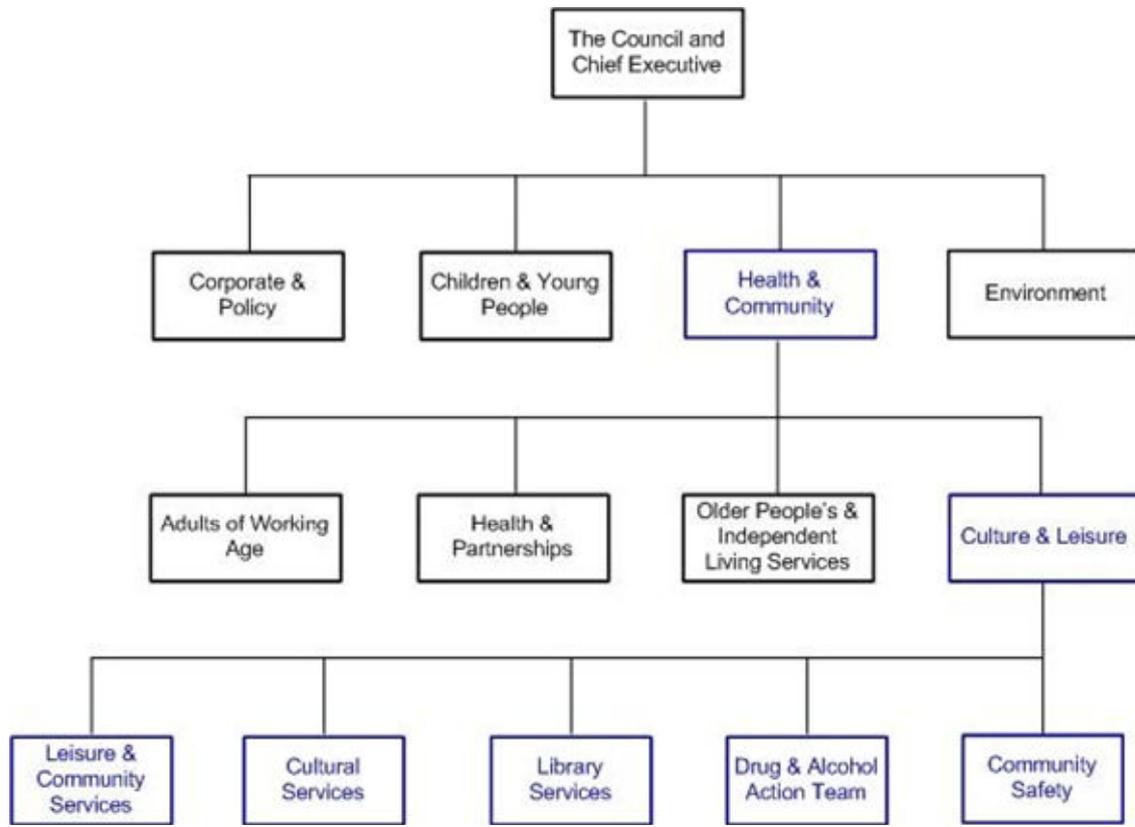
- Alcohol misuse, and the provision of treatment was a major issue in 2008/09. As such the re-tendering of the drug treatment contract was halted so that the specification could be widened to include alcohol services, and to include St Helen's and Warrington. This increases the contract value significantly and should be attractive to the very best providers.

- The numbers of people in effective drug treatment remains high, but the number of new referrals that undertake a screening for hepatitis C is low. These are voluntary tests, but there is a need to drive up performance.
- Action Plans have been agreed between the key agencies to reduce repeat incidents of domestic violence.
- A Domestic Abuse Forum Strategic Action Plan was produced.

**Bereavement and Registration**

- A full options appraisal has been developed to consider the best way forward to ensure the provision of new grave space in the Borough.
- The Registration Service Good Practice Guide was adopted.
- A nationality checking service was introduced.

### 2.3 Organisation Structure



### **3.0 FACTORS AFFECTING THE SERVICE**

#### **3.1 External Factors**

##### **Political**

- A new National Sports Strategy, the significant staffing reductions in Sport England North West and the Museums, Libraries and Archives Council North West. The cessation of the North-West Cultural Consortium, and pending reductions in Arts Council North-West creates uncertainty as to how services should be delivered and supported locally and regionally.
- The Government have introduced a policy of free swimming for the over 60's and under 16's, from April 2009. This is only funded for 2 years however.
- 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.
- There remains confusion regarding the Government's approach to national library service provision. A review has been commissioned by the Secretary of State.
- Olympics 2012 brings expectations of involvement locally that are currently unbudgeted.

##### **Economic Climate**

- The difficult budget settlement for 2009 and beyond, alongside the increase in cashable Gershon savings place real difficulties on all budgets and could potentially result in service reduction or cessation.
- 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.
- Opportunities for cultural and leisure provision in the context of Building Schools for the Future could impact on how and where services are delivered. Wider community use will be included in this process.
- The effect of the 'credit crunch' is likely to lead to less uptake of Cultural and Leisure Services, as the public's discretionary spend decreases.
- The rising costs of utility services place an unbudgeted pressure on the Service.

### **Social Factors**

- A Community Cohesion Strategy has been developed, ensuring proper community consultation, engagement and development.
- 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.
- Radio Frequency Implementation Devices are at the cutting edge of library services, and will offer efficiency savings in the future.
- 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.

### **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.

## **Environmental**

Halton Lea Library is a pilot site to reduce consumption of energy. All new developments consider environmental activities, for example, wind powered energy and re-cycled rainwater at Wigg Island Visitor Centre.

### **3.2 Service Developments**

In 2008/09 a number of reviews and consultation exercises resulted in the following: -

- A new Arts Strategy and Public Arts Strategy have been produced.
- Extensive mapping exercise have produced a gap analysis of cultural and leisure services facilities to feed into the planning for Building Schools for the Future.
- Halton has been asked to act as a case study for a PhD study being undertaken by Southampton University on Performance Management in Public Sports and Cultural Services, showing the authority on as an example of good practice.
- The Department of Culture, Media and Sport has launched a modernisation review of public libraries which aims to "Review and define the Government's vision for a modern, world-class public library service

that prioritises the needs of users and puts libraries at the heart of local communities and to set out the policy, partnership and investment framework needed to achieve this vision". There will be opportunities to participate in this review.

- A review of book supply arrangements has seen a move to a new consortium that achieves a significant discount.
- The service, in conjunction with Landscape Services has achieved Green Flag accreditation for 10 of its sites. This is the quality mark for the industry.
- The Brindley won the accolade of Best Performance Venue in the Mersey Partnership Tourism Awards.
- Grangeway Community Centre has been short-listed for the APSE (Association of Public Service Excellence) awards for most improved venue.
- The continual improvement of performance against the Registration Service Good Practice Guide and the development of the recently introduced nationality checking service will be the focus for service development within the Registration Service.
- Bereavement Services has been awarded the Charter for the Bereaved quality mark.

### **3.3 Efficiency Improvements**

The re-design of the delivery of Sports Development, alongside the development of Sport and Physical Activity Alliance achieved an on-going saving of £20k.

The reduction of the grant to Groundwork, with the associated work distributed elsewhere achieved an on-going saving of £10k.

The Library Service has left its current stock supply consortium to join a wider North-West/Yorkshire purchasing consortium group. This will increase the amount of discounts received in 2009/10.

The review of the mobile library achieved an increase of 137% in visits and 45% in loans.

For 2009/10, it is suggested to merge Ditton Library and HDL on the library site this should generate £32k annual revenue savings.

### **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.

There is a new National Sports Strategy, and a National Review of Library Services.

### **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.

An Equality Action Plan was drawn up as part of the TAES (Towards an Excellent Service) assessment process of 2007/08, and validated by the IDeA. The actions are now complete. A corporate review of the equality impact assessment process is currently taking place. New systems are anticipated from this review which will then be applied to Culture and Leisure. There will be particular consideration of sports participation, culture satisfaction, and the reporting of racial incidents. There are no high priority action areas flowing from the service objectives/milestones.

### **3.6 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 within this plan. As such their implementation will be monitored through the Quarterly Departmental Service Plan Monitoring Report process.

### **3.7 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

There were no significant staffing changes in 2008/09.

It is impossible to predict future years given the uncertainty of the budget proposals and the efficiency review.

Year	Leisure & Community	Cultural Services	Library Services	DAAT & Community Safety	Culture & Leisure
2008/09	50.26	15.46	57.95	6.18	2
2009/10					

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 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 service (RFID) facilities for Halton Lea Library. Extend public access PC provision during the refurbishment of Halton Lea Library.
- Extend self service (RFID) to all libraries
- Library ICT requirements (circulation system/pc's etc) for new Castlefields facility.
- 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.
- Opportunities for borough-wide networks through Building Schools for the Future.
- Bereavement Services propose to introduce a system of document imaging for record purposes.

- Communication link between cemetery office crematorium.
- Additional PC to be installed at cemetery office counter.
- 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**

- 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.
- Extend community access to Culture and Leisure facilities through Building Schools for the Future.
- Bereavement Services accommodation in the Cemetery Lodge, Birchfield Road, Widnes is in dire need of refurbishment to bring it up to modern day standards, both for the visiting public and the Bereavement staff.

## 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 2009-12, 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 (LAA).** The 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 50 of the 198 National Indicators that link to priority issues identified in Halton's Community Strategy. Of those 50 indicators, 16 are Statutory Education and Early Years targets prescribed by government for inclusion in all LAA's. The other 34 targets have been chosen following negotiations between the Halton Strategic Partnership and government.

Any LAA targets that fall within the remit of this service are summarised in the table in section 5.5 of this plan and also appear in more detail within the performance indicator tables in section 5.2 of this plan.

A full version of Halton's LAA can be viewed on the Halton Strategic Partnership Website at;

## 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>

<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>2009 - 10</b>	<ul style="list-style-type: none"> <li>• <i>Achieve annual programme of re-accreditation for Quest (Industry Quality Charter Mark) <b>Oct 2009.</b> (AOF2 &amp; 6)</i></li> </ul>	Sport and Recreation Manager
	<ul style="list-style-type: none"> <li>• <i>Increase number of new participants through Sport and Physical Activity Alliance delivery plan i.e. sports participation (This is part of a 3 year agreed programme with Sport England). <b>April 2009.</b> (AOF2 &amp; 3)</i></li> </ul>	Sport and Recreation Manager
	<ul style="list-style-type: none"> <li>• <i>Work with PCT to ensure PA is integrated into 4-19 years old. Healthy weight pathway programme (<b>Date TBC</b>). (AOF 2,3)</i></li> </ul>	Sport and Recreation Manager
	<ul style="list-style-type: none"> <li>• <i>Active People survey results show an increase in participation rates from 05/06 baseline. (<b>Date TBC</b>). (AOF 2,3)</i></li> </ul>	Sport and Recreation Manager
	<ul style="list-style-type: none"> <li>• <i>Review Sports Strategy and Facilities Strategy. Launch consultation <b>July 2009</b> (AOF 2 &amp; 3)</i></li> </ul>	Sport and Recreation Manager
<b>2010 - 11</b>	<ul style="list-style-type: none"> <li>• <i>Use promotional events to increase participation and raise awareness. (<b>Date TBC</b>). (AOF 2,3)</i></li> </ul>	Sport and Recreation Manager
	<ul style="list-style-type: none"> <li>• <i>Increase number of new participants through Sport and Physical Activity Alliance delivery plan i.e. sports participation (This is part of a 3 year agreed programme with Sport England). <b>April 2010.</b> (AOF2 &amp; 3)</i></li> </ul>	Sport and Recreation Manager
	<ul style="list-style-type: none"> <li>• <i>Launch new Sports Strategy &amp; Facilities Strategy at annual conference. (<b>Date TBC</b>). (AOF 2 &amp; 3).</i></li> </ul>	Sport and Recreation Manager

<b>2011 - 12</b>	<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 3 year agreed programme with Sport England). <b>April 2011.</b> (AOF2 &amp; 3)</li> </ul>		Sport and Recreation Manager
<b>Risk Assessment</b>	<b>Initial</b>	Medium	<b>Linked Indicators</b> CL LI5, 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>Service Objective:</b>	<b>CL 2 - Increase the use of libraries promoting reader development and lifelong learning, thereby encouraging literacy skills and quality of life opportunities.</b>
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Key Milestones		Responsible Officer		
2009 - 10	<ul style="list-style-type: none"> <li>Building refurbishment at Halton Lea Library complete and extended facilities fully operational. <b>Sept 2009.</b> (AOF 15,26)</li> </ul>	Library Services Manager		
	<ul style="list-style-type: none"> <li>As a result of the refurbished facilities/extended services Active Membership of Halton Lea Library to be increased by 10% compared to April 2007 of which, 5 % will be from target wards. <b>March 2010</b> (AOF21 &amp; 26)</li> </ul>	Library Services Manager		
	<ul style="list-style-type: none"> <li>Implement RFID (Radio Frequency Identification) technology at Halton Lea Library to facilitate self service thereby providing opportunities for added value services. 50% transactions to be self-service within 3 months. <b>Dec 2009</b> (AOF 15,26)</li> </ul>	Library Services Manager		
	<ul style="list-style-type: none"> <li>Launch Books on Prescription service in conjunction with the PCT (collection of self help materials covering mild to moderate psychological problems which are prescribed by GP's/Health Professionals and borrowed from the Library Service). <b>April 2009.</b> (AOF 15,26)</li> </ul>	Library Services Manager		
	<ul style="list-style-type: none"> <li>Deliver a programme of good quality Reader Development activities with at least 1 major event per quarter. <b>March 2010</b> (AOF 15,26)</li> </ul>	Library Services Manager		
2010 - 11	<ul style="list-style-type: none"> <li>Deliver a programme of lifelong learning activities including Information, Advice and Guidance service targets. <b>March 2010</b> (AOF 15,21)</li> </ul>	Library Services Manager		
	<ul style="list-style-type: none"> <li>Through Young Peoples Steering Group engage and train young people as volunteers to deliver positive activities in the new facilities at Halton Lea Library. 2010/11. <b>(Date TBC).</b> (AOF 15,26)</li> </ul>	Library Services Manager		
2011 - 12	<ul style="list-style-type: none"> <li>Develop proposals for a new Runcorn Library as part of the Urban Splash development. <b>June 2010.</b> (AOF21 &amp; 26)</li> </ul>	Library Services Manager		
	<ul style="list-style-type: none"> <li>Not currently identified.</li> </ul>			
Risk Assessment	Initial	Medium	Linked Indicators	CL LI5, NI 9
	Residual	Low		

<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>Service Objective:</b>	<b>CL 3 – Increase use and satisfaction with parks and open spaces, promoting healthy lifestyles and providing diversionary activities for young people. Manage the re-furbishment of Runcorn Town Hall Park to establish a 21<sup>st</sup> century facility with appropriate facilities and functions.</b>
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<b>Key Milestones</b>		<b>Responsible Officer</b>		
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>• Obtain 10 Green Flag sites. <b>Sep 2009.</b> (AOF12 &amp; 2)</li> <li>• Re-furbish Runcorn Town Hall Park, start on site <b>June 2009</b> (AOF 12 &amp; 2)</li> <li>• Completion <b>March 2010</b> (AOF 12 &amp; 2)</li> </ul>	Leisure and Community Manager		
<b>2010 -11</b>	<ul style="list-style-type: none"> <li>• Obtain 11 Green Flag sites. <b>Sept 2010.</b> (AOF12 &amp; 2)</li> <li>• Develop programme of activities for Runcorn Town Hall Park <b>May 2010</b></li> </ul>	Parks and Countryside Manager		
<b>2011 - 12</b>	<ul style="list-style-type: none"> <li>• Obtain 12 Green Flag sites <b>Sept 2011</b> (AOF12&amp;2)</li> </ul>	Parks and Countryside Manager		
<b>Risk Assessment</b>	<b>Initial</b>	Medium	<b>Linked Indicators</b>	No indicators linked

<b>Corporate Priority:</b>	<b>A Healthy Halton Children &amp; Young People in Halton Employment, Learning &amp; Skills in Halton A Safer Halton 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 30</b> Improving the social and physical well-being of those groups most at risk within the community.

<b>Service Objective:</b>	<b>CL 4 – Improve drug and alcohol services through the re-tendering of the contract.</b>
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<b>Key Milestones</b>			<b>Responsible Officer</b>
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Finalise specification. <b>April 2009</b> (AOF 30,3)</li> <li>Tender short-listing and interviews. <b>October 2009</b> (AOF 30,3)</li> <li>Contract signed <b>December 2009</b>. (AOF 30,3)</li> <li>Handover/TUPE January – <b>March 2010</b> (AOF 30,3)</li> </ul>	DAAT Coordinator	
<b>2010 -11</b>	<ul style="list-style-type: none"> <li>Contract start date April 2010 (AOF 30,3)</li> </ul>	DAAT Coordinator	
<b>2011 – 12</b>	<ul style="list-style-type: none"> <li><i>Not currently identified.</i></li> </ul>		
<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):

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/08 Actual	2007/08 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/09 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
<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>											
<b><u>CL LI4</u></b>	% Overall satisfaction of Library Users (Previously BVPI 118c)	CP6 AOF32	97				N/a		97	97	97
<b><u>CL LI5</u></b>	% Of residents satisfied with sport and leisure (Previously BVPI 119a)	CP6 AOF32	57				N/a		TBC	TBC	TBC
<b><u>NI 17</u></b>	Perception of anti-social behaviour	CP6 AOF32	N/a	-	-	-	N/a	35%	32%	27%	23%
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
N1 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	CP6	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 2007/08 Actual	2007/08 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/09 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
	behaviour as a problem	AOF32									
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>											
<b>CL LI1</b>	Domestic burglaries per 1,000 households (Previously BVPI 126)	CP5 AOF27	13.72				7.33	11.97	11.97	TBC	TBC
CL LI2	Number of racial incidents recorded by the Authority per 100,000 population (Previously BVPI 174)	CP5 AOF30	37.04	-	-	-	40		TBC	TBC	TBC
CL LI3	% Of racial incidents that resulted in further action (Previously BVPI 175)	CP5 AOF30	100	100	100	100	100		TBC	TBC	TBC
<b>NI 9</b>	% 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
<b>NI 10</b>	% 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
<b>NI 11</b>	% 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 (per 1000 population)	CP5 AOF27	N/a	-	-	-	N/a	16.47	16.06	15.65	15.23
NI 18	Adult re-offending rates for those under probation supervision	CP5 AOF27	N/a	-	-	-	N/a		TBC	TBC	TBC

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/08 Actual	2007/08 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/09 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
NI 19	Rate of proven re-offending by young offenders	CP5 AOF27	N/a	-	-	-	N/a		TBC	TBC	TBC
<b>NI 20</b>	Assault with injury crime rate (per 1000 population)	CP5 AOF27	N/a	-	-	-	N/a	10.62	10.35	10.09	9.82
N1 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
<b>NI 30</b>	Re-offending rate of prolific and priority offenders	CP5 AOF27	N/a	-	-	-	N/a	16%	19%	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	127	121	115	109
<b>NI 33</b>	Arson incidents	CP5 AOF27	N/a	-	-	-	N/a	1277	1024	937	855
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	527	532	543	548

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/08 Actual	2007/08 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/09 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
<b>NI 8</b>	% of adult population (16+) participating in sport each week	CP1 AOF2	N/a	-	-	-	N/a	20.2 (2006)	22.02	23.02	24.02
NI 6	Participation in regular volunteering	CP6 AOF31	N/a	-	-	-	N/a		TBC	TBC	TBC
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 Data Quality Arrangements

Good quality data provides the foundation for managing and improving services, determining and acting upon shared priorities, and accounting for performance to inspecting bodies and the local community.

In recognising this, the Council has developed a Corporate Data Quality Strategy that will provide a mechanism by which the authority can be assured that the quality of its data remains robust and fit for purpose. This strategy, which will remain subject to periodic review, establishes the key dimensions of good quality data and identifies five Key Corporate Objectives namely;

#### Objective 1

To provide assurance to all stakeholders that the quality of data used in decision making and in accounting for and reporting the performance of the authority, either directly or through partnership arrangements, is wholly fit for purpose.

#### Objective 2

That, through a rigorous process of monitoring, review and refinement, the authority's arrangements for securing data quality remain relevant, reliable and robust and that exemplary arrangements for securing data quality are achieved within the medium term

#### Objective 3

That arrangements for securing data quality are widely shared, communicated and understood by all of those with data quality responsibility and that relevant staff are provided with timely and appropriate guidance and support.

#### Objective 4

That all departments, partners and agencies that deliver services on behalf of the Council use complete, accurate and verifiable data which is collected and communicated in an effective and timely manner.

#### Objective 5

That all data used in the calculation of nationally prescribed performance indicators is definition compliant and verifiable and that no such indicators will be amended or qualified as a result of work undertaken by inspecting bodies.

In supporting the delivery of the corporate strategy the department will ensure that appropriate systems and processes are in place to secure the quality of

its data and that such systems are subject to periodic and risk based review. In so doing the department will pay particular attention to the six key dimensions of good quality data i.e. that data is

- **Accurate** For its intended purpose;
- **Valid** By being consistently recorded and used in compliance with predetermined definitions and rules;
- **Reliable** By reflecting stable and consistent data collection processes;
- **Timely** By being made available as soon as possible after the activity or event and in line with organisational requirements;
- **Relevant** For the purpose intended;
- **Complete** In that the monitoring of incomplete, missing or invalid data is avoided.

The Directorate has developed a Performance Management and Data Strategy, which is reviewed and updated on an annual basis. It outlines how the robust Performance and Information Technology management framework operates within the Directorate to provide transparent, accurate and timely services and information

The Strategy underpins the Health & Directorate's commitment to managing and providing IT services and performance information and complements and supports the: -

- Directorate Service Plans
- Corporate Quality Assurance Framework

## 6.0 PERFORMANCE REPORTING

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 its 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 recognising the significance of good quality data, and it's relationship to both the provision of information and the quality of decisions that flow from it, the department will have due regard to it's responsibilities identified within the Council's Corporate Data Quality Strategy.

**As such it will seek to ensure that all information that is used, generated and provided by the department is based upon right first time principles and follows the key dimensions of good quality data i.e. that it is accurate, valid, reliable, timely, relevant, and complete.**

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 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

### 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.





# Environmental and Regulatory Services

## **SERVICE PLAN**

**April 2009 to March 2012**

**Executive Board Draft 2009**

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### *Appendices*

*1. Equality Impact Assessments – High priority actions*

*2. 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: -

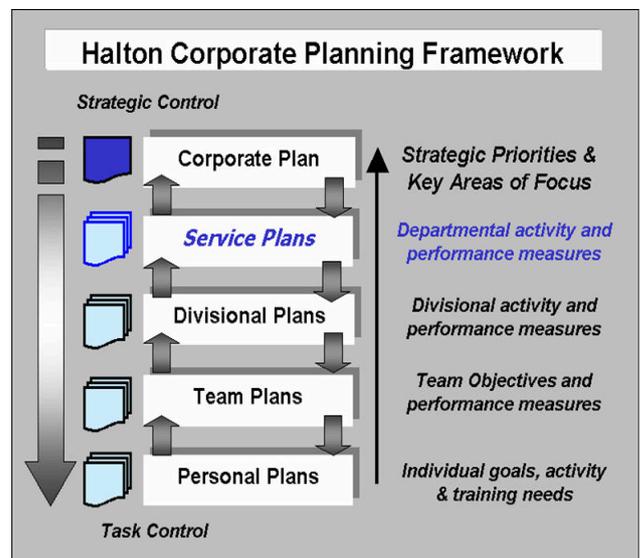
- **A Healthy Halton**
- **Halton's Urban Renewal**
- **Halton's Children & Young People**
- **Employment, Learning & Skills in Halton**
- **A Safer Halton**
- **Corporate Effectiveness & Business Efficiency**

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 (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.

Provides co-ordination of enforcement activities with other enforcement agencies within the Council, particularly in relation to protection of the environment.

Core functions being:

Building Control: to deliver sustainable, energy efficient and accessible buildings that meet existing and future building regulation requirements through the provision of building regulation, public safety and access services.

Environmental Health: to deliver is a diverse collection of statutory regulatory functions and related services covering a range of activities including food safety, health& safety at work, pollution control, contaminated land, air quality

management, noise control environmental protection and private sector housing.

Planning compliance: to investigate, research, and enforce to ensure that the controls operated within the Development Control and Local Development Framework are complied with in the interests of the public good and in accordance with local and nationally agreed policies.

#### *Landscape Services*

Manages the Borough's public spaces through its Parks and its Streetscene Sections and it provides landscape maintenance services to external organisations and School's through its External Contracts Section.

The Parks Section provides attractive parks, children's playgrounds, youth activity areas, sports pitch facilities, local nature reserves for the enjoyment of the people of Halton. The section is also responsible for Nature Conservation and the Wild about Halton project.

The Streetscene Section is responsible for the horticultural and cleansing management of other public spaces including streets, town centres and general public open spaces. The Division also provides an advice and maintenance service for the other Departments of the Council.

The Division is supported by its own Landscape Design and Development Team who manage, develop and take forward landscape improvement and refurbishment schemes, through capital investment, including external funding.

#### *Planning and Policy*

Manages and controls the development and use of land, taking enforcement action where appropriate consents are not sought. Encouraging business development and ensuring accurate interpretation of statutes. Defends appeals against Council planning decisions, and provides land charge searches on planning matters.

Prepares and adopts the Local Development Framework (LDF) and associated Core Strategy, Development Plan Documents and Supplementary Planning Documents. Provides listed building and conservation advice.

Provides input into Regional Spatial Strategies. Produces the Evidence Base for the Local Development Framework (LDF) and publishes statutory monitoring reports assessing performance of the Local Development Scheme and performance management indicators.

Manages departmental data, information and systems. Provides corporate Geographical Information Systems (GIS), graphics and cartography services. Act as the Authority Liaison Officers and Local Land and Property Gazetteer custodians for Halton.

### *Waste Management*

As a Unitary Authority, Halton Borough Council has responsibility for both the collection and disposal of municipal waste arising within the borough, along with responsibilities and powers for other waste management activities including recycling, composting, street cleansing, enforcement and promotion of waste minimisation activities.

The Waste Management Division develops strategies, makes recommendations for policy and manages services and facilities to enable the Council to meet its statutory and non-statutory obligations concerned with managing waste and improving the local environment.

The Division provides accessible, high quality, cost effective waste collection and recycling services to all residents of the borough. The Division's Waste Strategies and Plans take into account the socio-economic and demographic make up of the Borough and services are delivered on an area by area basis that meet the needs of local communities.

Working closely with other sections of the Council and external agencies, the Division contributes to a co-ordinated approach to litter prevention and enforcement by utilising all statutory provisions available to it for the purpose of addressing all forms of environmental nuisance within the boundaries of the Borough.

The Division manages cleaning and housekeeping services to schools and other public buildings to maintain clean and safe environments for those working within, and visiting those premises.

Other core functions include the provision of facilities for residents to deposit and recycle household waste, kerbside recycling collection services, education and promotion of recycling, waste minimisation and wider waste issues such as the Council's carbon management programme.

## **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 The Better Regulation Executive (BRE) expects local authorities to have regard to the national enforcement priorities contained in the Rogers Review of 2007. The current national priorities advocated by Rogers were given statutory force with the setting up of the Local Better Regulation Office (LBRO). The current national enforcement priorities are:-

- Air quality, including regulation of pollution from factories and homes
- Alcohol, entertainment and late night refreshment licensing and its enforcement
- Hygiene of businesses selling, distributing and manufacturing food and the safety of food in premises.
- Improving health in the workplace
- Animal and public health
- Fair trading

The work the Council's Environmental Health figures strongly in the first five of these.

2.2.3 A key issue for environmental health services is the establishment of the Local Better Regulation Office (LBRO). This builds on the concepts initiated by the 'Hampton Review' into regulatory services and one of the key roles of the LBRO will be to reduce administrative burdens on business by establishing a framework to ensure a consistent, risk-based approach to the delivery of local authority regulatory services. In the establishment of the framework the LBRO will be looking closely look at a number of activities including:-

- consistency and accessibility of advice to businesses
- improving service to businesses operating in more than one area
- sharing of information about businesses
- arbitration/conciliations
- national co-ordination of campaigns and initiatives

2.2.4 The regulatory services that local authorities provide do more than simply protect consumers, workers and the environment – they also provide much needed and valued support for businesses in complying with regulations. The Local Better Regulation Office (LBRO) has laid out its plans for environmental health services in a three year strategy that will see substantial investments in improvements between 2008 and 2011. It outlines action planned to:

- support services in making improvement
- enhance the regulatory system
- delivery greater consistency

2.2.5 Key areas of work for environmental health will include the production and implementation of the following statutory documents:

- Food safety and standards inspection and enforcement plan
- A health and safety at work
- A pollution control enforcement and inspection plan
- A review and assessment of local air quality
- An animal welfare enforcement and inspection plan

In addition the following areas of work will also be undertaken:

- Review of the contaminated land inspection strategy and ongoing work determined by that strategy
- The department have taken on board the operation of the Housing Health and Safety Rating System and its associated enforcement powers in private sector housing to assess and deal with unhealthy and hazardous conditions in housing accommodation.
- Work continues on the strategy for inspection of contaminated land. Sites have been identified and recorded within the new information management system developed specifically for the task and the final prioritisation and data presentation will be complete before the milestone date. The process of detailed inspection and assessment has been commenced with the in-house production of Phase 1 documentation for high priority sites. The next phase, which includes physical site investigation, is dependent upon a bid to DEFRA for funding being successful.

2.2.6 A key cross cutting task for the department will be to utilise powers presented in the Clean Neighbourhoods and Environmental Act to improve the quality of the local environment, by deterring litter, fly-tipping, fly-posting, graffiti and dog fouling; to require managers of land used by the public to remove litter and abandoned vehicles; and to enable local authorities to use enforcement powers to tackle poor environmental quality and anti-social behaviour.

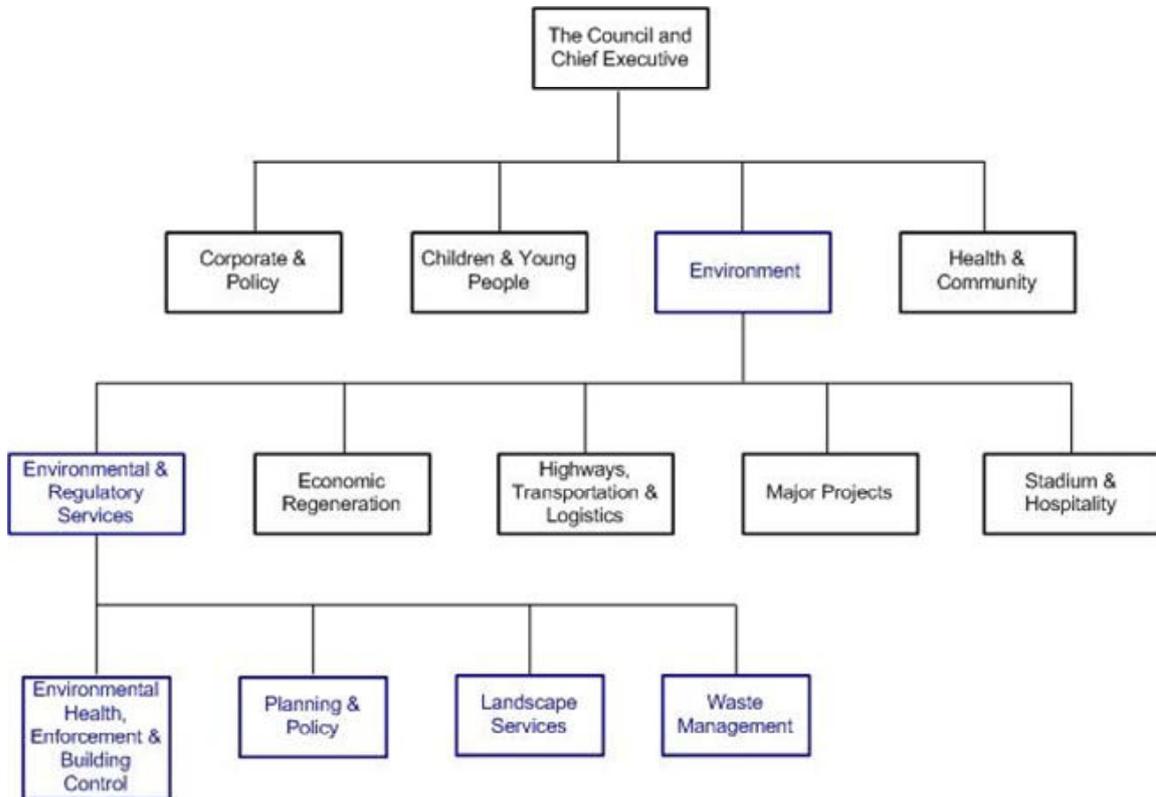
2.2.7 The waste management agenda continues to move at a great pace and there remain powerful economic, environmental, legislative and policy drivers for continued change. In order to meet the requirements of the EU Landfill Directive, implemented in England through the Landfill Allowance Trading Scheme (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 Council must also continue to increase levels of recycling of waste to meet future targets. The department plans to meet future targets, and minimise future cost increases, through delivering a programme of waste reduction initiatives, the implementation enhanced recycling services as set out in the Councils Waste Action Plan, and through the procurement of new residual waste treatment facilities. During the life of this Plan the Council's current Waste Management Strategy is to be reviewed to ensure that it remains fit for purpose to guide the Council's actions on waste.

2.2.8 The Council has committed significant investment to deliver enhanced kerbside recycling services to meet future targets, however, regardless of the systems that are implemented, the Council will only be successful in achieving targets if it has the cooperation of the residents of Halton. Essential to achieving increased cooperation and participation is a raised awareness of waste related issues. The Councils Waste Strategy highlights the need for effective communications and awareness raising and during the life of this plan the Department will continue to develop and deliver comprehensive and targeted education and communications programs. Communication and education strategies, together with improved community engagement activities, will enable key messages to be conveyed to the

residents of Halton to help support behaviour change to meet the demanding targets faced by the Council.

- 2.2.9 Local environmental quality is important as it impacts on the whole community and is consistently rated as the most important issue for local people. Whilst the Departments approach to changing attitudes will focus upon increased education and community engagement the strengthening of enforcement measures will be required to underpin the Council's efforts to tackle such environmental nuisances. The department now delivers a more coordinated approach to ensuring a cleaner, greener, safer environment and a continued emphasis will be the development and implementation of plans, strategies and policies to tackle environmental nuisance, and will require the further coordination of departmental enforcement activities and joint working with key partners.
- 2.2.10 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.
- 2.2.11 Requirements to prepare sustainability appraisals and 'Appropriate Assessment' of the impact plans may have on the environment have increased project timescales for all planning documents. Similarly, tests of 'soundness' for the Local Development Framework (the replacement Unitary Development Plan) require considerably more public consultation and a wider and rigorous evidence base. Divisional resources have been switched to concentrate on the core strategy to meet government expectations, implement the Sustainable Communities Strategy and replace outdated UDP Policies. The Division will continue its commitment to the Growth Point for Halton, St. Helens and Warrington that aims to provide an additional 20% more housing in the Borough. The Division will need to support the Mersey Gateway Scheme Public Inquiry through up-to-date planning policy. These requirements put additional pressures on existing resources and again have the potential to impact upon service delivery.
- 2.2.12 The Council's success in securing 'Playbuilder' funding, of £1.121 million over a three year period, to develop play facilities in the Borough has placed extreme pressure on the Landscape Services Divisions Design and Development team who are charged with delivering the physical facilities aspect of the project. Revenue maintenance costs would have been an issue that may have derailed the 'Playbuilder' scheme but funding has been secured from the PCT for two additional Playground Maintenance Operatives. This funding is in place for a five-year period. The Council has made a commitment to the PCT to provide five new play facilities.

### 2.3 Organisation Structure



### 3.0 FACTORS AFFECTING THE SERVICE

#### 3.1 External Factors

Key Developments	Comment(s)
<i>Political</i>	
Liveability Agenda	<p>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.</p> <p>Of equal importance in relation to the Liveability agenda is the desire to provide quality public spaces that attract people to use them and in turn promote social interaction. The department will continue to drive up the physical quality of its parks, public squares, streets and other public spaces.</p>
Climate Change	<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 CO<sub>2</sub> 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	<p>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.</p>
Waste Management	<p>The developing partnership with the Merseyside Authorities to deliver future waste management facilities, and the potential wider implications of the Liverpool City Region, will impact upon aspects of the</p>

	department's services during the life of this plan.
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<b><i>Economic</i></b>	
Efficiency in the Current Economic Climate	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.
Better regulation.	<p>In the old regulatory model upon which output performance indicators were based – which started in Victorian times – the implicit regulatory principle has been 100 per cent inspection of premises, procedures and practices irrespective of known risks or past results. The theory has been to inspect everyone continuously, demand information wholesale, and require forms to be filled in at all times, the only barrier to the blanket approach a lack of resources.</p> <p>The modern enterprise challenge is to enhance the flexibility needed for a successful economy and tackle the regulatory concerns without sacrificing the standards a good society needs. The Government is committed to improving the quality of guidance on regulation because of its importance in improving compliance and reducing the burden of regulation. If regulation is to achieve its objectives in protecting consumers, workers and the environment and making markets work efficiently it must be clear what businesses and other organisations need to do to comply with the law. The new model being introduced will be a risk-based approach where there is no inspection without justification, no form filling without justification, and no information requirements without justification. Not just a light touch but also a limited touch. Instead of routine regulation attempting to cover all, the risk-based approach will target only the necessary few.</p>
Rigorous processes	Requirements to prepare sustainability appraisals and 'Appropriate Assessment' of the impact on the environment combined with the 'tests of soundness' for the Local Development Framework and enhanced public consultation are increasing the financial cost of producing plans and increasing the timescales for their completion.
Waste	The cost of dealing with waste will rise significantly in the

Management	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.
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<b>Social</b>	
<i>Reformed public services-</i>	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>	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 health inequalities and deprivation	Production of the Local Development Framework by the Planning Division will implement the land use aspects of the Community Strategy and Local Area 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 field's. 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 Playbuilder programme and the funding for revenue maintenance secured from the PCT will be used to create new play facilities of the highest standard in areas of the Borough that currently have little or no provision.
The Population and People	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	Working closely with the Community and Voluntary sector the Waste Division needs 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.
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<b>Technological</b>	
Mobile working	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	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.

<b>Legislative</b>	
Planning for a Sustainable Future	<p>Detailed reforms to the planning system to improve speed, responsiveness and efficiency, alternatives for the delivery of major infrastructure planning are contained in the Planning Bill and Killian Pretty Review.</p> <p>A ‘delivery strategy’ for the Core Strategy to underpin a Community Infrastructure Levy (CIL) requires preparation. The CIL will empower local authorities to charge most types of new development in their area for the provision of new infrastructure.</p> <p>Planning Policy Statement 12 changes the way documents in the Local Development Framework are prepared. An Infrastructure Plan will be part of the ‘delivery strategy’ mentioned above to underpin CIL. The preparation of this Infrastructure Plan will have staff resource implications beyond that available in the Planning Division.</p> <p>Changes in Permitted Development rights should lead to a reduction in householder planning applications. This provides a much needed opportunity for development control to develop a positive and clear policy basis through site</p>

	<p>development briefs and supplementary planning guidance.</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>
Waste Management	<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>There is a broad and diverse range of European policy and legislation governing and directing all aspects of waste management from treatment and disposal options, to the management of specific waste streams.</p> <p>These policies and resulting strategies have a direct impact on national and local waste management and influence the way in which Halton's waste strategies and plans are developed.</p> <p>Overarching guidance on the effective management of waste is provided by the <i>Waste Framework Directive</i>. This requires the development of national strategies, encouraging prevention and reuse of waste and to ensure provision of a suitable infrastructure for recovery and disposal supported by an appropriate regulatory framework to protect the environment and public health. Amendments to the Framework were agreed by the EU Council in June 2008 and mean that member states will have to recycle 50% of household waste by 2020. EU countries will have two years to make the legislation part of their own national laws and governments will now have to draw up waste prevention programmes based on a five-step hierarchy, with waste prevention as the preferred option, followed by re-use, recycling, recovery and, finally, safe disposal.</p>
Building Control	<p>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. There was strong National endorsement for the majority of the 28 proposals which were designed to raise compliance with the building regulations while reducing the burden and cost on industry. The DCLG intend to follow up the analysis of consultation responses with an Implementation Plan, outlining how the successful proposals will be taken forward. The delivery of the service and enforcement of the regulations in the coming 12 months is</p>

	likely to change radically and presents a challenge to the service including new enforcement powers which to include stop notices
Environmental Health	<p>On the 21 July 2008 the Regulatory Enforcement and Sanctions Act 2008 (RES) received Royal Assent. The Act is part of the Governments implementation of the 2005 Hampton Review “Reducing Administrative Burdens: effective Inspection and Enforcement”. The RES Act creates a number of new responsibilities for local authorities. In addition to the Primary Authority scheme, these duties include:</p> <ul style="list-style-type: none"> <li>• A duty to have regard to any guidance given by LBRO</li> <li>• A duty to follow a specific directive given to it by LBRO</li> <li>• A duty to have regard to the list of national enforcement priorities published by LBRO.</li> </ul> <p>These duties are in addition to and complimentary with the duty to follow the new Regulators’ Compliance Code and the Legislative and Regulatory (Regulatory Functions) Order 2007.</p>

### 3.1.1 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. Through planning policies the Department provides a huge contribution through sustainable planning practices including the promotion of renewable energy, surface water management systems, Building for Life standards and sustainability appraisal.

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 will continue to develop its parks, woodlands and local nature reserves to promote biodiversity. Sites will be managed according to specifically drawn up Management Plans and where applicable Green Flag Award status will be applied for. The Department will also develop key strategic assets that have a carbon fixing capability such as the Expressway woodland planting which has reached a semi mature stage.

The Council's Waste Strategy sets out the key principles, policies, aims, objectives, and targets for the management of waste in Halton. The development of the strategy informed the production of a Waste Action Plan that contains details of services and initiatives to be introduced over a 3 year period to deliver enhanced recycling services to all households within the borough. The Plan will result in an increase in the level of waste recycled and that the level of bio-degradable waste sent to landfill for disposal is continually reduced. Halton continues to work with partner authorities in Merseyside to secure longer-term contracts for the diversion of more waste from landfill and in particular the biodegradable element of waste which contributes to the effects of climate change.

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**

During 2008 the Landscape Services Division completed its restructure, which has allowed it to better focus on its key areas of delivery in the coming decade. The new structure gives a clear management focus to Design, Parks Management and Conservation, Streetscene Services and the delivery of external contract works to organisations outside of the Council.

Landscape related industry awards show through independent assessment and verification that the service has continued to reach standards that are amongst the highest nationally. Green Flag awards gained and retained,

Hough Green Park, 7th year of award  
Pickering's Pasture LNR, 8th year of award  
Phoenix Park, 1<sup>st</sup> Year of Award.  
Runcorn Hill Park and LNR, 9th year of award  
Runcorn Town Hall Park, 1<sup>st</sup> year of award.  
Rock Park, 5th year of award  
Spike Island, 1<sup>st</sup> year of award.  
Victoria Park, 2nd year of award  
Victoria Promenade, 2<sup>nd</sup> time it has won the award.  
Wigg Island, 3rd 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 November 2008 and based upon performance data collected during the financial year 2007/8 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 for Parks, School's and on its highway estate. In December 2007 the Division won APSE 'Most Improved Performer – Parks, Open Spaces & Horticulture' Award and it is nominated for 'Best Performing Council Award in 2008.

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. The Department will continue to work in partnership, where possible, to produce joint documents, for example the Joint Waste Development Plan Document for Halton and Merseyside. Input will continue to be provided for the Regional Spatial Strategies and emerging Single Regional

Strategy. A major task for the Department over the coming year will be the Public Inquiry in March 2009 announced by the Secretary of State for Transport concerning the Mersey Gateway transport scheme. The public inquiry will have considerable resource implications for staff time.

During 2008 the Waste Management Division updated the Council's Waste Management Strategy and has been implementing the actions contained within the Council's Waste Action Plan, a 3 year Plan to deliver enhanced recycling services to all households in the borough. This has included the roll out of Multi-material Kerbside Recycling Collections to a further 20,000 properties in July 2008, taking the total number of properties receiving the enhanced service to 26,000. Through a combination of wheeled bins, communal recycling containers and appropriate receptacles for terraced and 'sack' collection properties, the Council will deliver enhanced recycling services to all properties by 2010/11. The Waste Action Plan includes plans to deliver garden waste collections to all suitable households within the Borough. Where properties are not suitable for wheeled bins, it is planned that an alternative receptacle will be provided, such as a re-useable or biodegradable sack. It is planned that all suitable properties will be added to the green wheeled bin collection service in February 2009, and all other suitable properties will receive the service by 2010/11.

Following a review of the use of Fixed Penalty Notices (FPNs), officers from the Environment and Regulatory Services Department secured an agreement that Police Community Support Officers (PCSO's) be authorised to issue FPNs on behalf of the Council. This agreement demonstrated the continued and increased partnership working in tackling environmental crime and anti-social behaviour. All PCSO's, together with a further number of Environment Directorate officers, subsequently received training in the issuing of Council FPN's and the department now has a core resource to deliver programmed enforcement initiatives to further deter environmental crime.

Members of the Safer Halton Policy and Performance Board supported proposals for the development of plans to tackle litter and environmental nuisance, and approved that recommendations be made to adopt policies to take a minimum tolerance approach to environmental crime. During the coming year officers from the department will present further reports to elected members to recommend policy, and will continue to develop plans and strategies in relation to enforcement and nuisance prevention.

The Environmental Health team have taken some private sector housing functions of that fall mostly under the Housing Act 2004 including tenants complaints, overcrowding, disrepair, houses in multiple occupation licensing and inspection, immigration inspections, unlawful evictions. Also included is inspection and regulation of residential caravan sites. This introduces a new way of assessing homes in respect of housing complaints/disrepair The new system has been introduced under the Housing Act 2004 and it covers 29 hazards SEE below including:

- Dampness, excess cold or heat
- Pollutants such as asbestos, carbon monoxide and lead
- Lack of space, security, lighting, excess noise
- Poor hygiene, sanitation, water supply
- Accidents such as falls, shocks, fires, burns and scalds
- Collisions, explosions, structural collapse

If an officer identifies any type of hazard, they have to assess how serious it is and the level of harm that could result. The Government has provided detailed guidance on how assessments must be carried out and they have to be based on the risk to the occupant. The Cheshire Fire and Rescue Service are available for advice on fire issues and model protocols are published to facilitate this sharing of expertise.

### **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 were delivered as a result of the restructuring of the Department focusing on the Waste and Landscape Divisions.

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.

### 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 was involved in the strategic development of a CABE Space (Commission for Architecture and the Built Environment) that champion's the role of urban parks and green spaces, provides a national voice and potentially secures greater resources. The Department continues to engage with CABE Space.

The Department is also involved in the regional North West Parks and Green Spaces Forum, the objectives of which are similar to those of CABE Space but with a specific regional and local authority focus.

Issues arising in 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. The RSS was published 30<sup>th</sup> September 2008. This will now be subject to a partial review focussing on Gypsies and Travellers, Travelling Show People and Regional Parking Standards. Work has begun on a Single Regional Strategy (SRS) that will combine the Regional Spatial Strategy, Regional Economic Strategy, Regional Housing Strategy. This SRS will not simply draw together existing documents. It will set out a clear vision for the region with unified and specific spatial, economic, environmental and social priorities and action. It is being prepared by 4NW, the new Regional Leaders Forum for the North West. It is essential to ensure that the SRS reflects Halton's corporate policies, plans and objectives. SRS has an ambitious 24 month preparation timetable that will have resource implications for the Planning Division.

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 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
- Recovering more resources from business waste.
- Securing technologically efficient investment in the treatment of Waste
- Measures to promote recycling in public spaces

Where targets are adopted at a national level, these have, in the past, been translated to different targets at a local level, that reflect an improvement on current performance which may be below or above the national target. No new statutory targets have been set for Halton, however, the authority agreed stretched performance targets for recycling with the Government Office for the North West (GONW) in June 2008. These are contained within Halton's Local Area Agreement and require:

- 28% recycling by 2008/09
- 31% recycling by 2009/10
- 34% recycling by 2010/11

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.

The Department delivers a regulatory and advisory function primarily concerned with enhancing or protecting the environment and the wellbeing of the boroughs residents in respect of:

- Controlling the built environment
- Managing environmental factors that impact on health and wellbeing
- Regulating the commercial sector
- Managing the Borough's Natural Assets
- Neighbourhood cleansing Streetscene Services
- Delivering sustainable linked communities with the Local Development Framework
- Delivering a waste management service managing and encouraging responsible actions from diverse parties.

As an environmental and regulatory service, the issues around service performance tend to focus the speed and consistency of the service provided with ad hoc procedures in place on access to these services to reflect equality and diversity and the demographic make up of the borough. The service, which is delivered by a team of predominantly professionally qualified officers, is largely governed by statute and accompanying codes of practice and deals with matters affecting those living, working or just visiting the Borough. In order to effectively target the services and enable continued improvement of its effectiveness, a high proportion of visits and inspections operation are scheduled following the principal risk assessments.

There is currently no evidence of adverse equality impacts using this approach however, it is accepted insufficient data is being collected upon which a robust statement can be made. The service, whilst endeavoring to be equally available to all, is not currently able to demonstrate whether this is being achieved.

It is intended to undertake research into service users and to set up a system for monitoring the diversity background of service users to ensure the service does not inadvertently discriminate, and enable the service to be more effective where highest need has been identified and to be able to demonstrate achievements. When this information has been collated an action plan with targets can be drawn up within the lifetime of this service plan.

The Council is also mindful of the socio-economic and demographic factors affecting the Borough. To ensure equal access to services in the most deprived areas of the borough these issues are also addressed through

consultation on a neighbourhood basis, through the area forums and the development of local waste management plans.

### 3.6 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.

### 3.7 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>
2008 / 09	46	25	126	268
2009 / 10	42	24	124	260
2010/11	42	24	124	260
2011/12	42	24	124	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.

### 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:

- Consideration of the aggregation of the Department's individual core systems together to derive 'open access' to information and economies of working through reduced ICT hardware and 3<sup>rd</sup> party vendor involvement.
- 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.
- The Landscape Services Division has operated for a number of years on the Citrix System through terminals instead of PCs. This has been an effective way of working for the Division and has enabled it to be innovative in the way it organises its front line operations. However it appears that the Citrix system used by the Council is no longer supported. The system will need to be updated if issues of failures are to be avoided in the future. This issue will be reviewed by ICT Services.
- The Landscape Services and Waste Management Division's are now using the Fleetmatic Vehicle Management system which allows for better planning of routes, provides security to lone workers, protects assets and allows managers to monitor fleet movements and generate reports that evidence work's completed. The system should be applied to all vehicles within the Department.

#### **4.4 Accommodation and Property Requirements**

- The Planning Policy, Waste and Environmental Health Divisions are located in Rutland House and have no additional short-term accommodation needs.
- In 2008 it was agreed that the Landscape Division would continue to be based at Picow Farm Depot, which has undergone improvement and modernisation in recent years. It has also been agreed that when external tenants currently based at Picow Farm Depot vacate the Department will make use of the space. The Landscape Services Division also has a new depot at Victoria Park where its Parks Team are based and has space at Lowerhouse Lane Depot where elements of its Streetscene section are based.

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 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 1- Continue to improve Parks, Sports Grounds, Open Spaces and Local Nature Reserves (LNR's).</b>	
	<b>Key Milestones</b>	<b>Responsible Officer</b>
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Undertake refurbishment and improvements at Runcorn Town Hall Park including additional imaginative play facilities for all age groups. (AOF2, 12 and 29) – March 2010</li> </ul>	Divisional Manager, Landscape Services
	<ul style="list-style-type: none"> <li>Construct an imaginative new play area as part of the Playbuilder and Big Lottery programme at Spike Island and secure additional funding for refurbishment of the park and St Helen's Canal (links with South Widnes SPD), (AOF2, 12 and 29) – March 2010</li> </ul>	Divisional Manager, Landscape Services
	<ul style="list-style-type: none"> <li>Deliver key elements, including the construction of a new Play Area, improvement to paths and entrance features, of the Hale Park 'Parks for People' project. Commence year 1 events programme. (AOF2, 12 and 29) – March 2010</li> </ul>	Divisional Manager, Landscape Services
	<ul style="list-style-type: none"> <li>Refurbish and enhance the play area at Town Park (Stockham Lane) – (AOF2, 12 and 29) September 2009.</li> </ul>	Divisional Manager, Landscape Services.
<b>2010 -11</b>	<ul style="list-style-type: none"> <li>Establish arboretum at Runcorn Town Hall park as part of the general refurbishment of the site. (AOF2, 12 and 29) - December 2010</li> </ul>	Divisional Manager, Landscape Services
	<ul style="list-style-type: none"> <li>Deliver key elements, of the Hale Park 'Parks for People' project. (AOF2, 12 and 29) – December 2010</li> </ul>	Divisional Manager, Landscape Services
	<ul style="list-style-type: none"> <li>Explore funding opportunities for refurbishment of Runcorn Hill Park. (AOF2, 12 and 29) – December 2010</li> </ul>	Divisional Manager, Landscape Services

<b>2011 - 12</b>	<ul style="list-style-type: none"> <li>Implementation of landscape strategy for phase two of Widnes Waterfront. (AOF2, 12 and 29) – December 2011.</li> </ul>			Divisional Manager, Landscape Services
<b>Risk Assessment</b>	<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 2 - 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 set out in the LDS 2009:-</b>
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<b>Key Milestones</b>		<b>Responsible Officer</b>						
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Preferred Options for the Core Strategy reported to Full Council July 2009</li> <li>Risk Management Milestone – Publication of Local Development Scheme, agreed by Government Office North West, March 2010. <i>(Associated risk: Failure to produce strategy could jeopardise future government funding e.g. Housing and Planning Delivery Grant. Control Measure: Ensure delivery of strategies in line with government requirements).</i></li> <li>Risk Management Milestone – Biannual Local Development Working Party Meetings. <i>(Associated risk: Production of unsound plans resulting in abortive costs and repetition of work. Control Measure: Consultation with relevant internal officers and external experts to ensure proper evaluation of requirements to pass tests of soundness).</i></li> </ul>	Divisional Manager, Planning Services						
<b>2010 -11</b>	<ul style="list-style-type: none"> <li>Submission of the Core Strategy, September 2010</li> <li>Risk Management Milestone – Biannual Local Development Working Party Meetings. <i>(Associated risk: Production of unsound plans resulting in abortive costs and repetition of work. Control Measure: Consultation with relevant internal officers and external experts to ensure proper evaluation of requirements to pass tests of soundness).</i></li> </ul>	Divisional Manager, Planning Services						
<b>2011 - 12</b>	<ul style="list-style-type: none"> <li>Adoption of the Core Strategy, January 2012</li> <li>Risk Management Milestone - Biannual Local Development Working Party Meetings. <i>(Associated risk: Production of unsound plans resulting in abortive costs and repetition of work. Control Measure: Consultation with relevant internal officers and external experts to ensure proper evaluation of requirements to pass tests of soundness).</i></li> </ul>	Divisional Manager, Planning Services						
<b>Risk Assessment</b>	<table border="1"> <tr> <td><b>Initial</b></td> <td>High</td> <td rowspan="2"><b>Linked Indicators</b></td> <td rowspan="2">No indicators</td> </tr> <tr> <td><b>Residual</b></td> <td>Medium</td> </tr> </table>	<b>Initial</b>	High	<b>Linked Indicators</b>	No indicators	<b>Residual</b>	Medium	
<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 3 - Implementation of actions to meet the objectives of the Council's Waste Management Strategy and Waste Action Plans</b>
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<b>Key Milestones</b>		<b>Responsible Officer</b>		
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>• Extension to kerbside wheeled bin multi-material recycling service. <b>Sep 2009.</b> (AOF31)</li> <li>• Extension to kerbside wheeled bin green waste collection service <b>May 2009.</b> (AOF31)</li> <li>• Extension to the network of neighbourhood recycling 'Bring Sites'. <b>March 2010.</b> (AOF31)</li> <li>• Development and delivery of a co-ordinated Environmental Education and Communications Campaign. <b>July 2009.</b> (AOF31)</li> </ul>	Divisional Manager, Waste Management		
<b>2010 - 11</b>	<ul style="list-style-type: none"> <li>• Extension of kerbside multi-material recycling service to <b>all</b> properties. <b>March 2011.</b> (AOF31)</li> <li>• Extension to the network of neighbourhood recycling 'Bring Sites'. <b>March 2011.</b> (AOF31)</li> </ul>	Divisional Manager, Waste Management		
<b>2011 -12</b>	<ul style="list-style-type: none"> <li>• There are no key milestones in this year.</li> </ul>			
<b>Risk Assessment</b>	<b>Initial</b>	Medium	<b>Linked Indicators</b>	NI 191, NI 192, NI 193
	<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 4 - 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>2009 - 10</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>2010 - 11</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>2011 -12</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 5 - Implement 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	
2009 - 10	<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	
2010 - 11	<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	
2011 -12	<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	
Risk Assessment	Initial	Medium	Linked Indicators	EAR LI15 & 16
	Residual	Low		

<b>Corporate Priority:</b>	<b>A Healthy Halton</b>
<b>Key Area (s) Of Focus:</b>	<b>AOF 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</b>

<b>Service Objective:</b>	<b>EAR 6 - To support initiatives to address obesity within Halton by introducing the Halton Early Years Food Award (HEYFA) to all Pre-school settings in the Borough and to develop a Healthy Eating award (HEAFB) to be initially introduced in Business canteens in the Borough</b>
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<b>Key Milestones</b>			<b>Responsible Officer</b>	
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Establish the HEYFA in 70% of Pre-school settings in Halton</li> </ul>		Stephen Burrows (Principal Environmental Health Officer)	
	<ul style="list-style-type: none"> <li>Initiate discussions with PCT and nutritionist for Healthy Eating Award for Businesses (HEAFB)</li> </ul>		Stephen Burrows (Principal Environmental Health Officer)	
<b>2010 - 11</b>	<ul style="list-style-type: none"> <li>Establish HEYFA in 80% of all Pre-school settings in Halton.</li> <li>Pilot HEAFB</li> </ul>		Stephen Burrows (Principal Environmental Health Officer)	
<b>2011 -12</b>	<ul style="list-style-type: none"> <li>Establish HEYFA in 90% of all Pre-school settings in Halton.</li> <li>Launch HEAFB</li> </ul>		Stephen Burrows (Principal Environmental Health Officer)	
<b>Risk Assessment</b>	<b>Initial</b>	Low	<b>Linked Indicators</b>	NI 55 NI 120
	<b>Residual</b>	Low		

## 5.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/08 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
<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 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	10	10	11	12
NI 182	Satisfaction of business with local authority regulation services	CP6 AOF32	tbc	-	-	-	N/a	tbc	TBC	TBC	TBC
<b>Service Delivery</b>											
<b><u>EAR LI8</u></b>	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 190	Achievement in meeting standards for the control system for animal health	CP1 AOF7		** see note-	-	-		TBC**			

<sup>1</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/08 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
	** Targets for this indicator have not yet been developed, it was deferred until 2009 because Defra intend to carry 2008.										
NI 191	Residual household waste per household (Kgs)	CP1 AOF7	New Indicator	-	-	-	967	TBC	856	826	796
NI 192	Household waste recycled and composted	CP1 AOF7	25.4%	-	-	-	28%	TBC	31%	34%	35%
NI 193	Municipal waste land filled (Kgs)	CP1 AOF7	New Indicator	-	-	-	71.2%	TBC	63	61	60
NI 195	Improved street and environmental cleanliness - (a) Litter and detritus (b) Graffiti (c) Fly-posting	CP5 AOF29	14% 1% 0%	-	-	-	14% 1% 0%	TBC	14% 1% 0%	14% 1% 0%	14% 1% 0%
NI 196	Improved street and environmental cleanliness - Fly tipping	CP5 AOF29	2	-	-	-	2	TBC	1	1	1
NI 197	Improved local biodiversity – active management of local sites	CP2 AOF12		-	-	-	N/A	N/A	15%	18%	22%
NI 184	Food establishments in the area which are broadly compliant with food hygiene law	CP1 AOF7	N/A	-	-	-	70%	TBC	72%	74%	75%

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/08 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets				
				Top	Middle	Bottom			09/10	10/11	11/12		
NI 154	Net additional homes provided	CP2 AOF11		-	-	-			518	518	518		
NI 155	Number of affordable homes delivered (gross)	CP2 AOF11		-	-	-			20	20	20		
<b>NI 157</b>	Processing of planning applications as measured against targets for 'major', 'minor' and 'other' application types	CP2 AOF10		-	-	-			60	60	60		
									80			80	80
									80			80	80
<b>NI 159</b>	Supply of ready to develop housing sites	CP2 AOF11		-	-	-			110%	110%	110		
<b>NI 170</b>	Previously developed land that has been vacant or derelict for more than 5 years * Targets cannot be set until the DCLG publish their Urban Settlements report which contains data critical to the calculation. This is defined in the DCLG document National Indicators for Local Authorities and Local Authority Partnerships: Handbook of Definitions 1/4/2008. The lack of DCLG report has been queried with	CP2 AOF8		-	-	-							

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/08 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
	the Audit Commission.										

### 5.3 Data Quality

Good quality data provides the foundation for managing and improving services, determining and acting upon shared priorities, and accounting for performance to inspecting bodies and the local community.

In recognising this, the Council has developed a Corporate Data Quality Strategy that will provide a mechanism by which the authority can be assured that the quality of its data remains robust and fit for purpose. This strategy, which will remain subject to periodic review, establishes the key dimensions of good quality data and identifies five Key Corporate Objectives namely;

#### Objective 1

To provide assurance to all stakeholders that the quality of data used in decision making and in accounting for and reporting the performance of the authority, either directly or through partnership arrangements, is wholly fit for purpose.

#### Objective 2

That, through a rigorous process of monitoring, review and refinement, the authority's arrangements for securing data quality remain relevant, reliable and robust and that exemplary arrangements for securing data quality are achieved within the medium term

#### Objective 3

That arrangements for securing data quality are widely shared, communicated and understood by all of those with data quality responsibility and that relevant staff are provided with timely and appropriate guidance and support.

#### Objective 4

That all departments, partners and agencies that deliver services on behalf of the Council use complete, accurate and verifiable data which is collected and communicated in an effective and timely manner.

#### Objective 5

That all data used in the calculation of nationally prescribed performance indicators is definition compliant and verifiable and that no such indicators will be amended or qualified as a result of work undertaken by inspecting bodies.

In supporting the delivery of the corporate strategy the department will ensure that appropriate systems and processes are in place to secure the quality of its data and that such systems are subject to periodic and risk based review. In so

doing the department will pay particular attention to the six key dimensions of good quality data i.e. that data is

- **Accurate** For its intended purpose;
- **Valid** By being consistently recorded and used in compliance with predetermined definitions and rules;
- **Reliable** By reflecting stable and consistent data collection processes;
- **Timely** By being made available as soon as possible after the activity or event and in line with organisational requirements;
- **Relevant** For the purpose intended;
- **Complete** In that the monitoring of incomplete, missing or invalid data is avoided.

## 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:

### **International**

Johannesburg Declaration  
Kyoto Protocol  
The Rio Declaration on Environment and Development  
European Spatial Development Perspective (ESDP)  
EU Sixth Environmental Action Plan  
Habitats Directive  
Water Framework Directive  
Birds Directive  
Nitrates Directive  
Air Quality Directive  
Waste Framework Directive  
Directive to Promote Electricity from Renewable Energy  
Aarhus Convention

### **National**

Securing the Future - UK Government Sustainable Development Strategy  
Saving Lives: Our Healthier Nation White Paper  
Energy White Paper: Our Energy Future  
Urban White Paper  
Rural White Paper  
The Future of Transport a Network for 2030 White Paper  
Aviation White Paper  
The Air Quality Strategy for England, Scotland, Wales, and Northern Ireland.  
Working together for clean air  
Water Resources for the Future – A Strategy for England and Wales  
Planning Policy Statement (PPS) 1 – Creating Sustainable Communities  
Planning Policy Guidance Note (PPG) 2 – Green Belt  
PPS 3 – Housing  
PPG 4 – Industrial, commercial development and small firms  
PPS 6 – Planning for Town Centres  
PPS 7 – Sustainable Development in Rural Areas  
PPG 8 – Telecommunications  
PPS 9 – Biodiversity and Geological Conservation  
PPS 10 – Planning and Sustainable Waste Management  
PPS 11 – Regional Spatial Strategies  
PPS 12 – Local Development Frameworks  
PPG 13 – Transport  
PPG 14 – Development on Unstable Land  
PPG 15 – Planning and the Historic Environment  
PPG 16 – Archaeology and Planning  
PPG 17 – Planning for Open Space, Sport and Recreation  
PPG 20 – Coastal Planning  
PPG 21 – Tourism  
PPS 22 – Renewable Energy  
PPS 23 – Planning and Pollution Control

PPG 24 – Planning and Noise  
PPG 25 – Development and Flood Risk  
UK Climate Change Programme  
Natural Environment and Communities Act (2006)  
Accessible Natural Green Space Standards in Towns and Cities, Natural England  
Draft Strategic Flood Risk Assessment (SFRA)  
Climate Change supplement to PPS1  
Building Research Establishment’s Environmental Assessment Method  
Environment Agency’s Flood Risk Standing Advice  
Environmental Quality in Spatial Planning – Incorporating the natural, built and historic environment, and rural issues in plans and strategies (2005)  
Guidance for Local Authorities on Implementing the Biodiversity Duty (DEFRA, 2007).

**Regional**

Regional Spatial Strategy (RSS) for the North West  
Emerging Single Regional Strategy  
Regional Economic Strategy  
The Cultural Strategy for England’s North West 2001  
Advancing Sustainable Energy – A Sustainable Energy Strategy for the North West  
North West Regional Freight Strategy  
Regional Waste Strategy for the North West  
Regional Housing Strategy for the North West  
Investment for Health A Plan For North West England 2003  
Action for Sustainability  
The North West Best Practise Design Guide, NWRA  
The Draft Green Infrastructure Guide for the North West, NWRA  
The Sustainable Energy Strategy, NWRA  
The Sustainability Appraisal Toolkit, NWRA  
Rising to the Challenge: A Climate Change Action Plan for England’s Northwest, NWDA

**Local / Sub-Regional**

Liverpool City Region Prospectus  
Multi-Area Agreement  
Local Area Agreement  
Corporate Plan for Halton Borough Council  
Sustainable Communities Strategy  
Local Transport Plan 2  
Housing Strategy  
Halton’s Natural Assets Strategy  
Halton: Gateway to Prosperity 2005-2008  
Sports Strategy 2002 – 2007  
Safer Halton Partnership Strategy 2005-2008  
Halton’s Biodiversity Action Plan  
Equal Opportunities Policy  
Waste Management Strategy  
The Council’s Waste Action Plan

Waterside Development Strategy

Homelessness Strategy  
LA 21 Strategy Action Plan for Halton  
Halton BVPP 2007/08  
The Unitary Development Plan  
Local Development Framework  
Local Development Scheme  
Contaminated Land Inspection Strategy  
Park Management Plans.

**Playground Stratppendix 1 – 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.

<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 2009 to March 2012**

**Executive Board Draft 2009**

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### *Appendices*

*1.0 High Risks and Mitigation Measures*

*2.0 High Priority Equality Actions*

*3.0 Corporate Priorities and Key Areas of Focus*

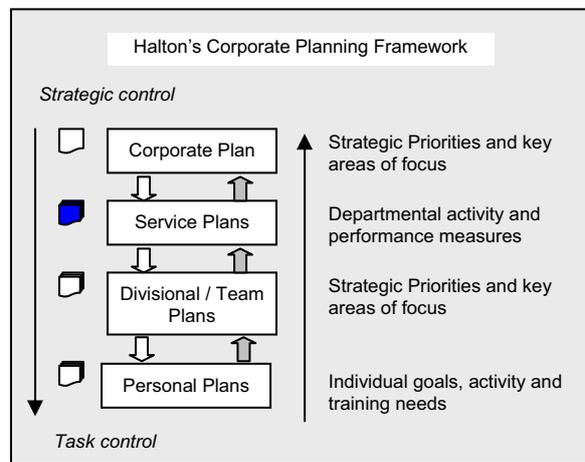
## 1.0 INTRODUCTION

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 opposite.

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.

Those Strategic Priorities and associated Key Areas of Focus that have been most significant in developing this plan are detailed below:-

*Employment Learning and Skills*

21. To improve access to employment by providing opportunities to adults to enhance employability, skills and knowledge.
22. Working with employers to identify and secure opportunities for the unemployed
25. To increase employment opportunities and business start ups in Halton, by developing an enterprise culture.

*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 customers
10. Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors

## **2.0 SERVICE PROFILE**

### **2.1 Purpose**

The 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'.

The Regeneration Department is responsible for:

#### **Business Development**

- Managing inward investment and business expansion enquiries
- Economic promotion and marketing
- Promoting tourism and co-ordinating the staging of events targeted at attracting quality attractions and developing niche tourism
- 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, particularly within the Borough's two Business Improvement Districts.
- 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**

- Delivering Enterprising Halton new business start-up programme through a team of community enterprise coaches that provide 1:1 business advice, counselling and support
- Promoting enterprise and the development of an entrepreneurial culture including delivery of the Business Aftercare Academy that provides on-going advice and supports the further development of new start-ups, existing micro-businesses & SMEs in the borough;
- Increasing the employment rate by tackling economic inactivity that will reduce the number of residents claiming non-work related benefits, particularly those in disadvantaged groups;
- Delivering a supported employment service that provides specialist support for disabled residents who want to work;
- Reducing the unemployment rate;
- 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;

- Development of a new Employment Retention Service to help residents that have disabilities or health conditions to remain in work rather than falling out of work and on to benefit;
- Managing the delivery of employment and skills for jobs initiatives funded from a range of sources including Council, Learning and Skills Council, Job Centre Plus, Halton & St Helens Primary Care Trust (the latter focused on people with mental ill health);
- Neighbourhood Employment Initiatives including the Neighbourhood Outreach Programme (which takes employment services on to the streets of the 25 lower super output areas where worklessness is highest), Neighbourhood Employment Strategies for the 3 neighbourhood management areas (in conjunction with Neighbourhood Management Team) and Neighbourhood Employment Officers (again in conjunction with Neighbourhood Management Team);
- Promotion of apprenticeships both within the council and also with local businesses.

### **Adult/Family Learning & Skills Development**

- Designing and delivering excellent adult and family learning opportunities across Halton to a wide range of adults and in a wide range of locations including learning centres, schools and Children's Centres
- 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
- Supporting local businesses in identifying skills gaps amongst employees and providing and/or facilitating appropriate training
- Through a combination of influence and delivery, improving the skill base of the borough
- Addressing equality, diversity and widening participation issues and promoting inclusion
- Managing the Neighbourhood Learning in Deprived Communities Project (Skills for Jobs), funded through LSCGM
- Working collaboratively with other employment, learning and skills agencies under the umbrella of the Halton Employment Partnership to provide a complete employment offer for local businesses

### **Who benefits?**

The service benefits residents, businesses and communities across the Borough through regeneration, skills development and employment support programmes. It is increasingly looking to support other council departments to achieve their targets (e.g. working up proposals for an employment programme for looked after children) 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**

The effects of the credit crunch can be clearly seen across the Liverpool sub region. In Halton premises enquiries are down 35% and conversions down 25% (both on the 5 year average). This is not expected to pick up for at least a couple of years. Given the time it takes to turn any enquiry of a significant size into a new investment on the ground, this means that the pipeline of new jobs over the next few years is already reducing.

The Investor Development Programme (previously known as Business Aftercare) has worked with 97 large or foreign owned companies in Halton since April 2007. A total of 9 successful projects completions have been recorded resulting 500 jobs (new and safeguarded) and investment of £21.5 million. This programme will be of increasing importance during this period of economic challenge.

Following successful votes in 2007 to establish Business Improvement Districts, these came into being in April 2008. The Business Parks Officer has begun to implement a wholesale programme of estate wide improvements at Astmoor and Halebank Industrial Estates including environmental uplift, landscaping, new road signage, traffic calming and a range of security measures including a CCTV security system at Halebank. A Business Steering Group has also been established at Widnes Waterfront (incorporating Riverview Business Park) which will, firstly, elect a Chair and Executive Committee from the business community before developing a comprehensive programme of estate wide improvements.

The e-Business project that has operated since 2000 is nearing closedown as its budget sources come to an end.

The latest (2007) estimated Tourism spend figures issued by The Mersey Partnership shows that tourism spend now represents £172m of the local economy. In terms of employment the numbers continue to rise and tourism now supports 2750 FTE jobs.

The proposal to establish a new Lewis Carroll visitor centre at Daresbury has made very good headway including planning permissions, church permissions and finance (both Council and Heritage Lottery) approvals. The tourism team is working closely with the Daresbury PCC in order to secure the final elements of funding to enable the project to proceed. That said, there does seem to be a problem with anything in Halton being able to secure any European Regional Development Funding for tourism. This is being investigated further.

To promote excellence and customer service, the Halton Tourism Business Network is developing new Halton Tourism Awards. This is in part a reflection of the growing importance of tourism to Halton and builds on the success last year of The Brindley being the best performance venue in Merseyside and Halton being represented in the final rounds of the Customer

service awards with a member of staff from The Catalyst Science Discovery Centre.

The web based VisitHalton is increasingly in use with this year on course to double last years hits. Additionally the on line events calendar continues to see good growth.

The Vintage Rally held in September each year continues to grow from strength to strength. An estimated 50,000 visited this year and it is now the biggest free vintage rally in the UK and attracts exhibitors from all over Britain and now from Europe.

### **Enterprise & Employment**

During 2007/8, some 806 people were supported into employment through the range of programmes offered. Over the next few years such numbers will decline (to date the division has helped 226 residents into jobs out the target of 300 for 2008/09) for two reasons. Firstly, the division is increasingly focusing on deprived areas where worklessness is very high (25 Local Super Output Areas as identified in the Local Area Agreement). Working with people that have been economically inactive for a long time takes higher levels of resources. Secondly, as a result of the credit crunch there will be less vacancies around and indeed the number of people being made redundant is already rising. With regard to the latter, Jobcentre Plus is leading the redundancy response for Halton, Cheshire and Warrington district which will see all companies making redundancies supported in the first instance by Jobcentre Plus, which will then pull in local partners as appropriate to individual circumstances.

The division has been particularly effective in 2008/09 in securing funding from the Learning and Skills Council. Five contracts (of varying length) will deliver arrange of employment, skills development and job finding services. To date these contracts have enabled 49 people into work. One of the more significant contracts is on behalf of the 14-19 Partnership to co-ordinate a Progression Pathway Programme for young people who are NEET or at risk of becoming NEET. The programme Gateway+, is being delivered by the CYP Gateway Team with help from Connexions and work based learning providers aims to support 140 young people with 70 of them entering education, employment or training with 33 of them achieving qualifications.

The division is working increasingly with the Neighbourhood Management Team. The Castlefields Employment Programme (jointly developed with Major Projects) is a new dedicated paid work experience scheme for residents from that neighbourhood (funding for this to continue into 2009/10 is being sought). The Employment Outreach project takes employment services into the neighbourhoods and on to the streets of the 25 lower super output arrears i.e. the most deprived neighbourhoods where there is more than 25% worklessness. Three new Neighbourhood Employment Officers are being recruited (one for each of the Neighbourhood Management areas) to work in collaboration with RSL's and HPiJ to improve the take up of employment and skills programmes by the hardest to reach. Also, each

Neighbourhood Management area will have its own employment action plan produced by working in partnership with the local communities.

Following the division taking over responsibility for co-ordinating the apprenticeship programme across the Council, only 2 trainees (who have since left) were on programme. Whilst it has been assessing the state of play of the corporate programme, the division has helped 5 employees to be converted to apprentices and another 9 trainees have been taken on. Four apprentices in Landscape Services have now progressed to a second year paid apprenticeship and one of those was awarded Apprentice of the Year by Association of Public Sector Employers (APSE). A full set of proposals for the future development of apprenticeships with HBC is now being developed.

In addition to championing internal apprenticeships, the division is also keen to promote them externally. A new 100 place apprenticeship programme has been developed that will deliver 10 places of care leavers, 45 places for NEETs (not in employment education or training) and 45 places for other worklessness. Initially targeted to commence in 2009/10, funding has been secured to start this programme in January 09.

The private sector led Enterprise Board leads on the Enterprise Strategy and action planning. Its key project is the Enterprising Halton business start-up programme that has been developed to promote entrepreneurship and support local residents into business start-up or elf employment. Since the programme was introduced in April 2007, 108 new businesses have been set up that have created an additional 76 jobs, with 11 of those businesses registering for VAT. The programme has recently secured additional WNF from the ELS SSP to increase the number of start ups; develop an Aftercare Academy to offer support to new start-ups, as well as existing micro-businesses and SMEs in the borough, to become more sustainable; and in conjunction with the Education Business Partnership to establish a schools programme to enthuse and inspire the next generation of entrepreneurs.

Discussions are now underway regarding the Council taking responsibility for the NWDA business start-up programme within Halton from April 2009. This will particularly target start-up activity amongst the priority groups of disabled people, women and residents that belong to black, ethnic or minority communities. This does not mean that there are large amounts of additional resources coming into Halton, as the NWDA is already delivering a start up programme (ending March 2009). What it does mean is that the Council will be in a much better position to coordinate start up activity with other local programmes in order to make the programme as effective as possible. Additionally, it will ensure that Halton will get its fair share of start up funding.

### **Adult/Family Learning & Skills Development**

**NB All data given below relates to the academic year 2007/8**

2007/8 has been another successful year for the Adult Learning & Skills Development Division with the target number of learners on programme (2010) being exceeded by 122, showing a 6% increase on figures for 2006/7.

In terms of enrolments, the target for 2007/8 was 3416 and the actual number of enrolments was 3848, showing a 12% increase on 2006/7 figures. These figures are particularly noteworthy given the continued reduction in LSC funding. Significant progress was made in First Steps and Personal Community Development Learning (PCDL) where total learner numbers were 969, an increase of 213 (28%) from 2006/7.

It is expected that core LSC funding will continue to decline over the next few years. However, the division is securing additional LSC monies through tendering for contracts and a significant amount of Working Neighbourhoods Funding has been secured for learning and skills. This means that whilst the traditional adult/family learning provision remains the core of the service increasing activity will take place in employability provision and workforce development. These extra resources will require additional staffing.

During 2007/8, the Division was successful at securing funding through the Quality Improvement Agency for a Skills for Life Improvement Programme. This supported the development of a Whole Organisational Approach to Skills for Life; an Embedding Skills for Life project; and Continuing Professional Development planning for Skills for Life. The Improvement Programme enabled the Division to really focus on Skills for Life areas of work, which was one of the recommendations from the service's last inspection in November 2005. One of the key outcomes from this work is that any new recruits to the Division must undertake a literacy and numeracy assessment at interview stage and, if not demonstrating maths and English skills at level 2 (GCSE grade A to C), they must commit to achieving this standard within 12 months. The Division submitted an application for the Improvement Programme for 2008/9 and has been notified that the application has been successful.

The existing adult learning tutor contracts are currently being revised to bring them in line with Further Education (FE) Tutor contracts. It is expected that from December 2008, all existing tutors within the Division will move across to the new FE terms and conditions.

Riverside College commissioned the Adult Learning Team to deliver part of their own PCDL contract with LSC. This service level agreement (SLA) was successful and enabled a further PCDL SLA to be put in place for 2008/9 academic year. Additionally, a service level agreement for the delivery of Skills for Life qualifications is currently being negotiated with the college. This will mean that the Skills for Life Team will support the college in achieving its own Skills for Life targets.

The Adult Learning Team again took on the role of lead partner in the annual Adult Learners' Awards Ceremony, which was held in May 2008 at The Foundry in Widnes. The Mayoress of Halton presented awards in seven categories to learners and tutors involved in adult learning during the previous twelve months. The event is high profile and an excellent platform on which learners can celebrate their achievements.

During 2007/8, 496 adults participated in learning programmes within the Preparation for Life and Work area of learning. 140 individuals achieved a national Skills for Life qualification in literacy, numeracy or ESOL, compared to just 81 in 2006/7, showing an increase of 74%.

Additional LSC funding has been awarded to a Greater Merseyside Consortia for Skills for Life Train to Gain and Employability programmes. Halton is the lead authority for the Train to Gain contract.

During 2007/8, 429 individuals took part in Family Learning programmes. Of these, 132 were enrolled onto Family Literacy, Language and Numeracy programmes and 318 onto Wider Family Learning programmes (such as Family Guitar, Family French, etc). The service operated in a number of different venues throughout the borough and these included Children's Centres, the Women's Refuge, Schools, Nurseries and Community Centres. Although not a statutory requirement, the value of the Family Learning service is recognised in Halton and as such, is a contributory indicator for the Local Authority's 'Schools Update' Group, and the Children & Young People Area Network meetings.

During 2007/8 the Family Learning Team led on centre approval and delivery of childcare and education programmes operated through CACHE, the awarding body. CACHE awarded Halton Borough Council a grade 1 during its assessment visit. 20 learners achieved a level 2 childcare and education (CCE) qualification, with 12 achieving distinctions. Working Neighbourhoods Funding is being used to fund 2 CCE qualifications during the 2008/9 academic year.

The Family Learning Team is working with 28 primary schools. The team is currently taking part in a national research programme which aims to measure the impact of family learning on children's education. A number of Halton's schools have committed to this year long project, which has the potential to be extended for a further 2 years.

Significant progress in sector based skills development work is now being made. The first sector is logistics and distribution and much work has taken place with partners on supporting the development of 3MG. The key element is Investors' Handbook, a complete 'employment offer' for local businesses and an agreement that a single point of contact be created. This single point of contact will be the Halton Employment Partnership, which is a new team to be funded from Working Neighbourhoods Funding. A significant amount of Working Neighbourhoods Fund has been allocated to employability and this will result in additional staffing being recruited. The new Skills Development Team will continue to work closely with the Employment, Learning & Skills Specialist Strategic Partnership in developing additional sector skills action plans for Halton.

**2.3 Organisation Structure**

**Structure Chart will be inserted by Corporate Performance Management Team.**



### **3.0 FACTORS AFFECTING THE SERVICE**

#### **3.1 External Factors**

##### **3.1.1 Political**

- The government response on the Sub National Review (SNR) consultation has been released. It states that Local authorities need to play a stronger role in delivering economic development in their area, building on their power to promote well-being. The response consults on the creation of a focused statutory economic assessment duty for upper tier and unitary local authorities. The results of this assessment would contribute to the analytical underpinning of sustainable community strategies, local development frameworks, local and multi-area agreement targets and the regional strategy. The first assessments would be undertaken to inform local strategies and local area agreement (LAA) targets for 2011/12. The response also talks about a renewed partnership with other agencies and an increased emphasis on the importance of local authorities working together across boundaries to boost sub-regional economies.
- The operation the Single Investment Agency for the Liverpool City Region will continue to have an impact upon the delivery of local economic regeneration services over the lifetime of the service plan.
- The government new Business Simplification Model means that only approved schemes of business support will exist in the future within the public sector.
- Halton continues to work within a framework where the rest of Merseyside can access European Phasing-in monies whilst Halton has to bid into the NW Regional allocation. This is particularly holding back local tourism initiatives that would attract visitors and create jobs.
- With the close down of the LSC now nearing, how the new National Skills Funding Agency, new National Apprenticeship Service and new National Advice & Careers Service is to be established will have a major effect on the future of the Borough.
- The government has recently proposed a set of welfare reforms that will substantially increase conditionality in return for the payment of out of work benefits. The effect is likely to be more people seeking employment and skills development but there are concerns as to what will happen to those who will not seek such opportunities as lose benefit as a result.
- The government preference to procure employment and skills providers for large geographical areas (known as prime contractors) is starting to take

effect which means in some parts of the departmental work it is becoming much more difficult to secure funding.

- The government has announced that local authorities will be able to raise additional levy on the business rates. Whilst many local authorities welcome this its application at a time of recession will have to be carefully assessed.
- The government skills agenda is primarily focussed on supporting people to gain a first level 2 qualification. However, this is increasingly leaving a gap below this. This is important as for many people to jump from no/few qualifications to a full level 2, is too much/off putting.
- LSC First Steps funding will transfer from the traditional Adult Community Learning funding stream to the Foundation Learning Tier (FLT). The FLT forms part of the wider 14–19 and vocational qualifications (VQ) reform programme and aims to improve the skills of learners working below level 2, aged 14 and over, through developing high-quality credit-based qualifications at Entry level and level 1 in the Qualifications and Credit Framework (QCF). The FLT funding stream will feature in FE college budgets and not in Local Authority adult learning services, thus resulting in a loss of funding for HBC.
- The findings from the DIUS consultation on informal adult learning have recently been published. Implementation of recommendations will have a direct impact on the services offered.

### **3.1.2 Economic Climate**

- The profound instability in global financial markets will result in less ready access to investment finance and a reduction in the mobility of capital which will have an inevitable knock on effect for both new investment projects and mergers and acquisition in Halton. It may also impact on tourism in that people will be less likely to take holidays/short breaks.
- The general dependence on generating external income that funds the department. With proposed public sector efficiencies this will become more challenging.
- As LSC and other funding streams become increasingly managed regionally/sub-regionally, there is greater expectation that cross-borough proposals for funding be submitted and take priority over individual borough bidding proposals.

### **3.1.3 Social Factors**

- The unemployment register is already growing due to the economic conditions. At times of national economic growth the gap tends to narrow with more prosperous regions, but in times of trouble this gap tends to increase.

- The need to attract the hardest to engage adults in adult learning classes and employment initiatives.

#### **3.1.4 Technological Developments**

- The ability to use new technology as a way of improving service delivery is key
- An online Learner Satisfaction Survey for the Adult Learning & Skills Development Division has been developed through Halton Borough Council's Research and Intelligence Unit. This will provide intelligence that can be used to further improve the services offered.

#### **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, have taken the lead in discharging the Council's responsibilities under the Act.
- The Employment and Support Allowance is a new way of helping people with an illness or disability to move into work, if they are able and is replacing Incapacity Benefit and Income Support from November 2008. Whilst the Employment and Support Allowance will initially be for new customers only, existing IB/IS customers will be fully eligible for the work-focused help which will be available with the Employment and Support Allowance if they wish to access it on a voluntary basis.
- The recent announcement by government of the power of the Secretary of State to establish Economic Prosperity Boards (covering two or more local authority areas) including the power to make the local authorities pay for the Boards. Little details exist yet to be able to determine their impact.

#### **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 makes 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 joined 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 realizing 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.

The department will promote the new waste reduction/minimisation services delivered through the new Business Services Simplification Process and work closely with Business Link to promote the services it offers. Also, it will promote sensible travel planning arrangements within the companies and residents it works with.

## **3.2 Service Developments**

### **PPB topic reviews**

Three reviews will be reported in March 2009

- Town Centre Management
- Barriers to Employment
- Future skill needs within Halton
- Skills in the logistics sector (joint topic with UR PPB)

### **Already Identified for 2008/9**

It is proposed topics on skills in the science sector and response to the economic climate be undertaken.

### **Surveys**

In 1999 and again in 2004 the Economic Regeneration Service produced a comprehensive Halton Economic Development and Tourism Strategy. On each occasion the development of the strategy was based on a detailed study of the local economy. In February 2008 consultants Pion Economics and Cambridge Econometrics were appointed to undertake a comprehensive appraisal of the current performance, and model the future capacity, of the economy of Halton. A new Economic Development Strategy will now be developed using this analysis.

The 2008 Business Perceptions Survey obtained the views of 239 local businesses of employers 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. This knowledge will be used to inform a revision to the Halton Skills and Workforce Development Strategy.

### **Benchmarking activities**

The Adult Learning & Skills Development Division has been collaborating with Local Authorities across Greater Merseyside to develop a protocol for Self Assessment Report (SAR) writing. An SAR protocol has now been agreed across Greater Merseyside with the 2007/8 SAR being the first time the protocol is applied. Further discussions are underway, again with GM LAs, to develop processes for quality benchmarking across different curriculum areas.

The Family Learning Team is taking part in a national research programme to measure the impact of family learning on children's education. Whilst this is initially a one year programme, it is expected that measures will continue for a further two years. A number of Halton's primary schools have committed to taking part in this research.

NI 150 Adults receiving secondary mental health services in employment – the Division is supporting Social Care Adults of Working Age with implementing this NI. Halton is benchmarking and collaborating with the other NW LA's, (Oldham, Stockport, Warrington) and NHS partners (Care Services Improvement Partnership -CSiP, 5 Boroughs Partnership and Pennine Care Trust) regarding a methodology to establish the baseline data for the indicator. Halton will host a Job Retention training workshop on behalf of CSIP for members from Merseyside and Cheshire.

Tourism benchmarking is through Destination Performance UK on a 3 yearly cycle and the next one is due in 2009.

### **3.3 Efficiency Improvements**

It is confirmed that last years identified savings of £33,855 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 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.

**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.

### **LSC's Annual Statement of Priorities (2009/10)**

The LSC has recently published its Annual Statement of Priorities for 2009/10, which sets out how the LSC will undertake its commissioning and development activity to deliver the priorities within the funds made available. There are three key priorities:

- Meeting the needs of young people
- Improving adult skills through Train to Gain, integration of Employment and Skills and Skills for Work, Adult Learner Responsive provision and developmental learning, Apprenticeships and the National Apprenticeship Service
- Reforming the FE system

## **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. There are no assessments that have high priority actions.

Within the department, the focus is on closing the gap. As such, numerous programmes and activities are delivered to assist people from economically marginalised groups to gain skills and employment including the following -

- Supported Employment (employment support for disable people)
- Dedicated female business start up programme
- Inspiring women (pre employment course)
- Basic skills development
- Family learning

### 3.6 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 within this plan. As such their implementation will be monitored through the Quarterly Departmental Service Plan Monitoring Report process.

### 3.7 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

The bulk 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, it is becoming more challenging to secure income as the government procurement drive for larger contracts is now starting to take effect. The loss of funding is the key reason why the e-Business programme will cease in December 2008.

### 4.2 Human Resource Requirements

#### Business Development

Year	Managerial	Professional/ Technical	Administrative/ Clerical
2008/09	1	14	2
2009/10	-	10	1
2010/11	-	10	1
2011/12	-	9	1

The reduction from 2008/09 reflects the ending of the e-Business programme, the move of town centre management and the likely ending of the tourism secondment from the Mersey Partnership. The reduction in management reflects the loss of the divisional manager post. The Economic Development Officer (Development) is currently seconded to the New Mersey Gateway project for three days each week. All of this combines to substantially reduce capacity in this division.

#### Enterprise and Employment

Year	Managerial	Professional/ Technical	Administrative/ Clerical
2008/09	1	18	5
2009/10	1	23	6
2010/11	1	23	6
2011/12	1	10	3

The increases in 2009/10 reflect additional activity resulting from WNF funding that is delivering LAA targeted projects. WNF is presently only programmed until 2010/11 and this coincides with the likely reduction in contracted income, so numbers drop off rapidly from that point.

### Adult /Family Learning and Skills Development

Year	Managerial	Professional/ Technical	Administrative/ Clerical
2008/09	1	35	7
2009/10	1	30	8
2010/11	1	30	8
2011/12	1	34	6

The increases in 2009/10 reflect additional activity resulting from WNF funding that is delivering LAA targeted projects and additional activity funded through LSC contracts. WNF is presently only programmed until 2010/11 and if it does not continue numbers will reduce.

#### 4.3 ICT Requirements

In additional to general maintenance and replacements-

Adult Learning Centres IT suite X 3 – equipment will need replacing every 4 years (next replacement due September 2009)

New ICT training suites to support provision delivered by the Halton Employment Partnership (1 ICT suite in Runcorn, 1 in Widnes) are to be established in 2008/9. Business Case Reviews for both will be needed – however, until suitable accommodation has been identified, the business case review cannot be progressed (chicken and egg scenario)

Since the Supported Employment team transferred to The Heath they have been using citrix shells that will need to be replaced. The co-location of the Employment Team with HPIJ will require the purchase of 8 lap tops and docking stations.

#### 4.4 Accommodation and Property Requirements

The merging of HPIJ and the Employment Team into space at Rutland House is planned to take place early in the new-year. This will leave some space at the Heath and property services are currently examining options for this.

With the planned expansion of skills and employment programmes there is a need to identify as a matter of some urgency additional training space. (Existing adult learning accommodation at the Acorn and Kingsway Centres is currently at maximum capacity). Any delays in sourcing accommodation will impact on delivery of project outputs.

The Acorn Learning Centre in Runcorn has now been enhanced with provision of a new classroom, as part of an investment from the Children & Young People Area Network. However, whilst this initially created a new classroom space, the pressure of accommodating a growing workforce has meant that the kitchen area (which was previously used as a classroom space) is now being used by staff as office space. The use of the centre will be reviewed to determine any future needs.

## 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 2009–12, 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: 2</b>	Halton's Urban Renewal
<b>Key Area Of Focus: 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 customers
<b>Key Area Of Focus : 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: ER01</b>	<b>Promote economic diversity and competitiveness within an improved business environment.</b>					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>• Update Economic Development Strategy by 1/10/09</li> <li>• Develop Tourism Strategy and action plan by 1/10/09</li> <li>• Review procurement topic actions by 31/10/09</li> <li>• Revise Science and Technology Strategy and action plan by 1/10/09</li> <li>• Deliver BIDs year 2 action plan by 31/3/10</li> <li>• Secure funding package for Lewis Carroll visitor centre by 31/3/10</li> </ul>					
<b>Key Milestone(s) (10/11)</b>	<ul style="list-style-type: none"> <li>• Deliver BIDs year 3 action plan by 31/3/11</li> </ul>					
<b>Key Milestone(s) (11/12)</b>	<ul style="list-style-type: none"> <li>• Deliver BIDs year 4 action plan by 31/3/12</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	H	<b>Responsible Officer</b>	DM BD	<b>Linked Indicators</b>	
	<b>Residual</b>	M				

<b>Corporate Priority: 4</b>	Employment, Learning & Skills
<b>Key Area Of Focus: 25</b>	To increase employment opportunities and business start ups in Halton, by developing an enterprise culture.

<b>Service Objective: ER02</b>	<b>Foster enterprise and entrepreneurship in order to grow an enterprise culture in Halton.</b>				
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>• Re-launch expanded Enterprise Academy by 30/6/09</li> <li>• Deliver Enterprise Week programme by 31/11/09</li> <li>• Deliver expanded start up programme by 31/3/10</li> </ul>				
<b>Key Milestone(s) (10/11)</b>	<ul style="list-style-type: none"> <li>• Deliver Enterprise Week programme by 31/11/10</li> <li>• Deliver start up programme by 31/3/11</li> <li>• Secure funding for enterprise programme 11/12 by 31/1/11</li> </ul>				
<b>Key Milestone(s) (11/12)</b>	<ul style="list-style-type: none"> <li>• Milestones dependent on securing funding</li> </ul>				
<b>Risk Assessment</b>	<b>Initial</b>	H	<b>Responsible Officer</b>	DM E&E	<b>Linked Indicators</b>
	<b>Residual</b>	M			

<b>Corporate Priority: 4</b>	Employment, Learning & Skills
<b>Key Area Of Focus: 22</b>	Working with employers to identify and secure opportunities for the unemployed

<b>Service Objective: ER03</b>	<b>Reduce unemployment/worklessness by assisting people to secure employment.</b>				
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>• Secure future of Castlefields Employment Project by 31/5/09</li> <li>• Deliver permitted work placements in council department by 1/10/09</li> <li>• Development of Employment Action Plans for each NM area by 31/1/10</li> <li>• Double the number of council apprenticeships by 31/1/10 (2008/9 will be baseline)</li> <li>• Finalise the Disabled and Carers Employment Strategy by 30/6/09</li> <li>• Implement phase 1 of the Disabled and Carers Employment Strategy by 31/3/10</li> </ul>				

<b>Key Milestone(s) (10/11)</b>	<ul style="list-style-type: none"> <li>• Double the number of council apprenticeships by 31/1/11 (against 09/10 out turn)</li> <li>• Secure future funding for HPIJ</li> </ul>				
<b>Key Milestone(s) (11/12)</b>	<ul style="list-style-type: none"> <li>• Double the number of council apprenticeships by 31/1/12 (against 10/11 out turn)</li> </ul>				
<b>Risk Assessment</b>	<b>Initial</b>	H	<b>Responsible Officer</b>	DM E&E	<b>Linked Indicators</b>
	<b>Residual</b>	M			

<b>Corporate Priority: 4</b>	Employment, Learning & Skills
<b>Key Area Of Focus: 21</b>	To improve access to employment by providing opportunities to adults to enhance employability, skills and knowledge.

<b>Service Objective: ER04</b>	<b>Raise workforce skill levels by reviewing and addressing the skills deficit in Halton</b>				
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>• Commence full operation of Halton Employment Partnership by 30/6/09</li> <li>• Develop Science and Technology offer and handbook by 31/12/09</li> <li>• Produce updated skills and workforce development strategy by 31/3/10</li> </ul>				
<b>Key Milestone(s) (10/11)</b>	<ul style="list-style-type: none"> <li>• Business Perceptions survey by 31/3/11</li> <li>• Develop Construction offer and handbook by 31/06/11</li> <li>• Secure future of Halton Employment Partnership by 31/3/12</li> </ul>				
<b>Key Milestone(s) (11/12)</b>	<ul style="list-style-type: none"> <li>• Milestones dependent on securing funding</li> </ul>				
<b>Risk Assessment</b>	<b>Initial</b>	M	<b>Responsible Officer</b>	DM AL&SD	<b>Linked Indicators</b>
	<b>Residual</b>	L			

5.2 Performance Indicators and Targets (Statutory and Local Indicators): (Not all performance data available at this time)

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007 / 8 Actual	2007 / 08 Quartiles <sup>2</sup> (All England)			Halton 2008 / 09 Target	Halton 2008 / 09 Actual	Halton Targets		
				Top	Middle	Bottom			09 / 10	10 / 11	11 / 12
<b>Corporate</b>											
There are presently no indicators of this type identified for this service.											
<b>Cost / Efficiency</b>											
ER PI 13	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	£144.00	-	-	-	£144.00		£142.00	£140.00	£140.00
<b>Fair Access</b>											
NI 153	Worklessness within the 25 most deprived LSOAs	CP4 AOF22	31.6%	-	-	-	30.6%		29.6%	28.6%	
NI 146	Adults with Learning Disabilities in Employment	CP4 AOF22						Baseline being established			
NI 150	Adults in contact with secondary mental health services in employment	CP4 AOF22						Baseline being established			

<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. BVPI's will be replaced by the National Indicator Data Set (NIS) from April 2008

**Quality**

There are presently no indicators of this type identified for this service.

**Service Delivery**

<b>ER PI 01</b>	Number of local people into jobs	CP4 AOF22	806	-	-	-	300	313 Dec	300	300	150
<b>ER PI 02</b>	Number of local people with disabilities into permitted/paid work	CP4 AOF22	179	-	-	-	55	73 Dec	100	100	60
ER PI 03	Number of learners accessing adult learning provision	CP4 AOF20	Academic year 2495	-	-	-	2013 (as in LSC 3 year plan)	1079 Dec	1952 (as in LSC 3 year plan)	1893 (as in LSC 3 year plan)	Yet to agree with LSC
<b>ER PI 04</b>	Number of learner enrolments	CP4 AOF20	Academic year 3713	-	-	-	3540 3434 (to tie in with LSC 3 year plan)	1426 Dec	3331 (to tie in with LSC 3 year plan)	3231 (to tie in with LSC 3 year plan)	Yet to agree with LSC
ER PI 05	Number of inward investment enquiries per annum	CP4 AOF25	304	-	-	-	300	147 Dec	180	210	300
ER PI 06	Inward investment enquiry conversion rate	CP2 AOF8	13.5%	-	-	-	12%	15.5% Dec	6%	9%	12%
<b>ER PI 07</b>	Contribution to the number of jobs created, as a direct result of the service/s being provided	CP4 AOF25	320	-	-	-	295	119 Dec	150	180	250

ER PI 08	Contribution to the number of jobs safeguarded, as a direct result of the service/s being provided	CP4 AOF25	443	-	-	-	400	216 Dec	300	350	400
<b>ER PI 09</b>	New business start-ups and self-employment starts	CP4 AOF25	70	-	-	-	60	54 Dec	60	60	80
ER PI 10	No of day visitors per annum to the borough (Calendar year)	CP2 AOF8	4.363m (2007)	-	-	-	2007 +2%	Annual calculation	+2%	+2%	+2%
NI 13	Migrants English language skills and knowledge	CP4 AOF20									
NI 151	Overall employment rate	CP4 AOF22, 21									
NI 152	Working age people on out of work benefits	CP4 AOF22, 21									
NI 161	Learners achieving a Level 1 qualification in literacy	CP4 AOF20									
NI 162	Learners achieving an Entry Level 3 qualification in numeracy	CP4 AOF20									
NI 163	Working age population qualified to at least Level 2 or higher	CP4 AOF22									

NI 164	Working age population qualified to at least Level 3 or higher	CP4 AOF22										
NI 165	Working age population qualified to at least Level 4 or higher	CP4 AOF22										
NI 166	Average earnings of employees in the area	N/a										
NI 171	VAT registration rate	CP4 AOF25										
NI 172	VAT registered businesses in the area showing growth	CP4 AOF25										
NI 173	People falling out of work and on to incapacity benefits	CP4 AOF24										
NI 174	Skills gaps in the current workforce reported by employers	CP4 AOF21										



### 5.3 Data Quality Arrangements

Good quality data provides the foundation for managing and improving services, determining and acting upon shared priorities, and accounting for performance to inspecting bodies and the local community.

In recognising this, the Council has developed a Corporate Data Quality Strategy that will provide a mechanism by which the authority can be assured that the quality of its data remains robust and fit for purpose. This strategy, which will remain subject to periodic review, establishes the key dimensions of good quality data and identifies five Key Corporate Objectives namely;

#### Objective 1

To provide assurance to all stakeholders that the quality of data used in decision making and in accounting for and reporting the performance of the authority, either directly or through partnership arrangements, is wholly fit for purpose.

#### Objective 2

That, through a rigorous process of monitoring, review and refinement, the authority's arrangements for securing data quality remain relevant, reliable and robust and that exemplary arrangements for securing data quality are achieved within the medium term

#### Objective 3

That arrangements for securing data quality are widely shared, communicated and understood by all of those with data quality responsibility and that relevant staff are provided with timely and appropriate guidance and support.

#### Objective 4

That all departments, partners and agencies that deliver services on behalf of the Council use complete, accurate and verifiable data which is collected and communicated in an effective and timely manner.

#### Objective 5

That all data used in the calculation of nationally prescribed performance indicators is definition compliant and verifiable and that no such indicators will be amended or qualified as a result of work undertaken by inspecting bodies.

In supporting the delivery of the corporate strategy the department will ensure that appropriate systems and processes are in place to secure the quality of its data and that such systems are subject to periodic and risk based review. In so doing the department will pay particular attention to the six key dimensions of good quality data i.e. that data is

- **Accurate** For its intended purpose;
- **Valid** By being consistently recorded and used in compliance with predetermined definitions and rules;
- **Reliable** By reflecting stable and consistent data collection processes;
- **Timely** By being made available as soon as possible after the activity or event and in line with organisational requirements;
- **Relevant** For the purpose intended;
- **Complete** In that the monitoring of incomplete, missing or invalid data is avoided.

The Directorate has developed a Performance Management and Data Strategy, which is reviewed and updated on an annual basis. It outlines how the robust Performance and Information Technology management framework operates within the Directorate to provide transparent, accurate and timely services and information

The Strategy underpins the Health & Directorate's commitment to managing and providing IT services and performance information and complements and supports the: -

- Directorate Service Plans
- Corporate Quality Assurance Framework

## 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**

- Halton Community Strategy
- Economic Development and Tourism Strategy
- Halton Enterprise Strategy
- Halton Employment Strategy
- Halton Skills and Workforce Development Strategy

**Appendix 1 – High Risks and Associated Mitigation Measures**

Key Objective Ref	Initial Risks identified	Risk Treatment Measures

**To be completed.**

**Appendix 2 – Equality Impact Assessments – High Priority Actions**

Strategy/Policy/Service	Impact Assessment (High/Low/None)	Proposed Action(s)	Timetable			Officer Responsible
			2009/10	2010/11	2011/12	

**To be completed**

**Appendix 3**

**Halton Corporate Plan (2006 – 2011) – Council Priorities and Key Areas of Focus.**

<b>Healthy Halton</b>	
<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.

<b>Halton's Urban Renewal</b>	
<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.



# Exchequer and Customer Services

## **SERVICE PLAN**

**April 2009 to March 2012**

**Executive Board Draft Feb 2009**

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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 within the diagram opposite.

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: -

**Corporate Priority 6**

Corporate Effectiveness and Efficient Service Delivery

*Key Area of Focus 32*

*Building on our customer focus by improving communication, involving more users in the design and delivery of services, and ensuring equality of access.*

*Key Area of Focus 35*

*Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.*

*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.*

## **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, the Benefit Express Project 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

#### E-procurement & Finance Support Services (Exchequer Services)

The division is responsible for delivering a range of both internal support and external facing services. The main focus is on e-enabled procurement across the Council, with the aim of driving down costs, and securing better value for money. We provide an advice and information service to all officers on procurement, together with the responsibility for the letting and management of a number of council wide purchasing contracts.

The division has led the way in identifying and implementing the use of IT methodology within the Purchase to Pay Process. We undertake purchasing and invoice processing on behalf of the Corporate & Policy Directorate. We deliver a central service for the effective management and discharge of all creditor and other internal and external payments, including VAT. There are strong links to the Payroll Services, through the management of mileage claims, car loans and expenses claims.

Insurance protection, advice and claims handling for the council are undertaken and the Council's statutory responsibilities for Concessionary Travel are managed here.

By providing both central support and directly accessible public services the Division aims to benefit all that live work or visit the Borough, by the effective discharge of its functions.

## **2.2 Key Messages**

### Customer Services

As more and more Councils see Customer Services as the main gateway for the public to contact the Council, Halton has always taken a lead role and 2008/09 has seen the council once more in the forefront of introducing the new National Indicator (NI 14) to measure the 'avoidable contact' and to put in place working practices to try and reduce the number of unnecessary calls.

As part of a Cabinet Office initiative all government funded and local authority contact centres are being urged to become accredited under the 'Customer Service Excellence' standard. Halton has decided that it will aim for the whole council to become accredited under the scheme. HDL will therefore take a lead role in this initiative working along side colleagues from across 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

2008 saw the introduction of the Local Housing Allowance, which is part of the government's agenda for modernising the welfare state. In addition, Incapacity Benefit was replaced by the new Employment Support Allowance for new claimants.

Both required major changes to the IT system and extensive training of staff. The full implications of both these reforms have still to be assessed.

Two new national indicators were introduced for Benefits. One measuring the number of changes, the other measuring the speed of process. As they are new indicators, and there have been problems nationally gathering the information, no meaningful comparisons can be made until the end of 2008/2009.

Although the Benefits Service again achieved top quartile performance in 2007/2008 the methodology for assessing performance has dramatically changed in 2008. The Benefit Fraud Inspectorate has been replaced by the Audit Commission for service inspections. The new regime carries out assessments under a completely different set of criteria. Early indications are that Authorities who previously scored an excellent rating of 4 are now being assessed, at best, at level 2. Assessments against the new Audit Commission Key Lines of Enquiry will be undertaken during 2009 – 10 to establish Halton's position and identify any improvement opportunities that may need to be addressed.

The Business Rates Section has seen two major changes in 2008 which were the introduction of an Empty Property Rate and the introduction of Business Improvement Districts.

Opportunities for collaborative working are continually explored. 2008 saw the Division offering training for several authorities across the County with regard to the IRRV professional qualification and also the first staff attaining this qualification. The scheme has been rolled out again for 2009, with several Local Authorities being assessed by Halton. The Division remains at the forefront of Homeworking, which has been rolled out to more staff in 2008. Finally, collaborative working with the Job Center Plus, saw the joint working pilot extended to both Runcorn and Widnes offices.

#### E-procurement & Finance Support Services (Exchequer Services)

Halton continues to build on its successful implementation of E Procurement methods. We are open to electronic end to end trading incorporating e-marketplace, purchase cards, and have recently introduced our first electronic invoice supplier. However we remain in a position to trade with those suppliers who are not e-enabled. Document imaging and electronic workflow for all purchase orders & creditor invoices is well established, and is recognised as the standard processing route during 2009-10 reducing manual input into the approval & payment process.

We have enhanced the availability of management information in relation to purchase arrangements to identify areas of collaborative buying within the Council e.g. agency staff, PPE, and corporate travel to deliver cashable savings.

We have helped to identify and have promoted collaborative purchasing with other public bodies, and in particular developed strong links with the

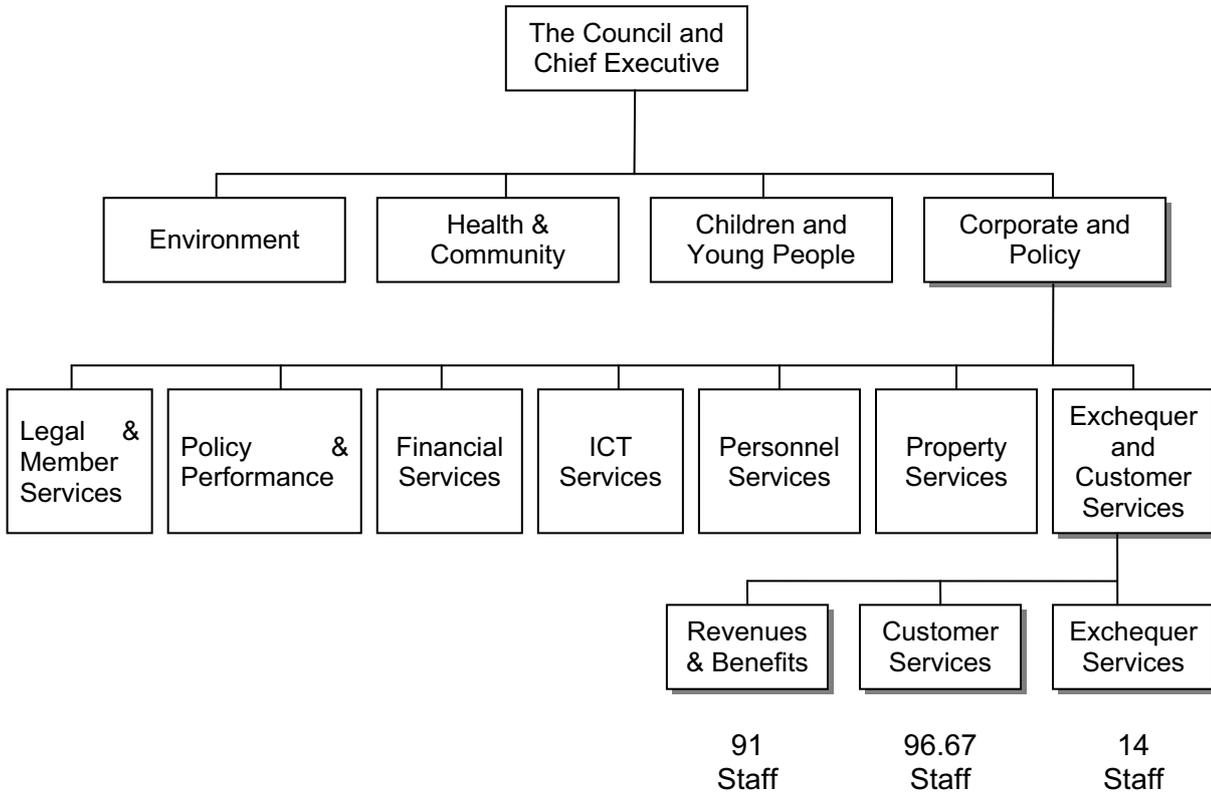
Merseyside Sub Region to access value for money framework agreements and work together on new arrangements.

We are active participants in both regional and sub regional procurement initiatives and work groups to ensure we remain in the forefront of developments in the field.

Planning for the implementation of a central electronic tendering and contract management system is underway. This will enable the Council to extend trade opportunities both to the local and wider supply market and effectively monitor our contracts in terms of the expanding role of promoting sustainability, equality & diversity in our supply chain.

We continue to use the Councils Internet, Intranet and periodical procurement newsletter to promote current activities and developments and run four training courses a year for those new to procurement activities.

## 2.3 Organisation Structure



### **3.0 FACTORS AFFECTING THE SERVICE**

#### **3.1 External Factors**

There are a number of external factors that will have implications for the department during the lifetime of this plan which are summarised below.

##### **Political**

Introduction of a new National Indicator Data set from April 2008.

This will require the Council to further develop its approach to the recording of 'avoidable contacts' in order to meet nationally prescribed definitions. This will require collaboration of all departments across the Council.

##### **Economic**

###### *Budget pressures/ Efficiency Review*

Expectation by Government for all authorities to continue to make efficiency savings will be an ongoing consideration

###### *Economic Downturn*

The economic downturn has and will continue to have an effect, both in the increase in Benefit claimants and the impact on collection of both Council Tax and Business Rates. In order to mitigate against any negative affect upon outstanding debt the department will further develop and deploy appropriate positive intervention arrangements.

##### **Technological**

###### *Government Connect*

Govt Connect project will have a major impact on Revenues & Benefits for accessing information from the DWP. From September 2009 this will be the only secure electronic connection between Local Authority and the Dept. for Work and Pensions. It will be used to transfer data and PI information but also will be the only way in which the LA will receive information from DWP. If connection is not up and running by September 2009 the Benefits Section will lose access to customers DWP records which will impact severely on performance and turnaround times. The Code of Connection requirements of Government Connect affect all areas.

###### *In and Out of Work pilot*

During 2008/09 there will be a role out of this pilot which involves DWP carrying out a telephone interview with working age customers claiming Job seekers Allowance, Income Support, ESA. DWP will, at the same time, gather the information to process the HB CTB claim and pass this information to the LA.

This will mean a change to working practices, re-education of the claimant about when and how to claim to avoid duplication of applications. There is also a necessity for us to have successfully implemented Government Connect in order for the applications made via DWP to be transferred electronically.

*Electronic and Telephone Benefit applications*

Good practice and Key Lines of Enquiry recommendations are that customers should be able to access the service electronically, including being able to claim/ report changes in circumstances on line. The cost and implications to working practices of such arrangements are to be considered during the coming year.

**Legislative**

*Employment Support Allowance*

From October 2008 this new allowance replaced Incapacity Benefit, Severe Disablement Allowance and Income Support. This has led to changes to IT software, application form & stationery, as well as changes to the way these are claims are dealt with.

*Changes to Empty Property Rate Relief legislation*

Although introduced in April 2008, there continues to be a significant impact on recovery.

*Changes to the way in which Pension Credit claimants claim and are reviewed*

From October 2008 Pension Credit customers will be claiming HB CTB over the phone with the Pension Service who will then forward the information. There is a risk of some claims not being received or received with missing information which would impact on performance times. Reduction in need to report changes in circumstances to Pension Service could lead to customer confusion and a drop in the changes reported to the Benefits Office

*Electronic receipt of Pension Credit applications*

From April 2009, the applications made via Pension Service will be forwarded to the LA electronically. The risk of electronic failures and changes to working practices could lead to drop in performance in turnaround times.

*Customer Service Excellence and E-Service Delivery*

HDL is required to become accredited for the Customer Service Excellence standard which has implications for corporate operations.

There will also be a need during the life of this plan for the department to work closely with ICT and individual directorates to develop appropriate electronic service delivery solutions.

*Replacement Telephone system*

The current telephone system has been in use for some 18 years and is now nearing the end of its economic life. During 2009 – 10 a project group will be established to examine the options and make recommendations regarding an appropriate replacement for the existing system.

**Environmental**

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 joined 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 Benefit Fraud Inspectorate has been replaced by the Audit Commission for the purposes of assessing Benefit services nationally. The new regime uses a completely new set of criteria for assessment. Early indications are that Authorities who had previously scored a rating of 4 - Excellent, are now achieving, at best, a score of 2. Work is underway within the Division to look at the impact of the new Key Lines of Enquiry to see what additional work is required to meet the new standards.

### **3.3 Efficiency Improvements**

#### Customer Services

The Customer Service Excellence standard accreditation and the introduction of NI 14 will lead to efficiency improvements across the Council as well as HDL. The continuing business process analysis work stream will in conjunction with ICT & KPMG will identify further efficiency gains in customer service delivery.

#### Revenues & Benefits

The Revenues & Benefits Division continues to look at innovative ways of working. Home working has been extended and will continue to be rolled out in 2009.

To comply with the KLOE standards new methods of working will need to be considered including Voice Risk Analysis, telephone claiming and Telly Talk. However, there are financial implications to be considered with each of these.

A pilot is underway to consider the advantages of LoCTA. This enables the pursuit of Council Tax arrears and HB overpayments for people who have moved away from the Borough.

#### 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**

Regionally the Council is an active member of the North West Improvement & Efficiency Partnership, a collaboration of local authorities in the North West looking at introducing best practice and collaborative working across the region to achieve better procurement of goods and services. Within the Sub Region we are active members of Merseyside Project Collaboration Program Board & Merseyside Authorities Procurement Group and associated work Groups.

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 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.

### 3.7 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. It is not envisaged at this stage that there will be any additional human resource requirements within the Department for the period to 2012.

Year	Revenues & Benefits	Customer Services	Exchequer Services	Total
2007 - 08	91	96.67	14	<b>201.67</b>
2008 - 09	91	<b>96.67</b>	<b>14</b>	<b>201.67</b>
2009 - 10	91	<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 during the plan period.

### 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 during the plan period.

## 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 2009–12, 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)

## 5.1 Service Objectives –

(NB Other than by exception those service objectives and/or Key Milestones shown in *italics* will only be reported at half-year and year-end.

<b>Corporate Priority:</b>	<b>Corporate Effectiveness and Business Efficiency</b>
<i>Key Area Of Focus: 33</i>	<i>Ensuring that we are properly structured and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.</i>

<b>Service Objective: ECS O1</b>	<b>Ensure continuing service delivery remains effective through the Implementation of new working arrangements in response to central government initiatives.</b>					
Key Milestone(s) 09/10)	<ul style="list-style-type: none"> <li>Information to follow</li> </ul>					
Key Milestone(s) (10/11)	<ul style="list-style-type: none"> <li>Information to follow</li> </ul>					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> <li>Information to follow</li> </ul>					
<b>Risk Assessment</b>	Initial	TBA	<b>Responsible Officer</b>	TBA	<b>Linked Indicators</b>	
	Residual	TBA				

<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 ensure that customer access is improved by means of electronic service delivery.</i>					
<b>Service Objective: ECS O2</b>	<b>Ensure business continuity and effective service delivery through the updating benefits IT systems.</b>					
Key Milestone(s) 09/10)	<ul style="list-style-type: none"> <li>Install and test software version 5.14 [date to be inserted]</li> <li>Install 10g and new server hardware [date to be inserted]</li> <li>Evaluate system for functionality and speed and report findings to Operational Director <b>October 2009</b></li> </ul>					
Key Milestone(s) (10/11)	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> <li>Not applicable</li> </ul>					
<b>Risk Assessment</b>	Initial	TBA	<b>Responsible Officer</b>	<b>Head of Revenues &amp; Benefits</b>	<b>Linked Indicators</b>	
	Residual	TBA				

<i>Key Area Of Focus:</i>	<b>TBA</b>
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<b>Service Objective: ECS O3</b>	<b>Ensure compliance with new national performance framework by recording and reporting nationally prescribed performance indicators in line with required timeframe and continue to develop and improve service delivery mechanisms in line with the modernisation agenda.</b>					
Key Milestone(s) 09/10	<ul style="list-style-type: none"> <li>• Provide DWP with data <b>Each Month</b></li> <li>• Undertake regular performance monitoring and report [date to be inserted]</li> <li>• Carry out self assessment using Audit Commission Key Lines of Enquiry [date to be inserted]</li> <li>• HDL &amp; Revenues and Benefits gain accreditation for Customer Service Excellence Standard <b>Sept 2009</b></li> </ul>					
Key Milestone(s) (10/11)	<ul style="list-style-type: none"> <li>• Undertake performance benchmarking activity and report findings [date to be inserted]</li> </ul>					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>					
<b>Risk Assessment</b>	Initial	<b>TBA</b>	<b>Responsible Officer</b>	<b>Head of Revenues &amp; Benefits</b>	<b>Linked Indicators</b>	
	Residual	<b>TBA</b>				

<i>Key Area Of Focus: 35</i>	<i>Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.</i>
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<b>Service Objective: ECS O4</b>	<b>Continue to identify and exploit the potential for further efficiency gains by enhancing the authority's approach to the procurement of goods and services.</b>					
Key Milestone(s) 09/10	<ul style="list-style-type: none"> <li>• Undertake an analysis of spend and identify areas of potential savings [date to be inserted]</li> <li>• Adopt and integrate the Framework for Collaborative Procurement [date to be inserted]</li> <li>• Develop and introduce a corporate Tendering and Contract Management Tool [date to be inserted]</li> </ul>					
Key Milestone(s) (10/11)	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>					
<b>Risk Assessment</b>	Initial	<b>TBA</b>	<b>Responsible Officer</b>	<b>Head of Procurement</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: 38</i>	<i>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.</i>

<b>Service Objective: ECS O5</b>	<b>Continue to investigate and develop sustainable and appropriate e-solutions to further enhance the delivery of services to the local residential and business communities.</b>					
Key Milestone(s) 09/10)	<ul style="list-style-type: none"> <li>Undertake review of service options and report findings <b>March 2010</b></li> <li>Continue to investigate opportunities for service remapping <b>March 2010</b></li> <li>Rollout invoice scanning <b>March 2010</b></li> </ul>					
Key Milestone(s) (10/11)	<ul style="list-style-type: none"> <li>Continue to introduce further service delivery arrangements through Halton Direct Link facility <b>March 2011.</b></li> <li>Develop in-house CSD system for use across the Council [date to be inserted]</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: n/a</i>	<b>Not applicable</b>

<b>Service Objective: ECS O6</b>	<b>Maintain the continuity of service delivery by ensuring that the Council's telephony services are fit for purpose and meet the needs of the Council and its stakeholders.</b>					
Key Milestone(s) 09/10)	<ul style="list-style-type: none"> <li>Establish working group and investigate and report upon future options <b>September 2009</b></li> </ul>					
Key Milestone(s) (10/11)	<ul style="list-style-type: none"> <li>Procure and implement new systems / working arrangements by September <b>2010</b></li> </ul>					
	<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>				

5.2 Performance Indicators and Targets (Statutory & Local Indicators)<sup>1</sup>:

Ref <sup>2</sup>	Description	Corp. Plan Priority	Halton 2007/08 Actual	2007 / 08 Quartiles <sup>3</sup> (All England)			Halton 2008 / 9 Target	Halton 2008 / 9 Actual	Halton Targets		
				Top	Middle	Bottom			09 / 10	10 / 11	11 / 12
<b>Corporate Health</b>											
<b><u>ECSLI 01</u></b> <b><u>(BVPI 8)</u></b>	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> <b><u>(BVPI 9)</u></b>	Proportion of Council Tax collected	CP 6	96.41	98.48	97.67	96.49	96.85	TBA	96.00	96.00	TBA
<b><u>ECSLI 03</u></b> <b><u>(BVPI 10)</u></b>	The percentage of Business Rates which should have been received during the year that were received	CP 6	99.93	99.30	98.97	98.43	98.85	TBA	97.75	97.75	TBA
<b><u>NI 14</u></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><u>NI 180</u></b>	Number of changes in circumstances which affect customers HB CTB entitlement within the year						New for 2008	TBA	TBA	TBA	TBA
<b><u>NI 181</u></b>	Time taken to process HB CTB new claims and change events						New for 2008	TBA	TBA	TBA	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

Ref	Description	Corp. Plan Priority	Halton 2007 / 8 Actual	2007 / 08 Quartiles (All England)			Halton 2008 / 9 Target	Halton 2008 / 9 Actual	Halton Targets		
				Top	Middle	Bottom			09 / 10	10 / 11	11/12

<b>Quality</b>
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ECSLI 04	% Of fairer charging assessments completed within 10 days of referral	CP 1 AOF 6	96%				98.00	TBA	98.00	98.00	TBA
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<b>Service Delivery</b>
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<b>ECSLI 05</b> (BVPI 78a)	Average time for processing new claims (Housing & Council Tax Benefit)	CP 6	17.08 Days				22 Days	21 days	20 Days	20 Days	TBA
<b>ECSLI 06</b> (BVPI 78b)	Average time for processing notifications of changes in circumstances	CP 6	4.1 Days				5.5 Days	5.5 Days	5.5 Days	5.5 Days	TBA

### 5.3 Data Quality

Good quality data provides the foundation for managing and improving services, determining and acting upon shared priorities, and accounting for performance to inspecting bodies and the local community.

In recognising this, the Council has developed a Corporate Data Quality Strategy that will provide a mechanism by which the authority can be assured that the quality of its data remains robust and fit for purpose. This strategy, which will remain subject to periodic review, establishes the key dimensions of good quality data and identifies five Key Corporate Objectives namely;

#### Objective 1

To provide assurance to all stakeholders that the quality of data used in decision making and in accounting for and reporting the performance of the authority, either directly or through partnership arrangements, is wholly fit for purpose.

#### Objective 2

That, through a rigorous process of monitoring, review and refinement, the authority's arrangements for securing data quality remain relevant, reliable and robust and that exemplary arrangements for securing data quality are achieved within the medium term

#### Objective 3

That arrangements for securing data quality are widely shared, communicated and understood by all of those with data quality responsibility and that relevant staff are provided with timely and appropriate guidance and support.

#### Objective 4

That all departments, partners and agencies that deliver services on behalf of the Council use complete, accurate and verifiable data which is collected and communicated in an effective and timely manner.

#### Objective 5

That all data used in the calculation of nationally prescribed performance indicators is definition compliant and verifiable and that no such indicators will be amended or qualified as a result of work undertaken by inspecting bodies.

In supporting the delivery of the corporate strategy the department will ensure that appropriate systems and processes are in place to secure the quality of its data and that such systems are subject to periodic and risk based review. In so doing the department will pay particular attention to the six key dimensions of good quality data i.e. that data is

- **Accurate** For its intended purpose;
- **Valid** By being consistently recorded and used in compliance with predetermined definitions and rules;
- **Reliable** By reflecting stable and consistent data collection processes;
- **Timely** By being made available as soon as possible after the activity or event and in line with organisational requirements;
- **Relevant** For the purpose intended;
- **Complete** In that the monitoring of incomplete, missing or invalid data is avoided.

**Such systems include, for example**

## **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 its 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 its 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 2009 to March 2012**

**Executive Board Draft Feb 2009**

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### *Appendices*

1.0 Corporate Priorities and Key Areas of Focus.	
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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 within the diagram opposite.

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:

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.

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.

Providing advice on audit related matters including suspected fraud or corruption.

Providing advice on risk and control issues in regard to systems development.

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 government has set out its response to the country's worsening economic situation in its Pre Budget Report published in November 2008.  
**More to follow**

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 efficiency targets. This is confirmed by the Audit Commission who, in XXXX, 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 7 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 (CAA) for 2009 will bring changes to the Use of Resources assessment and work is underway to ensure the score is maintained. From 2009 the Audit Commissions Key Lines of Enquiry (KLOE's) will, for the use of Resources (UoR) assessment, cover three themes, managing finances, governing and managing resources, which will lead to a single annual judgement on value for money in the use of resources.

The Government set out its plans within the Comprehensive Spending Review (CSR07) covering the period 2008/09 to 2010/11 which 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.

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.

Since 2008 the Council is required to produce its Annual Governance Statement. 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 £100M 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.

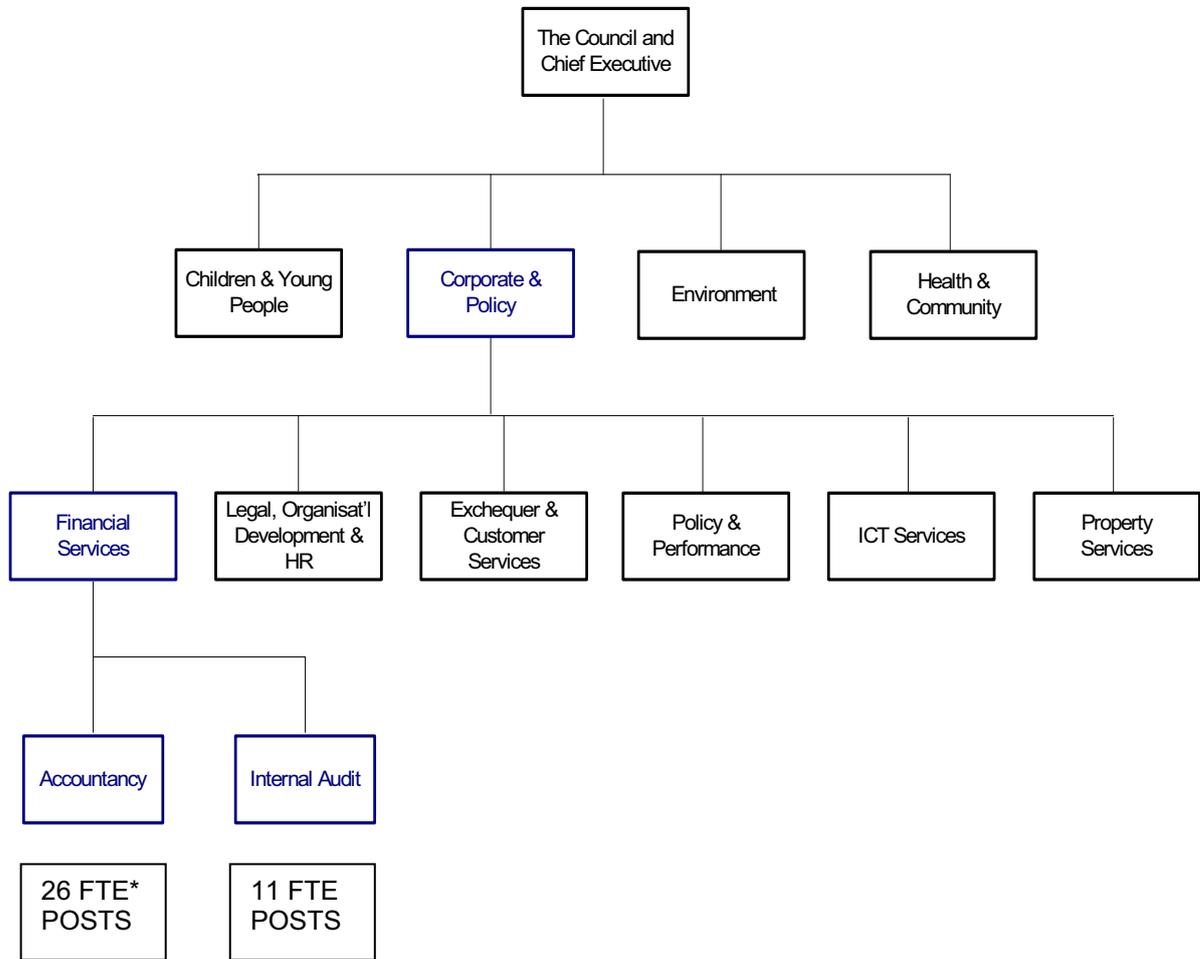
The Council's accounts continue to be published within the timescales set by Government. As the reporting requirements get ever more complex this continues to be a major challenge to the Department and is achieved with the co-operation of all Directorates across the Council. The accounts have been given 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 Government recently announced that local authorities, along with the rest of the public sector, would prepare its accounts using the International Financial Reporting Standards (IFRS). There will be a two year transitional period beginning in 2009 – 10. This will have a significant impact on the Council's accounting arrangements and reporting requirements, particularly in respect of leases and fixed asset valuations. Considerable planning will be necessary to address the implications particularly with colleagues from Property Services, as system changes may be required to accommodate IFRS.

The Halton Local Strategic Partnership has entered into a Local Area Agreement (LAA) with the Government. It is a three-year agreement that involves the pooling of a number of existing grant regimes by Government into a single LAA grant. The Council acts as the accountable body for the LAA and this involves 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



\* FTE Indicates Full Time Equivalent posts

### 3.0 FACTORS AFFECTING THE SERVICE

#### 3.1 External Factors

Key Developments	Timeframe	Comment(s)
<b>Political</b>		
1. Regeneration Activity	2009/12	Manage funding and cash flows of major developments including Mersey Gateway, Castlefields, Widnes Waterfront and 3MG
2. CAA/ Use of Resources	2009/12	Use of Resources Assessments will cover 3 themes i.e. <ul style="list-style-type: none"> <li>• Managing finances</li> <li>• Governance</li> <li>• Managing resources</li> </ul>
3. Waste Agenda	2009/12	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	2009/12	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	2009/12	Target increased to 3% cashable savings.
6. Budget Pressures	2009/12	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)	2009/12	Continue to work with our partners to lobby for fairer distribution of grant.

Key Developments	Timeframe	Comment(s)
<b>Social</b>		
8. Existing / new Partnership arrangements	<b>2009/12</b>	These arrangements often result in more complex accounting and governance arrangements being required.
<b>Technological</b>		
9. Development of Agresso	<b>2009/12</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>2009/12</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.
<b>Legislative</b>		
11. Children's Act and Associated Guidance	<b>2009/12</b>	Introduction of Children's Trust and Pooled budgets.
12. Accounting Developments	<b>2009/12</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. International Financial Reporting Standards (IFRS) will begin to be adopted through a two year transitional period from 2009-10

***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 joined 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.

### **3.2 Service Developments**

Under the 2008 CPA arrangements 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. During 2008 the Audit Commission undertook its triennial review of the Internal Audit function and concluded that

*'Internal Audit is an important element of the control environment within the Council. It is proactive and the work covers a range of the Council's activities. Internal Audit provides an effective review of major elements of internal control and the quality of its work is good. We are able to rely on the work of internal audit that is relevant to our audit objectives'.*

### **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 has improved internal audit working practices which has led to a more efficient audit process.

### **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 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.

### 3.7 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	Divisional Staffing Levels <sup>1</sup>		
	Accountancy	Audit	Total
2008 / 09	26	11	37
<b>2009 / 10</b>	<b>26</b>	<b>10</b>	<b>36</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 2012.

### 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 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.

Internal Audit has replaced its audit management system. This has led to the use of electronic working papers and the delivery of more efficient and flexible working arrangements.

Should any unforeseen ICT developments arise that necessitate additional requirements, these will be reported either by exception or through the normal quarterly reporting cycle.

### 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.

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<sup>1</sup> Full time equivalent

## 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 it's 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 2009–12, 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) (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>					
Key Milestone(s) (11 – 12)	<ul style="list-style-type: none"> <li>• Report Medium Term Financial Forecast to Executive Board <b>November 2011</b>.</li> <li>• Report to Council in March <b>2012</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) (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> – 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) (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>					
Key Milestone(s) (11 – 12)	<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 O3</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) (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>					
Key Milestone(s) (11 – 12)	<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 2011</b>.</li> <li>• Publish the Abstract of Accounts by <b>30<sup>th</sup> September 2011</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 O4</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) (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>					
Key Milestone(s) (11 – 12)	<ul style="list-style-type: none"> <li>• Establish treasury Management Policy and report to the Executive Board Sub-Committee by <b>April 2011</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 O5</b>	<b>Ensure that the Capital Programme is affordable, prudent, and sustainable by setting and monitoring prudential borrowing indicators.</b>					
Key Milestone(s) (09 - 10)	<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>					
Key Milestone(s) (10 - 11)	<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>					
Key Milestone(s) (11 – 12)	<ul style="list-style-type: none"> <li>• Report prudential indicators to Council in <b>March 2011.</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 O6</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>					
Key Milestone(s) (09 - 10)	<ul style="list-style-type: none"> <li>• Obtain approval from the Business Efficiency Board for the Internal Audit Plan for 2008/9 <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 (2007/8) to the Business Efficiency Board <b>June 2009</b>.</li> </ul>					
Key Milestone(s) (10 - 11)	<ul style="list-style-type: none"> <li>• Obtain approval from the Business Efficiency Board for the Internal Audit Plan for 2009/10 <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 (2008/9) to the Business Efficiency Board <b>June 2010</b>.</li> </ul>					
Key Milestone(s) (11 – 12)	<ul style="list-style-type: none"> <li>• Obtain approval from the Business Efficiency Board for the Internal Audit Plan for 2010/11 <b>June 2011</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 2011</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 2007/08 Actual	2006/07 Quartiles <sup>3</sup> (All England)			Halton 2008/09 Target	Halton 2008/09 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
<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		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 2007/08 Actual	2006/07 Quartiles <sup>5</sup> (All England)			Halton 2008/09 Target	Halton 2008/09 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
<b>Cost &amp; Efficiency</b>											
<b><u>NI 179</u></b>	Value of (organisational) 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**

<b><u>FSLI 6</u></b>	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				75 %		75 %	75 %	75
FSLI 7	Maintain the proportion of all eligible schools buying back financial services.	CP6 AOF 32	83%				83%		83%	83%	83%

<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 2007/08 Actual	2007/08 Quartiles <sup>7</sup> (All England)			Halton 2008/09 Target	Halton 2008/09 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
<b>Service Delivery</b>											
FSLI 8	Issue 75% of draft audit reports within 15 working days of completing the audit fieldwork.	CP6 AOF 34	77%				75 %		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 Data Quality

Good quality data provides the foundation for managing and improving services, determining and acting upon shared priorities, and accounting for performance to inspecting bodies and the local community.

In recognising this, the Council has developed a Corporate Data Quality Strategy that will provide a mechanism by which the authority can be assured that the quality of its data remains robust and fit for purpose. This strategy, which will remain subject to periodic review, establishes the key dimensions of good quality data and identifies five Key Corporate Objectives namely;

#### Objective 1

To provide assurance to all stakeholders that the quality of data used in decision making and in accounting for and reporting the performance of the authority, either directly or through partnership arrangements, is wholly fit for purpose.

#### Objective 2

That, through a rigorous process of monitoring, review and refinement, the authority's arrangements for securing data quality remain relevant, reliable and robust and that exemplary arrangements for securing data quality are achieved within the medium term

#### Objective 3

That arrangements for securing data quality are widely shared, communicated and understood by all of those with data quality responsibility and that relevant staff are provided with timely and appropriate guidance and support.

#### Objective 4

That all departments, partners and agencies that deliver services on behalf of the Council use complete, accurate and verifiable data which is collected and communicated in an effective and timely manner.

#### Objective 5

That all data used in the calculation of nationally prescribed performance indicators is definition compliant and verifiable and that no such indicators will be amended or qualified as a result of work undertaken by inspecting bodies.

In supporting the delivery of the corporate strategy the department will ensure that appropriate systems and processes are in place to secure the quality of its data and that such systems are subject to periodic and risk based review.

In so doing the department will pay particular attention to the six key dimensions of good quality data i.e. that data is

- **Accurate** For its intended purpose;
- **Valid** By being consistently recorded and used in compliance with predetermined definitions and rules;
- **Reliable** By reflecting stable and consistent data collection processes;
- **Timely** By being made available as soon as possible after the activity or event and in line with organisational requirements;
- **Relevant** For the purpose intended;
- **Complete** In that the monitoring of incomplete, missing or invalid data is avoided.

**Such systems include, for example**

## 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 its 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

Medium term Financial and Investment Strategy  
Treasury Management Strategy  
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 2009 to March 2012**

**Executive Board Draft 2009**

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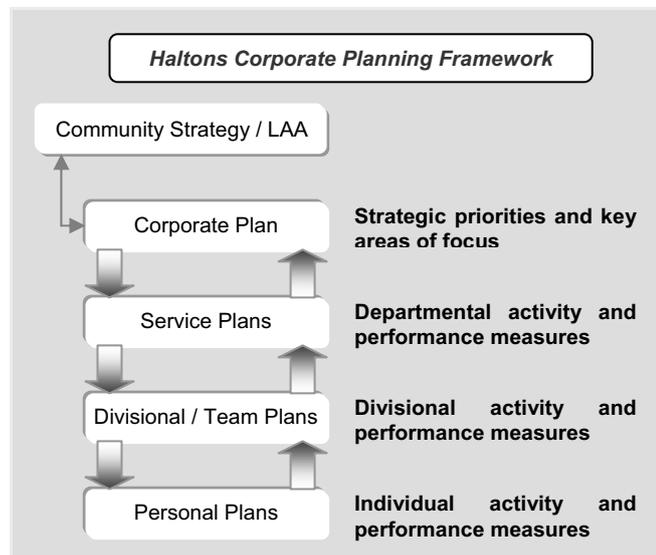
## 1.0 INTRODUCTION

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 within the diagram opposite.

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 6

Providing services and facilities to maintain the independence and well being of vulnerable people within our community

*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 improve the health and well-being of the community by commissioning services to meet identified local needs and by providing 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 Housing Strategy Team is responsible for assessing housing needs and conditions in the Borough, developing housing policy to address those needs; and for providing an operational front-line Housing Options service, focussed on homelessness prevention. The team also manages the Council's permanent Gypsy site and unlawful encampments.

#### **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, procures, contracts manages and in some instances directly delivers services for the residents of Halton that maintain their independence, keep them safe from risk and improve 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 Commissioning, Service Development, Supporting People & Quality Assurance, Training, Human Resources, Workforce Development, Housing Strategy, Housing Options (Homelessness); and Gypsies and Travellers.

#### **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 budget pilot.

### **Business Support**

Includes the management and provision of Customer Care, Information and Office Services. The Performance and Data Management (P&DM) Team develop and maintain systems to support social care and housing activity electronically. The P&DM 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.

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 Commissioning services to improve the health and well being of the community and 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 procure; contract and quality assure care and support services. Housing Strategy services benefit everyone in Halton, but particularly those in greatest housing need.

The main people who benefit from services are:

- Vulnerable adults/frail older people and some adults over 18 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 have a Social Care need.
- Vulnerable adults
- Carers
- People experiencing or under threat of homelessness
- Gypsies and Travellers

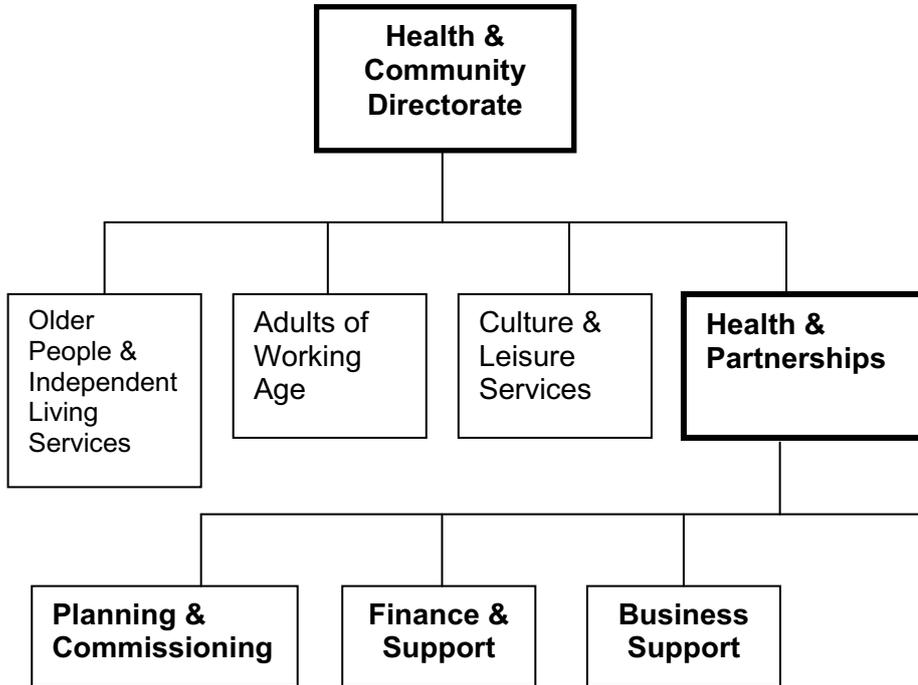
### **2.2 Key Messages**

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 Joint Strategic Needs Assessment, which covers the health and social care needs of Adults and Children (in conjunction with key stakeholders and the community) provides intelligence to inform future commissioning.
- The requirement to contribute to the Local Strategic Partnership's agenda, and the refresh of the Local Area Agreement (LAA) and delivery and monitoring of LAA targets. Specific work programmes on well-being, dignity in care, intergenerational activities and prevention will be developed, as well as on cross cutting areas of employment, transport and housing.
- The requirement to contribute to developing Multi Area Agreement (MAA).
- To ensure the Directorate is able to effectively respond to issues highlighted in the Comprehensive Performance Assessment e.g. closing the gap between the most deprived communities within the Borough.
- The need to maintain, develop and improve the level of service when the Directorate and Authority as a whole are faced with on-going budgetary pressures.
- 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 community, independent or voluntary sector;
- The need to refocus the Directorate's activity towards neighbourhood delivery of services and partnership opportunities at that level.
- The need to ensure that there are appropriate and effective infrastructures in place to be able to deliver the Directorate's aims and objectives and to ensure that the Directorate is in an appropriate position to implement new legislative responsibilities e.g. Mental Health Act
- Personalisation and the use of individualised budgets will progressively transform the way in which the Directorate supports vulnerable people.
- The need to improve outcomes for homeless people and ensuring alignment between this function and services across the Directorate
- The need to work in partnership with Children And Young People's Directorate to safeguard children and provide a positive transition into adult services.

- Ensuring 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 traditionally excluded groups including BME, lesbian and gay, and gypsy and traveller 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
- The need to engage with sub regional working arrangements and policy development, particularly in terms of housing and planning.
- The need to modernise services for people experiencing or who are at risk of homelessness through an increased focus on homelessness prevention

## 2.3 Organisation Structure



	<b>FTE Posts</b>
Planning & Commissioning <ul style="list-style-type: none"> <li>• Commissioning</li> <li>• Service Planning</li> <li>• Housing Strategy and Homelessness</li> <li>• Quality Assurance</li> </ul>	54.08
Finance & Support <ul style="list-style-type: none"> <li>• Management Accounts (inc. DM)</li> <li>• Client Income and Assessment/Invoicing</li> <li>• Direct Payments/Appointeeship</li> </ul>	24.37
Business Support	18.78
Operational Director & Secretary plus Strategic Director & Secretary	4.0
<b>TOTAL</b>	<b>101.23</b>

NB. Information regarding posts completed as at 30.9.08 (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 2009-2012:

##### 3.1.1 Political

- The Joint Strategic Needs Assessment (JSNA), forms 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 Local Area Agreement (LAA), provides an outcome based approach to tackling the major challenges facing Halton. Many of the objectives outlined in the Service Plans are designed to support the achievement of the LAA Targets.
- During the next 3 years there will be a continued need to further strengthen relationships with the voluntary sector. One particular area, which is a priority, is Carers. The Cares Centres transferred in October 2008 and the Council is providing funding to the Centre over the next 3 years to support its activities
- *Ambition for Health* sets out the NHS Halton & St Helens ambitions for improving the health and wellbeing of the local population. The six strategic priorities identified by the NHS Halton & St Helens are: -
  - Alcohol
  - Obesity
  - Early Detection: Diabetes, respiratory, heart disease, cancer
  - Early Detection: Depression
  - Prevention: Tobacco Control
  - Safety, Quality and Efficiency: Planned and Urgent Care

The overarching themes include prevention, public health, mental health and shifting the percentage of planned healthcare to non-hospital based alternatives. These are consistent with the strategic objectives of the Council and reinforce again the need for an effective strategic partnership with the NHS.

- The Government's target for Councils to reduce by half the use of temporary accommodation to house homeless households by 2010 will be challenging for all Councils given the "credit crunch" and its potential to impact adversely on homelessness.

- From 2010 there will be a Single Integrated Strategy to direct the investment of resources within the region for housing, planning and economic development, replacing the individual strategies that currently exist. Halton will need to seek to influence the contents of that document to ensure its housing and regeneration aspirations are properly reflected. This reinforces the need for Halton to work through sub regional and regional partnerships to achieve this.
- Halton's designation as a Housing Growth Point (in partnership with Warrington and St Helens) was a positive note in 2008, but its timing with the current economic downturn and decline in new housing developments will make progress in the early years difficult.
- Following the delivery of 'Independence & Opportunity: Our strategy for Supporting People', central government is due to announce whether Supporting People grant is rolled into the Area Based Grant from April 2009. This may impact on resources available to deliver local services and may affect the way in which the programme is administered locally i.e. supporting people will need to review its commissioning framework in order to report into the Safer Halton and Health Strategic Partnership Boards.
- Halton has entered into a Section 75 agreement with our partners Halton and St Helens PCT. The agreement identifies lead organisational responsibilities for the commissioning of services for Adults and Older People. The next step is to develop commissioning and operational frameworks to deliver the agreement.

### **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.
- KPMG have assisted the Council in putting together an efficiency and improvement programme that could help the Council meet the significant budgetary pressures it faces, whilst endeavouring to maintain and improve the quality of services provided to the community.

As a result of this work they have identified a number of efficiency opportunities themed around:

- The potential to reduce overheads through a rationalisation of current management structures
- How we can improve the Council's approach to the provision of its administrative support services

- Opportunities to refine the balance between corporate and directorate roles in a number of core areas and improve resource deployment
  - Review the Council's third party spend with regard to some key areas of procurement
  - A programme of option assessments to determine the most suitable form of delivery for a range of key services
  - How we use the opportunities provided by technology and our infrastructure to make our services more efficient
- 
- 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.
  - Continuing reductions in Halton's annual capital grant for housing investment are expected, reducing the scope for direct intervention in the housing market.
  - In the current economic climate, although potentially a short-term issue, it is likely to impact on demand for services, not least homelessness and debt advice. It will be a challenge to meet these increased service demands within existing budgetary constraints.
  - 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 offer VFM within the funding requirements. There will also be implications of the transfer of resources into the Area Based Grant, managed by the LSP.

### **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**

- Telecare and a new project around Telemedicine will continue to use new assistive technology to promote independence and choice for older people.

- Increased use by the private sector initially of electronic monitoring of care, to allow greater transparency of services delivered.
- The development of Eforms and Careasses forms to reduce the administrative burden for operational teams.
- Work is still ongoing to roll out Single Assessment. An electronic solution to SAP is currently in development to ensure that data currently written in assessments can be effectively loaded into Carefirst, Health and other agency services information systems is essential
- The development of a 3 and 5 year ICT Strategy for the Health & Community Directorate
- The development of a Supporting People 'Gateway' service will introduce a single point of access for people in need of support to gain access to their own home and to obtain services to remain independent within their home

### **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 Deprivation of Liberty Safeguards are an amendment to the 2005 Mental Capacity Act, introduced through the Mental Health Act 2007. They are implemented from 1<sup>st</sup> October 2008
- 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.
- Personalisation, including a shift towards early intervention and prevention, will become the cornerstone of public services, including the commissioning and development of services within health and social care. This means that every person who receives support, whether provided by statutory services or funded by themselves, will have choice and control over the shape of that support in all care settings. This will have significant implications on the delivery of services and the need to ensure that we have an appropriately trained workforce to deliver these services
- 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 Performance Framework for Local Authorities & Local Authority Partnerships which was 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 have been negotiated through new Local Area Agreements (LAAs). Each Agreement includes up to 35 targets from among the national indicators, complemented by 17 statutory targets on educational attainment and early years.
- A new Performance Framework will be published by the Commission for Social Care Inspection for immediate implementation.
- "Making Experiences Count" is the project aimed at delivering a new and more flexible common complaints procedure for Health and Adult Social Care. After a period of consultation, "Early Adopter" sites across the country have been trialing it, with a view to informing the draft legislation that is due shortly. The new legislation, and subsequent guidance, is expected to be published for the commencement of the new procedures in April 2009.
- 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 Government's 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 began 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.
- In delivering new affordable housing schemes every effort will be made to develop on brown field rather than green field sites to minimise environmental impact, and best practise will be followed in the design of energy efficient homes to reduce CO2 footprints and tackle fuel poverty
- 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 an aspiration of Halton to adopt these standards, as a way of developing barrier free environments and reducing the overall cost of adapting homes for disabled people.

#### **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.
- The previously outsourced homelessness service was brought back under direct Council operational control in 2008. Further work will be needed during 2009 to reinforce the capacity of the service, shift the focus of work to homelessness prevention and initiate further developments.
- Government has set a target for Councils to introduce Choice Based Lettings as a means for allocating accommodation to those on the Housing Register by 2010. Work has been ongoing during 2008 to explore the options, and it is likely that Halton will collaborate with a number of other Merseyside authorities and Housing Associations on the development of a sub regional scheme.
- The Department has successfully embedded the outcomes framework into operational policies and procedures.
- 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.
- Work is ongoing to develop a Gateway or Single Point of Access service. Work is due to commence on the development of the model in 2009, with a view to introducing the service by 2010.
- 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.
- The Supporting People programme in Halton has subject to scrutiny by the Urban Renewal PPB. Work is ongoing to identify recommendations regarding the future of the programme by April 2009.
- 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.

- 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 2008/9 :-
  - To be inserted

### **3.4 National, Regional and Sub Regional Focus**

To be inserted

### **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 - **TBC**

Work continues within the Directorate to improve the access and the signposting of members of the Black and Minority Ethnic 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
- Support Gypsies and Travellers to access services including health, social care and education.

### 3.6 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 within this plan. As such their implementation will be monitored through the Quarterly Departmental Service Plan Monitoring Report process.

### **3.7 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

Year	Planning & Commissioning	Finance & Support			Business Support	Operational Director & Secretary
		Mgt. Accounts	Client Income etc	Direct Payments etc		
2008/09	54.03		24.37		18.78	4.0
2009/10	54.03		24.37		18.78	4.0

For more detailed information about any future staffing requirements detailed above, please refer to the appropriate Directorate Workforce Plan

## 4.3 ICT Requirements

A 3 and 5 year ICT Strategy is currently in development for the whole of the Health & Community Directorate and this will clearly identify the Information Technology requirements across the Directorate

## 4.4 Accommodation and Property Requirements

There are no specific requirements identified at present, however a review of the accommodation at Runcorn Town Hall will be undertaken in July 2009 to ensure that the accommodation is being effectively utilised following the relocation of staff from Grosvenor House.

## 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 2009–12, 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)



## 5.1 Service Objectives

<b>Corporate Priority:</b>	<b>A Healthy Halton A Safer Halton Halton's Urban Renewal Corporate Effectiveness &amp; Efficient Service Delivery</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 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 30</b> Improving the social and physical well being of those groups most at risk within the community. <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 - Working in partnership with statutory and non statutory organisations, evaluate, plan, commission and redesign services to ensure that they meet the needs and improve outcomes for the community of Halton</b>

	<b>Key Milestones</b>	<b>Responsible Officer</b>
<b>2009 – 10</b>	<ul style="list-style-type: none"> <li>Develop commissioning strategy for challenging behaviour/Autism Spectrum Disorder <b>Mar 2010</b> (AOF 6 &amp; 30)</li> </ul>	OD (Health and Partnerships)
	<ul style="list-style-type: none"> <li><i>Commission combined advice, support and sanctuary service for people experiencing domestic violence</i> <b>Mar 2010</b> (AOF 6, 30 and 31)</li> </ul>	DM (Planning & Commissioning)
	<ul style="list-style-type: none"> <li><i>Commission feasibility study for Supporting People 'Gateway' or single point of access service</i> <b>Mar 2010</b> (AOF 6, 30 and 31)</li> </ul>	DM (Planning & Commissioning)
	<ul style="list-style-type: none"> <li>Establish effective arrangements across the whole of adult social care to deliver self directed support and personal budgets <b>Mar 2010</b> (AOF6)</li> </ul>	DM (Personalisation)
	<ul style="list-style-type: none"> <li><i>Review progress with delivery of JSNA and produce annual plan</i> <b>Jun 09</b> (AOF31)</li> </ul>	DM (Planning & Commissioning)
	<ul style="list-style-type: none"> <li>Introduce a Choice Based Lettings scheme to improve choice for those on the Housing Register seeking accommodation <b>Dec 2010</b> (AOF11and 30.)</li> </ul>	Housing Strategy Manager

<b>2010-11</b>	<ul style="list-style-type: none"> <li>Establish project team to redesign homelessness services and deliver against the government target to reduce by half the use of temporary accommodation to house homeless households <b>Mar 2010</b> (AOF 6, 30 and 31)</li> </ul>		Housing Strategy Manager	
	<ul style="list-style-type: none"> <li>Commission supported living services for Adults with Learning Disabilities and People with Mental Health issues <b>Mar 2011</b> (AOF 6, 30 and 31)</li> </ul>		Joint Commissioning Managers for ALD/PSD and Mental Health	
	<ul style="list-style-type: none"> <li>Commission floating support services for vulnerable groups <b>Mar 2011</b> (AOF 6, 30 and 31)</li> </ul>		DM (Planning & Commissioning)	
	<ul style="list-style-type: none"> <li>Work with the Council's Planning Department to introduce an affordable housing policy within the Local Development Framework <b>Mar 2011</b> (AOF 11)</li> </ul>		Housing Strategy Manager	
	<ul style="list-style-type: none"> <li>Introduce Supporting People 'Gateway' or single point of access service <b>Mar 2011</b> (AOF 6, 30 and 31)</li> </ul>		DM (Planning & Commissioning)	
<b>2011 - 12</b>	<ul style="list-style-type: none"> <li>Monitor and review all H&amp;Ps milestones in line with three-year planning cycle. <b>Mar 2012</b></li> </ul>		Operational Director (H&Ps) and all DMs	
<b>Risk Assessment</b>	<b>Initial</b>	<b>TBC</b>	<b>Linked Indicators</b>	<b>TBC</b>
	<b>Residual</b>	<b>TBC</b>		

<b>Corporate Priority:</b>	<b>A Healthy Halton A Safer Halton Corporate Effectiveness &amp; Efficient Service Delivery</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 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>HP 2 - Effectively consult and engage with the community of Halton to evaluate service delivery, highlight any areas for improvement and contribute towards the effective re-design of services where required</b>
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<b>Key Milestones</b>		<b>Responsible Officer</b>		
<b>2009 – 10</b>	<ul style="list-style-type: none"> <li>Introduce new advocacy and service user involvement service <b>Mar 2010</b> (AOF 6 and 30)</li> </ul>	DM (Planning and Commissioning)		
	<ul style="list-style-type: none"> <li>Update draft JSNA summary following community consultation <b>Mar 2010</b> (AOF 6)</li> </ul>	DM (Planning and Commissioning)		
	<ul style="list-style-type: none"> <li>Continue to survey and quality test service user and carers experience of services to evaluate service delivery to ensure that they are receiving the appropriate outcomes <b>Mar 2010</b> (AOF 32)</li> </ul>	DM (Business Services)		
<b>2010 –11</b>	<ul style="list-style-type: none"> <li>Update JSNA summary following community consultation <b>Mar 2011</b> (AOF 6)</li> </ul>	DM (Planning and Commissioning)		
<b>2011 – 12</b>	<ul style="list-style-type: none"> <li>Update JSNA summary following community consultation <b>Mar 2012</b> (AOF 6)</li> </ul>	DM (Planning and Commissioning)		
	<ul style="list-style-type: none"> <li>Monitor and review all H&amp;Ps milestones in line with three-year planning cycle. <b>Mar 2012</b></li> </ul>	Operational Director (H&Ps) and all DMs		
<b>Risk Assessment</b>	<b>Initial</b>	<b>TBC</b>	<b>Linked Indicators</b>	<b>TBC</b>
	<b>Residual</b>	<b>TBC</b>		

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Efficient Service Delivery</b>
<b>Key Area (s) Of Focus:</b>	<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 34</b> Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders</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>

<b>Service Objective:</b>	<b>HP 3 - Ensure that there are effective business processes and services in place to enable the Directorate to manage, procure and deliver high quality, value for money services that meet people's needs</b>
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	<b>Key Milestones</b>	<b>Responsible Officer</b>
<b>2009 – 10</b>	<ul style="list-style-type: none"> <li>Agree with our PCT partners the operational framework to deliver Halton's section 75 agreement <b>Mar 2010</b> (AOF 33,34 and 35)</li> </ul>	OD (Health and Partnerships)
	<ul style="list-style-type: none"> <li>Review commissioning framework for Supporting People to ensure links to LSP <b>Mar 2010</b> (AOF 33 and 34)</li> </ul>	SP Service Development Manager
	<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>Following the publication of the new national guidance on complaints, review, develop, agree and implement a joint complaints policy and procedure to ensure a consistent and holistic approach <b>Nov 09</b> (AOF 33)</li> </ul>	DM (Business Services)
	<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)

	<ul style="list-style-type: none"> <li>Develop and implement appropriate workforce strategies and plans to ensure that the Directorate has the required staff resources, skills and competencies to deliver effective services <b>Mar 2010</b> (AOF 39)</li> </ul>	DM (Planning & Commissioning)		
	<ul style="list-style-type: none"> <li>Develop a preliminary RAS model and explore impact on related systems <b>Apr 2010</b> (AOF 34)</li> </ul>	DM (Finance & Support)		
	<ul style="list-style-type: none"> <li>Review existing Direct Payment arrangements to ensure alignment with the personalisation agenda <b>May 2010</b> (AOF 34)</li> </ul>	DM (Finance & Support)		
	<ul style="list-style-type: none"> <li>Review &amp; update, on a quarterly basis, the 3 year financial strategy <b>Mar 2010</b> (AOF 34)</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		
<b>2010 -11</b>	<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 2011</b>. (AOF35)</li> </ul>	Quality Assurance Manager		
	<ul style="list-style-type: none"> <li>Review the joint complaints policy and procedure implemented in 2009-10 <b>Nov 10</b> (AOF 33)</li> </ul>	DM (Business Services)		
<b>2011 - 12</b>	<ul style="list-style-type: none"> <li>Monitor and review all H&amp;Ps milestones in line with three-year planning cycle. <b>Mar 2012</b></li> </ul>	Operational Director (H&Ps) and all DMs		
<b>Risk Assessment</b>	<b>Initial</b>	<b>TBC</b>	<b>Linked Indicators</b>	<b>TBC</b>
	<b>Residual</b>	<b>TBC</b>		

## 5.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/08 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
<b>Corporate Health</b>											
There are presently no indicators of this type identified for the service											
<b>Cost &amp; Efficiency</b>											
HP LI 1	% of SSD directly employed posts vacant on 30 September	CP6 AOF39	14.13	N/A			9.5	TBC	8	8	TBC
<b><u>HP LI 2</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	3.83	N/A			3.5	TBC	3.5	3.5	TBC
<b>Quality</b>											
<b><u>NI 127</u></b>	Self reported experience of Social Care Users	CP6 AOF32	N/A	N/A			* N/A	TBC	TBC	TBC	TBC
<b><u>HP LI 3</u></b>	No. of assessed social work practice learning days per whole time equivalent social worker	CP6 AOF39	29.61	TBC	TBC	TBC	25	TBC	25	25	TBC

<sup>1</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/08 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
<b>Service Delivery</b>											
HP LI 4	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		N/A		1.6	TBC	2.0	2.5	3.0
HP LI 5	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	0.4		N/A		1.2	TBC	1.2	1.2	TBC
<b>NI 156</b>	Number of households living in Temporary Accommodation	CP2 AOF11	N/A		N/A		34	TBC	21	16	TBC
<b>NI130</b>	Social Care Clients receiving self directed support (DP's/Individualised Budgets)	CP6 AOF34	201		N/A		201	TBC	210	320	TBC
HP LI 6	Percentage of SSD directly employed staff that left during the year.	CP6 AOF39	8.98		N/A		8	TBC	8	8	TBC
HP LI 7	Percentage of Social Services working days/shifts lost to sickness absence during the	CP6 AOF39	9.48		N/A		9.0	TBC	TBC	TBC	TBC

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/08 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
	financial year.										
HP LI 8	The percentage of undisputed invoices, which were paid in 30 days	CP6 AOF34	97		N/A		97	TBC	97	97	TBC
<b>Area Partner National Indicators:</b>											
The indicators below form part of the new National Indicator Set introduced on 1 <sup>st</sup> April 2008. Responsibility for setting the target, and reporting performance data will sit with one or more local partners. As data sharing protocols are developed, baseline information and targets will be added to this section.											
NI 39	Hospital Admissions for Alcohol related harm	CP1	2225.2		N/A		2192.3	TBC	2137.9	2063.4	TBC
NI 119	Self-reported measure of people's overall health and well-being	CP1	N/A		N/A		N/A	TBC	TBC	TBC	TBC
NI 120	All-age all cause mortality rate	CP1	Male: 906 Female: 673		N/A		Male: 805 Female: 607	TBC	Male: 780 Female: 590	Male: 755 Female: 574	TBC
NI 121	Mortality rate from all circulatory diseases at ages under 75	CP1	N/A		N/A		N/A	TBC	TBC	TBC	TBC
NI 122	Mortality from all cancers at ages under 75	CP1	N/A		N/A		N/A	TBC	TBC	TBC	TBC

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/08 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
NI 123	16+ current smoking rate prevalence – rate of quitters per 100,000 population	CP1	914	N/A			1038	TBC	1082	1128	TBC
NI 124	People with a long-term condition supported to be independent and in control of their condition	CP1	43%	N/A			45%	TBC	47%	49%	TBC
NI 126	Early access for women to maternity services	CP1	N/A	N/A			N/A	TBC	TBC	TBC	TBC
NI 128	User reported measure of respect and dignity in their treatment	CP1	N/A	N/A			N/A	TBC	TBC	TBC	TBC
NI 137	Healthy life expectancy at age 65	CP1	N/A	N/A			N/A	TBC	TBC	TBC	TBC

### 5.3 Data Quality Arrangements

Good quality data provides the foundation for managing and improving services, determining and acting upon shared priorities, and accounting for performance to inspecting bodies and the local community.

In recognising this, the Council has developed a Corporate Data Quality Strategy that will provide a mechanism by which the authority can be assured that the quality of its data remains robust and fit for purpose. This strategy, which will remain subject to periodic review, establishes the key dimensions of good quality data and identifies five Key Corporate Objectives namely;

#### Objective 1

To provide assurance to all stakeholders that the quality of data used in decision making and in accounting for and reporting the performance of the authority, either directly or through partnership arrangements, is wholly fit for purpose.

#### Objective 2

That, through a rigorous process of monitoring, review and refinement, the authority's arrangements for securing data quality remain relevant, reliable and robust and that exemplary arrangements for securing data quality are achieved within the medium term

#### Objective 3

That arrangements for securing data quality are widely shared, communicated and understood by all of those with data quality responsibility and that relevant staff are provided with timely and appropriate guidance and support.

#### Objective 4

That all departments, partners and agencies that deliver services on behalf of the Council use complete, accurate and verifiable data which is collected and communicated in an effective and timely manner.

#### Objective 5

That all data used in the calculation of nationally prescribed performance indicators is definition compliant and verifiable and that no such indicators will be amended or qualified as a result of work undertaken by inspecting bodies.

In supporting the delivery of the corporate strategy the department will ensure that appropriate systems and processes are in place to secure the quality of its data and that such systems are subject to periodic and risk based review. In so doing the department will pay particular attention to the six key dimensions of good quality data i.e. that data is

- **Accurate** For its intended purpose;

- **Valid** By being consistently recorded and used in compliance with predetermined definitions and rules;
- **Reliable** By reflecting stable and consistent data collection processes;
- **Timely** By being made available as soon as possible after the activity or event and in line with organisational requirements;
- **Relevant** For the purpose intended;
- **Complete** In that the monitoring of incomplete, missing or invalid data is avoided.

The Directorate has developed a Performance Management and Data Strategy, which is reviewed and updated on an annual basis. It outlines how the robust Performance and Information Technology management framework operates within the Directorate to provide transparent, accurate and timely services and information

The Strategy underpins the Health & Directorate's commitment to managing and providing IT services and performance information and complements and supports the: -

- Directorate Service Plans
- Corporate Quality Assurance Framework

## 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 2008/09
- 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
- 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 be inserted

**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 2009 to March 2012**

**Executive Board Draft 2009**

## **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*

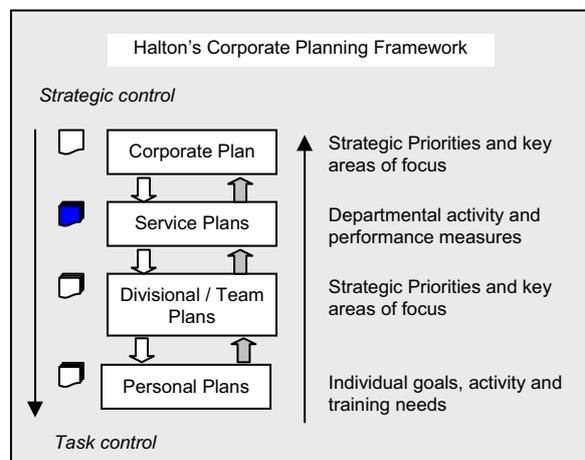
## 1.0 INTRODUCTION

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 opposite.

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 Highways, Transportation & Logistics (HT&L) 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 transport system is the Council's largest and most visible community asset for which it is responsible. It is used daily by the majority of people and is fundamental to the economic and social wellbeing of our communities and neighbouring areas. It helps to shape the character and quality of the local areas that it serves and makes an important contribution to the Council's wider priorities, including regeneration, social inclusion, community safety, education and health

In summary, the Department is responsible for:

- **Highways** – planning the major maintenance and undertaking improvement of all roads and footways, undertaking highway inspections and routine maintenance, managing adoptions (the register of highways maintained at public expense), 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, including the Silver Jubilee Bridge 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 movement of traffic on the highway network as required by the Traffic Management Act 2004. (the Council's Network Management Duty);
- **Transportation** – developing safe and integrated transport systems by coordinating road safety, education and training, passenger transport, traffic management, public rights of way and through the development and implementation of transport policy and planning (primarily through the Local Transport Plan); and
- **Operational Support and Logistics** – managing and maintaining the Council's vehicle fleet, ensuring compliance with the Operators Licence Regulations as required under the Goods Vehicle (Licensing of Operators) Act 1995, providing passenger / community meals services and administrative, personnel and financial support to the Directorate.

These services impact directly on the Council's customers and it will be a significant challenge to maintain levels of service with the increasing pressure

placed on the Council, as Highway Authority, through legislative changes and savings/efficiency requirements.

## 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.  
Since this time the project has progressed significantly with a pre-planning application public consultation taking place during summer 2007. A planning application was submitted in March 2008 (slightly later than programmed) and the remaining orders and applications were made in May 2008. It is anticipated that a public inquiry will commence in spring 2009 with the results of the inquiry expected early in 2010. 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.
- Two major highway schemes, to improve junction capacity at congestion hotspots in the Borough were completed the summer of 2008. Works to remodel Watkinson Way traffic signal junction into a gyratory layout are now complete. Phase 1 of a scheme to convert the roundabout junction at A56 / A558 Daresbury to traffic signal control is also complete. Phase 2, which will involve the widening of Daresbury Expressway to dual carriageway, (up to the Science Park access), commenced in December 2008 and is due to be completed in May 2009. Work on the construction of the Upton Rocks distributor road, which will connect Queensbury Way to A5080 Cronton Road, commenced in September 2008 and is due for completion in March 2009.
- Halton, along with Warrington and St Helens (Mid Mersey) were awarded Growth Point Status in 2008. As a round 2 Growth Point, this allowed the 3 Authorities to bid for Community Infrastructure Funding Round 2 (CIF2) for infrastructure schemes, (£200m in total across rounds 1 & 2 growth points), which would unlock development sites or provide sustainable access to accelerate housing delivery. The funding is designed to complement mainstream transport funding, linking funding for infrastructure to the provision of housing. Only capital funding is available through CIF2. Expressions of interests for 7 schemes were submitted to GONW in September 2008. As requested by GONW, schemes have been prioritised, with priority being given to those schemes which directly open up or bring forward the delivery of residential developments. Halton's total CIF2 bid was £4.4m. A Programme of Development (PoD) was also prepared for the Housing Growth Point and was submitted in October 2008. This gave a further opportunity to bid for funding from the Growth

Fund, which is £97m for Round 2 growth points, is less restrictive than CiF2, and can be used for revenue projects. The Mid Mersey Growth Point has received an allocation of £4.2m for the years 2009/10 & 2010/11.

- In December 2008, the final phase of the West Coast Main Line modernisation programme between Liverpool, Runcorn and London was completed, and a new improved service was introduced between Runcorn – Birmingham and London Euston. The improvements are expected to generate additional demand for parking, which will be catered for by a new multi storey car park at Runcorn Station, due for completion in May 2009. On-street parking in the vicinity of the station remains a concern and work is on going to address these issues.
- The Department is currently preparing a parking strategy, which will incorporate a Parking Partnership, involving private sector operators, and will consider the feasibility of the Council adopting its own parking enforcement powers.
- New advice on Regional Funding Allocations (RFA) has been issued by the Government, which could have an impact on the prioritised list of major schemes currently supported by the Region and on the allocations to authorities for Integrated Transport and Maintenance works. NWDA will be providing an initial response to Government in the Spring of 2009 on these issues for the North West. See paragraph 3.4 for further information
- 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, additional funding for strengthening and maintenance of bridges on the Primary Route Network (PRN), 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 which commenced 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>	<b>2011/12 £000s</b>
LTP2 Provisional Planning Guideline	2,237	2,349	2,467	RFA
Nov 2007 Settlement Letter	1,881	2,023	2,190	
Reduction (%)	356 (16%)	326 (14%)	277 (11%)	

As outlined above, significant additional funding for PRN bridge maintenance was also secured. This funding will, amongst other items of work, allow HBC to deliver the first four years of the revised 10-year maintenance strategy for the SJB Complex of structures. The element of this funding allocated for work on the SJB complex has replaced some of the funding required from the previous RFA for the SJB complex of structures' major scheme bid. The total PRN Grant awarded over the three years is £14.288m, which is over 12% of the total available nationally. 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

Delivery of the works funded by PRN Grant has commenced, initially through a conventional competitive tendering process. However, tenders have also been invited to undertake all planned bridge maintenance works over a minimum period of four years through the engagement of a single 'partnering' contractor using a construction framework form of contract. Appointment of the HBC Bridge Maintenance Partner will be made in early January 2009.

Having a Partnership established also strengthens HBC's position as regards being able to deliver a further programme of activity should future DfT approval be given to the Major Scheme Bid.

*A review of the costs and profile of the SJB complex major scheme, taking account of work completed or deferred since submission of the Bid in March 2006 and removing the three years of maintenance activity (now being addressed through PRN grant funding), has been completed. The revised profile has been supported by both NWRA and NWDA and is reflected in the latest RFA major schemes funding profile summary.*

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:

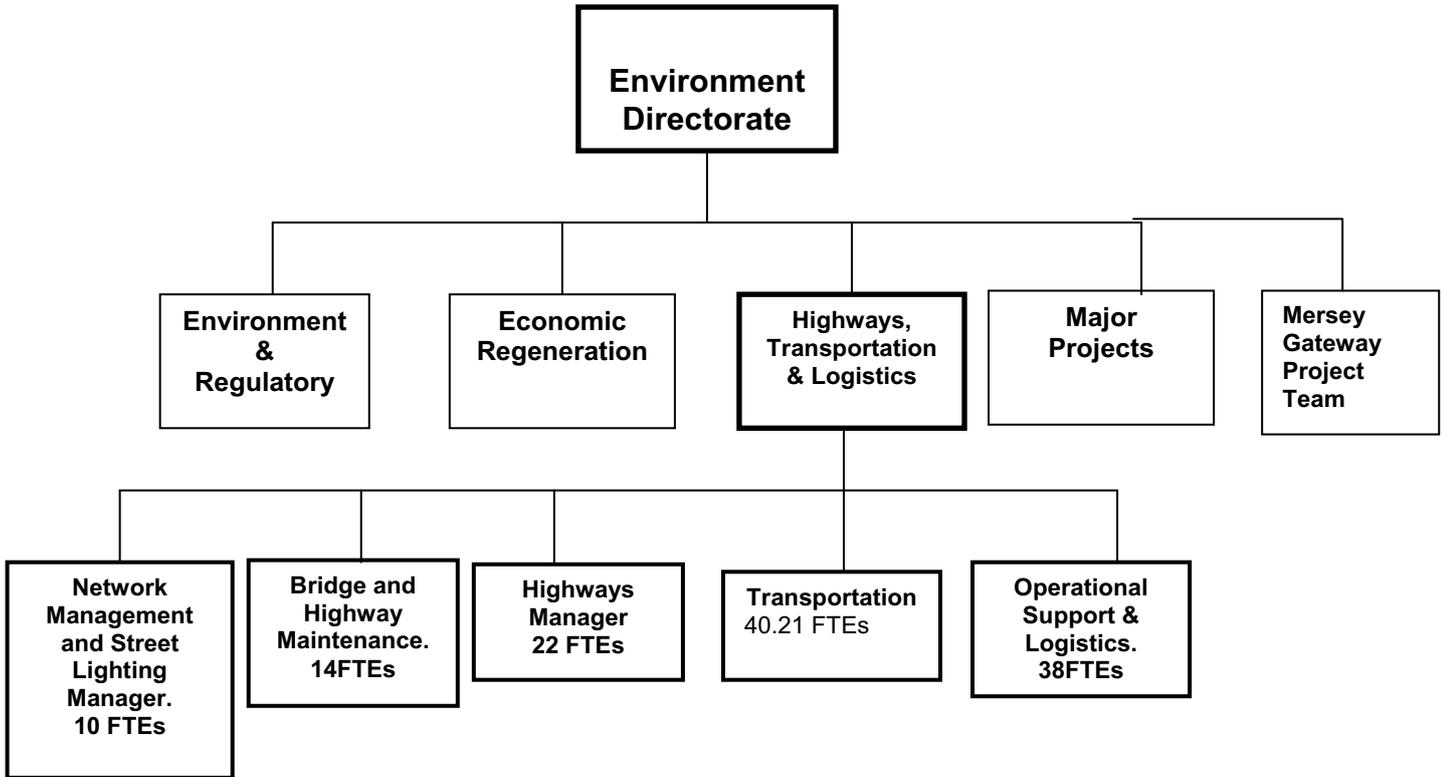
#### **Detrunked Roads Maintenance Grant 2008/09 – 2010/11**

<b>Funding</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>
De-runked Roads Maintenance (Revenue)	208,614	213,830	219,175

- The total number of road casualties in 2007 showed a further small overall decrease over the previous year (which was already at an exceptionally low level). Whilst there is still much to do, this keeps the Council on track to meet the National Floor Target for Road Safety.
- The Mersey Gateway Sustainable Transport Strategy has been developed for the Borough. The strategy, which is strongly dependant on the implementation of the Mersey Gateway, addresses key social, economic and environmental issues to ensure that Halton's transport system can sustainability meet future needs. The Strategy is due to be considered by the Executive Board for approval in spring 2009.
- A Transport Asset Management Plan (TAMP) is being prepared, with an initial version approved by Urban Renewal Policy and Performance Board in January 2008. 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 still in progress. The DfT have invited bids for additional financial support from authorities to continue to develop their TAMPs. An application for funding was made in December 2008.
- 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. *Refer also to Section 3.*
- Ensuring that access to key services, such as employment, education, training, leisure, social and shopping facilities, remains a key priority of the Department. Work will continue to increase the accessibility of these services by sustainable modes of transport, particularly for vulnerable communities.

The Department recognises its important role in addressing the health agenda and will continue to work with our partners to encourage the increased use of healthier forms of transport. Our work on reducing casualties on roads can have additional significant benefits to the health service, by releasing much needed resources for other health priorities.

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 could potentially be an impact on the delivery of transport services, provided by the Department. Halton co-chairs the Liverpool City Region Transport Working Group that is currently reviewing governance options and the setting up of an Integrated Transport Authority (ITA) - a replacement for the Merseyside Passenger Transport Authority. A number of issues are to be determined including: Halton's integration with this ITA; the highway and transport powers the ITA will have; and whether Halton will continue to produce its own LTP or prepare a joint one with the Merseyside authorities.

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 bid's financial model has been revised to reflect work completed or deferred since original submission of the bid and to take account of maintenance activity now being addressed through PRN grant funding. The cost of the works over a 6-year implementation period commencing 2011/12 is now estimated to be £42.8m.

DfT has now requested further information regarding various aspects of the bid including formal investigation of the issues associated with integration of the bid into the business case for the Mersey Gateway. Consideration of these matters is ongoing and a response will be made to DfT accordingly. However until there is certainty regarding the future of the Mersey Gateway (2014 at the earliest) HBC will continue to present the case for an independent SJB Complex maintenance bid.

#### **3.1.2 Economic Climate**

Budgetary pressures, associated with construction price inflation continue to impact on the works that can be undertaken on the highway. Rates for highway works increased by 8% during the first six months of 2008/09;

Despite the recent easing of global crude oil prices, passenger transport contract costs are still predicted to increase in 2009/10. The Association of Transport Co-ordinating Officers' (ATCO) 'Local authority bus contracts: Price, Expenditure and Competition Survey 2009/10', (November 2008), predicts that the average cost of replacing 'like for like' passenger transport contracts during 2009/10 will increase by 7.6%, compared to 2007/8 prices.

Rising energy costs for highway electrical equipment impacts on many aspects of our work, restricting our ability to install additional electrical equipment. Options for using LED and solar power are being investigated but reliability and cost implications are a concern. A new street lighting energy contract is due to commence from 1 April 2009. It was anticipated that costs would rise by about 20%, but an increase of 10% was able to be finally agreed. However, options to reduce costs are still being investigated, including the consideration of a trial to switch off lighting on certain sections of road in order to reduce energy costs. This will be similar to a number of other trials being undertaken elsewhere in the country. No fixed decisions have yet been taken on whether these should proceed and, if so, in what form.

The impact of skills shortages in all aspects of the engineering field remains a problem. 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.

The downturn in house building has resulted in the value of supervision fees generated through Section 38 Adoption Agreements being significantly down and this is expected to continue at a reduced level for the foreseeable future, affecting income to the Division.

### **3.1.3 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 more people to use sustainable transport modes.

The Council, along with St Helens and Warrington Borough Councils, (Mid Mersey), has been designated as a Growth Point and has expressed an interest in submitting a Community Infrastructure bid (involving the construction of a significant number of houses). This will place new demands on the highway network and will require a review of sustainable transport provision in the areas concerned. Further details are given in Section 2.2.

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.

The Council's BSF programme and its associated procurement processes are likely to place a significant demand on the Department's resources, once the procurement processes are underway and detailed plans emerge.

Community safety is a key priority of the Department. Our extensive work on reducing road casualties will continue through the introduction of engineering measures and the use of road safety education and training to reduce the pain, suffering and financial hardship brought about by road collisions. Other work undertaken to improve community safety includes the processing of 'Gating' orders. These orders enable gates to be introduced on alleyways, improving both the actual and perceived safety in the alleyways and reducing the incidence of anti-social behaviour. This is a growing area of work, which will impact on both future staff and financial allocations.

Preparation of the Core Strategy Document of the Local Development Framework (LDF) is ongoing by the Planning Division, with consultation on the preferred option programmed for October 2009. The Department continues to have a significant input into the preparation of this document, particularly the chapter on transport, which is currently at the issues and options stage. Within the LDF, there are a number of Supplementary Planning Documents, which are particularly relevant to transport. These are at various stages of production and consultation, for example:

- Runcorn Town Centre/ Southern Widnes SPDs - currently at the Stakeholder consultation stage and is associated with the delinking of the Silver Jubilee Bridge, following construction of the Mersey Gateway;
- Transport and Accessibility SPD - based on the Merseyside document - the final version is to be produced by the Department during 2010; and
- Design of New Residential Development SPD - also currently at the Stakeholder consultation stage and has implications for the layout of residential roads etc.

#### **3.1.4 Technological**

The digital inclusion agenda continues to have a significant impact on the work of the Department.

The Department is currently investigating making better use of the Council's website to provide travel information and the use of SMS (text messaging) to provide information to the public. Consideration is also being given to introducing a digital network within the Borough utilising street lighting columns, but the commercial viability of this idea is unclear at present.

Improved software for traffic control systems (e.g. Microprocessor Optimised Vehicle Actuation (MOVA)) is helping to improve the efficiency of signal controlled junctions, resulting in reduced delays and pollution. Due to the increased occurrences of strong winds, we have installed wind monitoring equipment, (an anemometer), on the Silver Jubilee Bridge to enable us to provide warnings to the travelling public, especially drivers of vehicles susceptible to cross winds. The Variable Message Signs (VMS) previously installed are being linked to the anemometer to display warning messages automatically, and eventually to the Automatic Number Plate Cameras (ANPC) to provide journey time information. This will assist in reducing the

incidence of queuing, which in turn, will help to meet climate change objectives.

Transport Co-ordination has been strengthened recently through the purchase and installation of a new centralised passenger booking and vehicle scheduling software system, funded through the Halton Local Transport Plan. This new system will deliver efficiencies in terms of optimal vehicle resource allocation and improve the utilisation of vehicles procured by HBC funding.

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, highway maintenance, capital works, bridges, transportation and traffic (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 and expanded.

The Bridge Maintenance Section has procured and is in the process of completing the full implementation of an electronic bridge management system capable of satisfying the requirements of the UK Bridges Board's Management of Highway Structures Code of Practice.

The Structures Management System (SMS) software provided by WDM Ltd is used for managing inventory data. This links together and allows access to items of information related to the Council's bridge stock. This includes information on location, construction details, load capacity, photographs, drawings and inspection records. Other existing historic data, which is currently in paper format, such as maintenance history, calculations etc, is intended to be introduced into the database before April 2010.

The SMS is used to inform and prioritise planned maintenance activity through automatic calculation of individual bridge and overall bridgestock Condition Performance Indicators. It is intended that the other performance indicators being developed by Atkins, as recommended by the Code of Practice, will be similarly implemented and managed through the SMS.

### **3.1.5 Legislative**

The Government's Local Transport Bill became an Act in November 2008. The new legislation, 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. This could have far reaching effects on how the Transport Co-ordination Section delivers its services.

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 all 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 still emerging and has required several updates to our Street Works Management Systems, which are helping us to fulfil our duty, but further work is required. .

The Climate Change Bill will set a long-term framework to cut the total UK domestic CO<sub>2</sub> emissions by 26-32% by 2020 and by 80% by 2050 against 1990 baselines. 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.

### **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 signed up to the Local Authority Carbon Management Programme in 2007/08. The programme guides the Council through a systematic analysis of its carbon footprint, outlines opportunities to help manage carbon emissions, helps to develop Action Plans for realising carbon and financial savings; and assists in embedding 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 a five year period. 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.

In addition, to its corporate responsibilities, the Department has a further role in minimising the impact of travel on climate change, within the borough and the sub region of Merseyside.

Much of our work is directly focused on encouraging greater levels of sustainable transport use and in increasing the efficiency of the operation of the highway network, both of which can contribute significantly to reducing transport related carbon emissions.

Two key objectives in Halton's second Local Transport Plan (LTP) drive our work on this important issue. The first being 'Tackling Congestion', which identifies a robust strategy and action plan to minimise congestion and delays through a cocktail of measures, incorporating demand management (tolling), construction of the Mersey Gateway, management and maintenance of the highway network, improvements to bus, rail, cycling and walking networks, raising travel awareness, travel planning and development control measures. This strategy also has a direct influence on the achievement of another LTP Key Priority, which deals with 'Better Air Quality', by reducing the potential for queuing traffic.

The other key LTP objective, which relates to minimising carbon emissions, is 'Delivering Accessibility'. This objective seeks to resolve transport related problems experienced by socially excluded communities when accessing key services. The associated strategy has been developed to ensure that quality, affordable, reliable, flexible and accessible sustainable transport services are made primarily available to these communities. However, these factors will also increase the attractiveness of sustainable travel for all people and therefore encourage greater use of fuel-efficient modes of travel.

The reduction of vehicle emissions and the use of existing low emission technologies on vehicles is of major importance if the Council's Vehicle Fleet is to minimise its impact on the environment during everyday operations. To this end, all operational vehicles are required to be diesel powered where possible and be sufficiently technically advanced to be able to run on a minimum 5% Bio diesel mix. The Government is planning to amend the Renewal Transport Fuels Obligation, requiring 5% of all fuel to be sourced from renewables by 2013/14. Hence, all fleet vehicles should meet this requirement. Work is also underway to require all passenger transport contractors to promote the use of renewable fuels / green vehicle technologies as part of the tendering / procurement process.

To ensure the Vehicle Fleet remains as fuel-efficient as possible, a robust maintenance regime is in place together with driver training on fuel-efficient driving techniques. A shortened vehicle operational life cycle will enable the Council to operate vehicles that include the latest innovations in terms of emissions reducing technology.

### **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 their maintenance in the long term and the funding requirements to achieve the required level of service, 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 meet 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 its second Local Transport Plan.

In 2008 a more comprehensive mid term review of the LTP was submitted, which was supported by a presentation to a panel of GONW colleagues. The work was well received by GONW and provides a solid platform for delivering the further measures and initiatives to be implemented during the remainder of LTP2

The Mersey Gateway Sustainable Transport Strategy referred to in paragraph 2.2, will have a significant impact on developing Halton's transport services and will help to ensure that future economic, regeneration and social travel needs are met sustainably.

The Council, in partnership with the Merseyside authorities, has been awarded Beacon Status for its work on accessibility and will be involved in the dissemination of good practice in this area, during the year.

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.

There has been no benchmarking activity during 2007/08.

### **3.3 Efficiency Improvements**

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 Bridge Maintenance Section has concluded investigation of options for delivering the increased programme of bridge maintenance made possible by the PRN grant funding. As a result a single Partner contractor was engaged in January 2009 to undertake all planned bridge maintenance activity in the Borough for a minimum period of four years. This approach is viewed to be advantageous in terms of its overall flexibility, quality and value for money through continuity of service. It also aligns with the OGC's Achieving Excellence in Construction initiative and the Latham and Egan Reports which recognised that building longer term, collaborative relationships with suppliers helps to build trust and in turn deliver an enhanced product through better experience and understanding.

### **3.4 National, Regional & Sub-Regional Focus**

The North West of England Plan: Regional Spatial Strategy to 2021 (RSS) was adopted on 30<sup>th</sup> September 2008 and incorporates the Regional Transport Strategy. The RSS transport policies support the vision and objectives of RSS by concentrating on the development of better transport links within the North West Region and with other parts of the UK and beyond. They aim to do this by improving the quality and provision of public transport and by promoting a more structured approach to managing and selectively improving the region's highway network. Transport policies contained within the RSS contain those relating to Integrated Transport Networks, Managing Travel Demand, the Public Transport Framework, Management of the Highway Network, Airports, Ports and Waterways, Freight Transport, Inter-Modal Freight Terminals, Walking and Cycling and Priorities for Transport Management and Investment. Subsequent to the Secretary of State's proposed changes to the draft RSS in March 2008, the table outlining the list of the region's priorities for major transport investment has been removed from the RSS. However, this will be re-supplied within the RSS Implementation Plan and will be kept under review as part of the RSS implementation, monitoring and review process.

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. In 2008, the Government announced its intention in the Sub National Review to undertake a second expanded RFA exercise during the next Comprehensive Spending Review period (2008/09-2010/11).

In the summer of 2008, the DfT published new advice on Regional Funding Allocations (RFA). The Advice indicated that RFA, as well as incorporating the allocations for major schemes within a region, will also include provision for Integrated Transport (IT) and Maintenance Blocks, which are currently provided through the LTP process. The advice also contained indicative allocations for each authority, beyond 2010/11, which are based on the 2010/11 provision rolled forward @ 2% per annum increase until 2018/19. However, the base 2010/11 figure used will be net of any reward funding gained on the IT block, during LTP2. There are two key issues that arise out of this:

- **Regional Advice:-** The regions will be required to provide advice to Government on the allocation of their funding between the Majors and the IT and Maintenance blocks and on the actual amount to be allocated to each authority for IT and Maintenance. Given the wider range of uses now accepted for inclusion in RFA (including rail schemes), pressure maybe brought to bear to reallocate ITB & Maintenance funds to the Majors programme, reducing the ability of authorities to undertake key local initiatives and work.
- **Allocation of Funding:** - Given the strategic function of the Regions, difficulties are likely to be experienced in equitably allocating funding between the different authorities in the region for both of the IT & Maintenance blocks, due to difficulties in assessing relative local priorities and needs? Furthermore, even if Halton was to be awarded the full indicative amount, this would result in significantly reduced IT and Maintenance funding, as illustrated in the following Tables.

**Table 1:- ITB and Maintenance Indicative Funding in RFA Advice**

	2011/12 (£m.)	2012/13 (£m.)	2013/14 (£m.)	2014/15 (£m.)	2015/16 (£m.)	2016/17 (£m.)	2017/18 (£m.)	2018/19 (£m.)	Total (£m.)
<b>Integrated Transport Block</b>	1.647	1.680	1.713	1.748	1.783	1.818	1.855	1.892	14.1436
<b>Maintenance Block</b>	2.103	2.145	2.188	2.232	2.277	2.322	2.368	2.416	18.051
<b>Total</b>	3.75	3.825	3.901	3.98	4.06	4.14	4.223	4.308	32.187

**Table 2: - LTP2 ITB and Maintenance Funding**

		2006/7 (£m)	2007/8 (£m)	2008/9 (£m)	2009/10 (£m)	2010/11 (£m)	Total (£m)
<b>Integrated Transport Block</b>	<b>Base</b>	2.111*	1.566	1.508	1.465	1.414	8.068
	<b>+25% Award Funding</b>	2.111	1.958	1.885	1.831	1.767	9.552
<b>Maintenance Block (Including PRN funding &amp; Detrunking funding))</b>		2.274	2.192	4.611	5.120	5.199	19.396
<b>Total (including Reward funding)</b>		<b>4.384</b>	<b>4.15</b>	<b>6.496</b>	<b>6.951</b>	<b>6.966</b>	<b>28.948</b>

These two issues pose a real threat for the future funding of transport in Halton, and will require close liaison with the NWDA (The Regional Planning Body) to ensure opportunities for maximising transport funds are taken and the importance of transport in delivering key local housing, economic, social and environmental initiatives is recognised.

It should be noted that the Maintenance scheme allocations in Table 2 includes funding secured from the Bridge Strengthening and Maintenance on PRN allocation. This funding is being used to carryout essential maintenance work on the SJB, which has relieved some of the pressure on securing the SJB major scheme bid. However, it is important that the major scheme funding is secured as soon as possible, as the BSM funding will not be available beyond 2010/11, due to its incorporation into the RFA. Failure to secure the major scheme bid will of course have an impact on discussions on the procurement of the Mersey Gateway.

### 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.

As a Department, Highways Transportation and Logistics has an important role in ensuring that all sections of the community has equality of opportunity in accessing key services and facilities such as education, training, employment, health, leisure, social and retail shopping.

Accessibility is a central and core theme of our Local Transport Plan (LTP), which details the Council's approach to maintaining and delivering improvements to Halton's complex transport system. The work on accessibility is directed through an Access Plan that identifies and prioritises local needs which are then addressed through a detailed action plan.

The equality needs of the community are diverse and therefore the measures employed to facilitate equality of access have to be wide and varied to meet these needs. The following identifies some of the measures undertaken by the Department, which are targeted at removing barriers to movement:

**Physical Works:-** As a matter of course highway improvements are designed to be 'readable' and negotiable by people who have mobility problems by incorporating dropped crossings, tactile markers, audible warnings and parking facilities for disabled people.

**Highway Management:** The highways are managed to minimise delays and disruption, whilst affording protection to vulnerable road users through the provision of bespoke facilities and policies to facilitate safe and convenient movement;

**Soft Measures:** - A comprehensive programme of travel planning, information, publicity and training is available to raise awareness of travel opportunities and provide the support that is necessary to enable people of differing abilities to make use of the transport facilities available.

**Transport Services:-** The Department has invested heavily in providing accessible vehicles for its own fleet and those operated by Halton Community Transport to improve the flexibility, range and quality of services offered to people with mobility difficulties, who are reliant on travel by bus.

### 3.6 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 within this plan. As such their implementation will be monitored through the Quarterly Departmental Service Plan Monitoring Report process.

### **3.7 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 Future Staffing Requirements (FTEs)

Year	Transportation	Traffic Manager & Street Lighting	Bridge & Highway Maintenance	Highway Manager	Operational Support & Logistics	FTE Total
2008/09	40.21	10	14	22	38	124.21
2009/10	40.21	10	14	22	38	124.21
2010/11	40.21	10	14	22	38	124.21
2011/12	40.21	10	14	22	38	124.21

### 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 is moving forward on integrating Mayrise with the Contact Centre services and investigating mobile working for Street Lighting and Street Works Staff, Highway Inspectors and Superintendents.

### 4.4 Future Accommodation/Property Requirements

The majority of staff within the Department are based in Rutland House, Runcorn. By the end of January 2009, most of the staff will occupy the 2<sup>nd</sup> floor of the building.

The Council's primary operational depot at Lower House Lane is under review in terms of the deteriorating condition of the facilities and office accommodation. Part of this review has determined that several of the vacated work areas and offices should be demolished. During the next twelve months, funding permitting, the remaining offices and staff facilities will require considerable investment to bring them up to the required standard. This will be necessary to ensure that the restructuring of Landscape Services and the allocating of further teams to other Divisions from Waste Management can be accommodated at Lower House Lane. Indoor secure tool storage areas, staff accommodation for up to 20 staff, vehicle parking bays for six vehicles and bays for the sorting of recyclables will be required.

## 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.

#### 4.1 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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<b>Key Milestones</b>		<b>Responsible Officer</b>
<b>2009 - 10</b>	• Complete Public Inquiry into objections raised to enable scheme to progress in accordance with required timescales. August <b>2009</b> , ( <i>AOF9 &amp; 28</i> )	Project Director
	• Secretary of State confirms the necessary orders for the construction of the Mersey Gateway. <b>February 2010</b> . ( <i>AOF9 &amp; 28</i> )	Project Director
<b>2010 -11</b>	• There are no milestones for this year.	
<b>2011 - 12</b>	• Acquire all land interests for the scheme via GVD procedure. <b>September</b>	Project Director
<b>Risk Assessment</b>	<b>Initial</b>	<b>Linked Indicators</b>
	<b>Residual</b>	
	Medium	None
	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>2009 - 10</b>	• Publish invitation to prospective tenderers in the Official Journal of the European Union (OJEU) <b>September 2009.</b> (AOF9 & 28) )	Project Director		
	• Conditional funding approval. <b>March 2010.</b> (AOF9 & 28)	Project Director		
<b>2010 -11</b>	• Commence Competitive Dialogue Procurement <b>May 2010.</b> (AOF9 & 28)	Project Director		
	• Select Preferred Bidder <b>March 2011</b> (AOF9 & 28) )	Project Director		
<b>2011 - 2012</b>	• Final funding approved <b>May 2011.</b> (AOF9 & 28)	Project Director		
	• Award MG Concession Contract and Financial Close. <b>December 2011</b> (AOF9 & 28).	Project Director		
<b>Risk Assessment</b>	<b>Initial</b>	Medium	<b>Linked Indicators</b>	None

<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>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>2011 - 12</b>	<ul style="list-style-type: none"> <li>To deliver the 2011/12 LTP Capital Programme <b>Mar 2012.</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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Key Milestones			Responsible Officer	
<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>July 2010.</b> (AOF9 &amp; 28)</li> </ul>		DM Transportation	
	<ul style="list-style-type: none"> <li>Submit LTP3/Integrated Transport Strategy to DfT <b>by July 2010</b> (AOF9 &amp; 28)</li> </ul>		DM Transportation	
<b>2011 - 12</b>	<ul style="list-style-type: none"> <li>Submit Final LTP2 Progress Report to DfT <b>July 2011</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 Complex Major 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>

<b>Key Milestones</b>		<b>Responsible Officer</b>
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Initiate delivery of PRN Grant funded programme of works through the HBC Bridge Maintenance Partnership <b>April 2009</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 2009/10 works programme <b>Mar 2010</b>. (AOF9 &amp; 28).</li> </ul>	
	<ul style="list-style-type: none"> <li>In conjunction with framework consultants and Mersey Gateway Project Team, consider issues associated with integration of existing SJB Complex Major Scheme Bid into business case for delivery of Mersey Gateway and formalise full response to DfT <b>June 2009</b>. (AOF9 &amp; 28).</li> </ul>	
<b>2010 - 11</b>	<ul style="list-style-type: none"> <li>Depending upon DfT decision regarding the SJB Major Scheme Bid and possible integration with Mersey Gateway, determine arrangements for continued maintenance of SJB complex. This will include determining liability for SJB complex maintenance following appointment of successful MG concessionaire <b>May 2010</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 2010/11 works programme <b>Mar 2011</b>. (AOF9 &amp; 28).</li> </ul>	
<b>2011 - 2012</b>	<ul style="list-style-type: none"> <li>Should MG concessionaire take over responsibility for SJB Complex maintenance, determine process for formalising transfer of liabilities <b>Dec 2011</b>. (AOF9 &amp; 28).</li> </ul>	DM-Bridge and Highways Maintenance

	<ul style="list-style-type: none"> <li>Subject to above, review progress, revise SJB maintenance Strategy document and deliver 20011/12 works programme <b>Mar 2012</b>. (AOF9 &amp; 28).</li> </ul>			
<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 Employment, Learning &amp; Skills in Halton</b>
<b>Key Area (s) Of Focus:</b>	<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 23</b> To provide transport facilities that meets the needs of those people in Halton accessing employment and training.</p>

<b>Service Objective:</b>	<b>HTL 6 - 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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	<b>Key Milestones</b>	<b>Responsible Officer</b>
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li><i>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)</i></li> </ul>	DM- Transportation
	<ul style="list-style-type: none"> <li>To investigate funding opportunities for Phase 2 Mersey Gateway Sustainable Transport Strategy initiatives including the potential for making a bid for Congestion Transport Innovation Funding (<b>April 2009</b>) (AOF9 &amp; 23)</li> </ul>	DM Transportation
	<ul style="list-style-type: none"> <li>To identify the schemes to be funded under the phase 1 of the Mersey Gateway Sustainable Transport Strategy and to advice the Mersey Gateway team of this programme, which will for part of the information available for bidders (<b>December 2009</b>) (AOF9 &amp; 23)</li> </ul>	DM Transportation
<b>2010 - 11</b>	<ul style="list-style-type: none"> <li><i>Further expansion to the real time passenger information system on key bus corridors and interchanges. <b>Aug 2010</b>. (AOF9 &amp; 23)</i></li> </ul>	DM Transportation
	<ul style="list-style-type: none"> <li><i>Improvements to Runcorn Town Centre Bus Station. <b>Nov 2010</b>. (AOF9 &amp; 23)</i></li> </ul>	DM Transportation

<b>2011 - 12</b>	○ Implement findings of Halton Accessibility Transport Study. – March 2012		
<b>Risk Assessment</b>	<b>Initial</b>	Low	<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 2007/8 Actual	2007/08 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
<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	-	-	-	120		115	110	TBD
HTL LI2	Increase MOT test facility turnover by 5% per annum (£)	CP6 AOF34	144624	-	-	-	+0.05		+0.05	+0.05	TBD
<b>Fair Access</b>											
HTL LI3	% of pedestrian crossings with facilities for disabled people (Previously BVPI 165)	CP2 AOF9 CP5 AOF28	67	99.9	92.05	71.05	67		67	67	TBD
HTL LI4	No. of temporary traffic control days caused by roadworks per km. (Previously BVPI 100)	CP2 AOF9	0.31	0.1	0.5	1.42	0.6		0.6	0.6	TBD
HTL	% of footpaths and	CP2	94	90.72	77.2	66.82	94		94	94	

<sup>1</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/08 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
LI5	ROWs that are easy to use. (Previously BVPI 178)	AOF9									TBD
<u>HTL</u> <u>LI6</u>	No. of passengers on community based accessible transport	CP2 AOF9 CP4 AOF23	183,877	N/A	N/A	N/A	190,000		192,000	193,000	TBD
HTL LI7	% of bus stops with Quality Corridor accessibility features. (No. of stops – 603)	CP2 AOF9	34	-	-	-	36		38	40	TBD
<u>NI</u> <u>167</u>	Congestion during morning peak times	CP2 AOF9	N/A	-	-	-	N/A		N/A	N/A	N/A
<u>NI</u> <u>175</u>	a) To increase the percentage of households who live in the top five most deprived wards in the Borough, who do not have access to a car living within 40 minutes travel time to Whiston Hospital from 29% in 2005 to 40% in 2007 and 100% in 2008, 2009 & 2010	CP3 AOF16 CP4 AOF23	100%	-	-	-	100%		100%	100%	100%

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/08 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
	b) To increase the percentage of households who live in the top five most deprived Wards in the Borough who do not have access to a car living within 40 minutes travel time to Warrington Hospital from 0% in 2005 to 20% in 2007 and 100% in 2008, 2009 & 2010.	CP3 AOF16 CP4 AOF23	100%	-	-	-	100%		100%	100%	100%
	c) To increase the percentage of 16-19 learners who live in the top five most deprived Wards in Halton living within 30 minutes travel time by public transport to the Bridgewater Campus from 84% in 2005 to 90% in 2007 and 89% by 2010.	CP3 AOF16 CP4 AOF23	86%	-	-	-	87%		88%	89%	TBD

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/08 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
	d) To increase the percentage of 16-19 learners who live in the top five most deprived Wards in Halton living within 30 minutes travel time by public transport to the Widnes Campus from 89% in 2005 to 95% in 2007 and 93% by 2010.	CP3 AOF16 CP4 AOF23	89%	-	-	-	91%		92%	93%	TBD
<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	TBD	-	-	-	TBD		TBD	TBD	TBD
<b><u>NI 177</u></b>	Number of local bus passenger journeys originating in the authority area in one year	CP2 AOF9 CP4 AOF23	TBD	-	-	-	TBD		TBD	TBD	TBD
<b>Quality</b>											
HTL LI8	% of people satisfied with local public	CP2 AOF9	N/A	59.5	55	48	N/A		58.8	N/A	

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/08 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
	transport information. (Previously BVPI 103)										TBD
HTL LI9	% of people satisfied with local bus services. (Previously BVPI 104)	CP2 AOF9	N/A	68	61	54	N/A		69	N/A	TBD
<b><u>HTL LI10</u></b>	No. of people killed or seriously injured (KSI) in road traffic collisions. (5 Year Av.)	CP5 AOF28	64 (2007)	N/A	N/A	N/A	72 (2008)		71 (2009)	71 (2010)	N/A
<b><u>HTL LI11</u></b>	No. of children (<16) killed or seriously injured (KSI) in road traffic collisions. (5 year Av.)	CP5 AOF28	12 (2007)	N/A	N/A	N/A	13 (2008)		13 (2009)	13 (2010)	N/A
<b><u>HTL LI12</u></b>	No. of people slightly injured in road traffic collisions.	CP5 AOF28	477 (2007)	N/A	N/A	N/A	540 (2008)		536 (2009)	532 (2010)	N/A
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		5	5	TBD
HTL LI14	Average number of days taken to repair street lighting fault: DNO. (Previously	CP2 AOF9 CP5 AOF28	43.12	14.83	24.89	34.82	40		40	40	TBD

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/08 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
	BVPI 215b)										
<b><u>HTL</u></b> <b><u>LI15</u></b>	Condition of Unclassified Roads (% unclassified road network where structural maintenance should be considered). (Previously BVPI 224b)	CP2 AOF9 CP5 AOF28	8	10	14	19	9		9	9	TBD
HTL LI16	% of footways not in good condition (across categories 1 & 2) (Previously BVPI 187)	CP2 AOF9 CP5 AOF28	50	17	22	31	TBD		TBD	TBD	TBD
HTL LI17	Damage to roads and pavements (% dangerous damage repaired within 24 hours)	CP2 AOF9 CP5 AOF28	99.58	-	-	-	98		98	98	TBD
HTL LI19a	No of sites with new bus shelters	CP2 AOF9	46	-	-	-	24		26	28	TBD
HTL LI19b	No of sites with replacement bus shelters	CP2 AOF9	44	-	-	-	57		66	75	TBD
HTL LI20	Percentage of schools with School Travel Plans in place	CP3 AOF16	69	-	-	-	76		88	100	TBD
HTL	Percentage of	CP4	33	-	-	-	33		TBD	TBD	

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/08 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
LI21	employers (> 100 employees) with Green Travel Plans in place	AOF23									TBD
HTL LI22	Proportion of LGV's that pass the annual MOT test first time	CP6 AOF35	84	-	-	-	90		90	90	TBD
<b><u>NI 47</u></b>	People Killed and Seriously Injured	CP5 AOF28	TBD	-	-	-	TBD		TBD	TBD	TBD
<b><u>NI 48</u></b>	Children Killed and Seriously Injured	CP5 AOF28	TBD	-	-	-	TBD		TBD	TBD	TBD
<b><u>NI 168</u></b>	Percentage of principal road network where structural maintenance should be considered	CP2 AOF9 CP5 AOF28	2.0	-	-	-	TBD		TBD	TBD	TBD
<b><u>NI 169</u></b>	Non principal roads where maintenance should be considered	CP2 AOF9 CP5 AOF28	6.0	-	-	-	TBD		TBD	TBD	TBD
<b><u>NI 178</u></b>	Bus service punctuality	CP2 AOF9 CP4 AOF23	N/A	-	-	-	TBD		TBD	TBD	TBD

### 5.3 Data Quality Arrangements

Good quality data provides the foundation for managing and improving services, determining and acting upon shared priorities, and accounting for performance to inspecting bodies and the local community.

In recognising this, the Council has developed a Corporate Data Quality Strategy that will provide a mechanism by which the authority can be assured that the quality of its data remains robust and fit for purpose. This strategy, which will remain subject to periodic review, establishes the key dimensions of good quality data and identifies five Key Corporate Objectives namely;

#### Objective 1

To provide assurance to all stakeholders that the quality of data used in decision making and in accounting for and reporting the performance of the authority, either directly or through partnership arrangements, is wholly fit for purpose.

#### Objective 2

That, through a rigorous process of monitoring, review and refinement, the authority's arrangements for securing data quality remain relevant, reliable and robust and that exemplary arrangements for securing data quality are achieved within the medium term

#### Objective 3

That arrangements for securing data quality are widely shared, communicated and understood by all of those with data quality responsibility and that relevant staff are provided with timely and appropriate guidance and support.

#### Objective 4

That all departments, partners and agencies that deliver services on behalf of the Council use complete, accurate and verifiable data which is collected and communicated in an effective and timely manner.

#### Objective 5

That all data used in the calculation of nationally prescribed performance indicators is definition compliant and verifiable and that no such indicators will be amended or qualified as a result of work undertaken by inspecting bodies.

In supporting the delivery of the corporate strategy the department will ensure that appropriate systems and processes are in place to secure the quality of its data and that such systems are subject to periodic and risk based review.

In so doing the department will pay particular attention to the six key dimensions of good quality data i.e. that data is

- **Accurate** For its intended purpose;
- **Valid** By being consistently recorded and used in compliance with predetermined definitions and rules;
- **Reliable** By reflecting stable and consistent data collection processes;
- **Timely** By being made available as soon as possible after the activity or event and in line with organisational requirements;
- **Relevant** For the purpose intended;
- **Complete** In that the monitoring of incomplete, missing or invalid data is avoided.

The Directorate has developed a Performance Management and Data Strategy, which is reviewed and updated on an annual basis. It outlines how the robust Performance and Information Technology management framework operates within the Directorate to provide transparent, accurate and timely services and information

The Strategy underpins the Health & Directorate's commitment to managing and providing IT services and performance information and complements and supports the: -

- Directorate Service Plans
- Corporate Quality Assurance Framework

## 6.0 PERFORMANCE REPORTING

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 its 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 recognising the significance of good quality data, and it's relationship to both the provision of information and the quality of decisions that flow from it, the department will have due regard to it's responsibilities identified within the Council's Corporate Data Quality Strategy.

**As such it will seek to ensure that all information that is used, generated and provided by the department is based upon right first time principles and follows the key dimensions of good quality data i.e. that it is accurate, valid, reliable, timely, relevant, and complete.**

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

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/Core Strategy

Unitary Development Plan

Highway Maintenance Strategy

Transport Asset Management Plan

Flood Incident Response Plan

SJB Complex 10Yr Maintenance Strategy

Winter Maintenance Plan

Corporate Emergency 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	Information on existing service users collected (HBC and HCT)	Continue to collect information existing user groups	Continue to collect information existing user groups	Section Leader Transport Co-ordination
		Publish comprehensive assessment results including monitoring information.	Publish results of first survey of existing users February 2009.	Publish results of second survey of existing users February 2010	Publish results of third survey of existing users February 2011	Section Leader Transport Co-ordination
		Continue existing and develop improved monitoring arrangements	Complete the Halton Accessible Transport Study (March 2009) which will include measures to promote access among socially excluded groups.	Continue to review arrangements in the light of monitoring arrangements	Continue to review arrangements in the light of monitoring arrangements	Section Leader Transport Co-ordination

**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.



# ICT SERVICES

## SERVICE PLAN

**April 2009 to March 2012**

**Executive Board Draft Feb 2009**

## **Contents**

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### *Appendices*

*1.0 Corporate Priorities and Key Areas of Focus*

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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 within the diagram opposite.

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 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 3 divisions.

#### **Application Development**

Responsible for developing, implementing and supporting in-house software systems; packaged software solutions, Internet and Intranet facilities.

#### **Business Management**

Provision of: Security Strategy and Compliance, 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.

#### **Key messages**

The current ICT investment strategy within the borough is clearly focused upon two distinct areas. That of Infrastructure replacement through the use of smarter technology and the delivery of the large directorate based technology replacement programmes.

This includes the replacement of key departmental systems within the spend profile for example the main Social Care application Care First, a major draw upon the technology resource and the capital required to develop this fundamental service solution. The ICT teams have worked closely with both the Adult and Children's directorates prior to the delivery of this large hardware and software delivery to evaluate their need and the cross cutting use of a single service solution rather than the historic mix of service delivery options that we once operated within. This approach has proven itself time and time again releasing both a process reengineering resource as well as the technical resources required to deliver the change required in a more transformational and cost effective manner.

The objective of the new technology investment plan is not infrastructure growth; but the consolidation of hardware/software solutions in order to cope with the immense demands placed upon the supporting ICT service solution through the ever growing demand and expectation for the use of technology by the directorates and corporate body as a whole.

The investment profile is aimed at the replacement of key support solutions that will enable change and compliance within the budgets we hold.

The continuing strategy will always be to support the wider use of technology and the increasing needs of the authority to securely transact with partners and the public.

Staffing resources as always in this area are limited and need to be assessed in line with the growth in demand, risk and the available funding given the current demands upon the councils income.

#### **NETWORKING:**

The previous and current investment strategy was/is directed toward the replacement of the physical network itself and the dated hardware based solutions in place at the time.

With the completion of this programme of work it is now possible to expand what is to be a rolling programme and deliver a number of much needed network solutions such as wireless availability within meeting rooms and the introduction of council owned and operated fibre connections rather than the traditional leased connections from the major telecommunications companies such as BT reducing future revenue implications.

Networking, maintains, and fully secures the traffic related to the connectivity of literally thousands of users within the HBC local and external networks underpinning this is the "Active Directory Services" (AD) control solution which is itself a software solution that must be upgraded in line with the new security requirements levied upon the authority by the recent Codes of Connection, Caldecott and the need to implement a number of large directorate and corporate projects. The re-commissioning and redesign of this control solution will be a major undertaking by the authority's technology service as such the service will partner with Microsoft and will be using their consultants to support this 12 month upgrade.

Microsoft have been commissioned through the new MS Enterprise agreement and a 12 month support agreement to design and commission the AD services together with a re-focused and newly formed directory services team within the department.

This will be complimented by selected ICT staff undertaking role based training and formal qualification not only within the Microsoft product suite but within "ITIL" an international standard for a compliant technology service delivery with a primary focus upon change control and systems management; essential given the now complex and intricate nature of the growing mass of services managed and provided by the teams within the department.

By adopting these industry standards the authority will have the opportunity to sustain compliance within a number of the key areas required by the codes of connection and comply with the increasing complexity associated with data and operational security.

### **SERVER & HARDWARE REPLACEMENT:**

Currently the directorates technology demand, application upgrade and growth out strips the physical space available to the department for securely housing and operating the server solutions required.

The current server room is almost at capacity along with the electricity supply to the building itself. Today's modern computing solutions are large power hungry systems that require bigger faster hardware to cope with the demands of such a need. This is related to not just the equipment and the location in which the equipment is stored but the basics that were once taken for granted for example the electricity supply to the room, the air-conditioning solutions available as well as the communications links required are all at capacity.

In order to combat such an issue again as with last years programme server consolidation was and still is a key project in this area, but also one that has proven to be extremely successful in its deployment and capabilities. Fortunately this also allowed for growth within this restricted environment, again with the current and future programme releasing much needed capacity.

It is intended this programme of consolidation continues over the next 2 – 3 years with an assessment of technology provision and new to market solutions evaluated during the 2010/2011 delivery period. This programme will reduce the number of physical servers and house them in a number of larger devices stabilising the power and actual footprint required for the data centre.

It must be noted that not all technology solutions are capable of sitting within such an environment but the strategy will be to restrict such solutions to a minimum over the coming years through strict purchasing requirements and a greater understanding of the requirement communicated to the directorates.

The authorities need to retain and retrieve electronic documentation is growing at a considerable rate and will continue to do so now that data and the resultant security of our data is under such external scrutiny. The need to share data and interact with a multitude of government agencies is becoming the expected standard; conversely the systems and platforms must be in place to support such expectation and requirement.

The plan is in place to replace the current ageing storage network with a new enterprise store that will allow a greater level of growth, in line with the pressures placed upon such a system by the constant and considerable data growth expected over the next 3 – 5 years as centralised data, document imaging, centralised printing and secure flexible working become the standard.

To support this growth the devices we all use on a daily basis have to be capable of dealing with not only today's need but also tomorrow's demands. In order to deliver a greater return on investment for the devices we operate the service has an objective to purchase equipment that will be warranted and capable of using the next generation software solutions for at least 5 years. As such a contract has been negotiated with, a tier 1 manufacturer through the OGC Catalyst framework, for the purchase of Laptop devices rather than PC devices, to compliment the need for flexibility and the expected changes to the working pattern and environment. The vast majority of which will be capable of dealing with the current 32bit standard most software adheres to as well as the emerging 64bit technologies ahead of us.

Telephony and the expected changes in mobile and desktop compatibility will also be part of the programme for 09/10 all be it under a small project at this stage but aimed at setting the base line for the required changes within the 10/11 strategy and programme as the corporate telephony requirement and contractual arrangement need to be upgraded and renewed.

#### **SOFTWARE:**

Finally Software as a solution must always be split into two distinct areas the aspect we see every day in terms of 3<sup>rd</sup> party applications and the Microsoft environment.

From an infrastructure perspective the authority operates hundreds of integrated control solutions that keep the basics we take for granted delivering business as usual; such as the e-mail, Internet, network and the servers themselves, again consolidation in this area has reduced the revenue impact upon the authority allowing reinvestment in growth areas.

Corporate Microsoft licence appraisal for both the desktop and server environment has been completed with the delivery of the MS Enterprise agreement standardising non education and corporate requirement over the next 3 years for desktop and support software.

Educational software is to be dealt with under separate arrangement due to an alternative discount structure in this arena.

The development of the new in-house CRM application has been a major move forward for the authority as this has allowed considerable developments to not only within the existing HDL services but improved Web and corporate use within all directorates as well as the deeper use of the HDL systems and process's within the back office functions.

By developing the CRM under the new .NET framework the authority has made considerable savings on ongoing licensing revenue but more importantly these saving will allow the deployment of the application to a wider audience including members through the newly developed web portal without the substantial revenue implication the previous application would have imposed upon the authority. The 09/10 programme for this area is focusing upon a number of key directorate service delivery solutions outside of the HDL environment again limiting the need to purchase external software systems and the resultant hardware and revenue impact.

All projects will deliver and maintain a platform for the authority to continue to deliver levels of service, each element within the mix is as important as the next. Without a strong and secure network the authority will not comply with the code of connection nor could we transact with the likes of the NHS, PCT, DWP and the hundreds of other partners we transact with on a daily basis.

The major investments within the server and software support infrastructures again are aimed at security and the provision of services within a technology dependant Three to five year rolling programme that will constantly evolve and grow together with the considerable demand for the use of new and faster technologies.

Technology is an expensive commodity and the continued investment will never go away given the increasing regulations placed upon the authority along with the considerable demands of our residents to provide the services they want when they want them and technology underpins this together with the constant review of process and deliverables. The objective of this service strategy as with the next will be to maintain a cost effective solution for the borough that constantly focuses on smarter delivery solutions that support the growing business need for ICT.

### **2.3 Organisation Structure**

**Structure Chart will be inserted by Corporate Performance Management Team.**

### 3.0 FACTORS AFFECTING THE SERVICE

#### 3.1 External Factors

Key Developments	Timeframe	Comments
<b><i>Political (Local)</i></b>		
Further departmental Restructuring / business focus / partnerships	2009 - 12	Due to delays with JE/Union Ballot ICT re-organisation staffing profile, Ageing hardware infrastructure, Network replacement programme, Process Re-engineering programme, CRM development programme, Recruitment and retention.
Home-working	2009 – 12	Corporate requirement initiated and ongoing
Care First/ ICS/ CSD/Trent/SX3/Corporate Network and Schools Network/BSF	2009 – 12	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	2009 – 12	Expectation by Govt for all authorities to make efficiency savings. Regional initiatives. Government Connect Code of Connection, Caldecott, N3.  Major impact upon resources required for corporate business analysis and programme delivery.
<b><i>Social</i></b>		
24 / 7 access to services	2009 – 12	Changing business and user expectation towards 24 / 7 access leading to increased demand for system development, hardware support and maintenance, Security Strategy – Standards.
<b><i>Technological</i></b>		
t-Govt agenda DCLG Priority outcomes DWP Code of Connection  Gershon Efficiencies	2009 – 12	Resources needed to deliver targets by and related corporate requirement, AES efficiency agenda, BPR requirement, Front Office vs Back Office agenda, Code of Connection.

Key Developments	Timeframe	Comments
<b>Technological cont'd</b>		
Technology standards	2009 – 12	Resources required enabling government, security, disaster, and procedural standards to be revised/re-adopted and authenticated.
Development of HDL	2009 – 12	Ongoing Development and development of new/existing web based workflow and process management systems / interactive internet facility / Digital dashboard, integrated workflow and document imaging.
<b>Legislative</b>		
Children's Bill	2009 – 12	Continued 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	2009 – 12	Major continued analysis & re-engineering of information databases, systems and procedures will have significant impact upon resources of ICT services

### **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 joined 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 ongoing re-organisation of staffing profiles to match directorate demand leading to a generic skills base within the service has started to provide the authority with the support facilities required to move both the technical and non-technical developments forward over the next 3 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 contractual arrangements negotiated with Microsoft direct for corporate desktop licensing have consolidated and released considerable efficiencies limiting increases with the revenue stream as a result of new directorate and corporate services.

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)
- Citrix V4.5 maintenance

### **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 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 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.

### 3.7 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

**Table of staffing figures to be inserted**

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 3 - 5 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 structure amendments are 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

	07/08	08/09	09/10	10/11	11/12
Revenue	765	870	890	940	1000
Capital	600	600	600	1100	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 2009–12, 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)

## 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: 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) (09/10)	<ul style="list-style-type: none"> <li>• Remote Access VPN Phase 2 PC <b>March 2010</b></li> <li>• VM Ware Phase 2 <b>March 2010</b></li> <li>• VM Ware Phase 3 <b>March 2010</b></li> <li>• Citrix V3 upgrade <b>March 2010</b></li> <li>• Active Directory Phase 2 <b>July 2009</b></li> <li>• Quality of Service Provision Phase 2 <b>March 2010</b></li> <li>• End of life PC replacement programme <b>March 2010</b></li> <li>• SAN and NAS replacement Phase 2 <b>March 2010</b></li> <li>• Hand held mobile data devices <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>• ITIL training review <b>July 2009</b></li> </ul>					
Key Milestone(s) (10/11)	<ul style="list-style-type: none"> <li>• Active Directory Phase 3 <b>March 2011</b></li> <li>• End of Life PC Replacement Phase 3 <b>March 2011</b></li> <li>• VM Ware Phase 4 <b>March 2011</b></li> <li>• Wide area network review/upgrade <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>					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> <li>• End of life PC replacement Phase 4 <b>March 2012</b></li> <li>• VM Ware Phase 5 <b>March 2012</b></li> <li>• ITIL Training Review <b>March 2012</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>	Satisfy the business needs of the Council's Corporate and Directorate requirement by providing a scaleable and robust hardware infrastructure					
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>					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> <li>• PC &amp; Laptop deployment and Review <b>March 2012</b></li> <li>• Virtualisation Technology Review <b>March 2012</b></li> <li>• Microsoft Infrastructure Software Review and contract review <b>March 2012</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>	Satisfy the business needs of the Council's Corporate and Directorate requirement by providing a scaleable and robust software platform					
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>• Sharepoint evaluation and limited trial <b>March 2010</b></li> <li>• CSD backoffice roll out programme <b>March 2010</b></li> <li>• ICT Security Strategy review <b>March 2010</b></li> <li>• Code of Connection compliance review <b>March 2010</b></li> <li>• Evaluate, analyse, deploy corporate and directorate process review <b>March 2010</b></li> <li>• Evaluation of Office 2007 compatibility <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> <li>• ICT Security Strategy review <b>March 2011</b></li> <li>• Code of Connection compliance review <b>March 2011</b></li> <li>• Evaluate, analyse, deploy corporate and directorate process review <b>March 2011</b></li> </ul>					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> <li>• ICT Security Strategy review <b>March 2012</b></li> <li>• Code of Connection compliance review <b>March 2012</b></li> <li>• CSD evaluation and software review <b>March 2012</b></li> <li>• Evaluate, analyse, deploy corporate and directorate process review <b>March 2012</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>

Service Objective: ICT O4	The implementation of a range of new corporate wide facilities including Web services, records & document management, business process workflow, corporate desktop portal.					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> <li>• Directorate specific document imaging trials for ESCR/Share Point/Contact Point Phase 1 – <b>March 2010</b></li> <li>• Continuing improvements and enhancements to 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 CSD system- <b>March 2011</b></li> <li>• Continuing workflow implementation- <b>March 2011</b></li> <li>• Improvement and enhancement of all customer interfaces <b>March 2011</b></li> <li>• Continued development of document management and distribution services <b>March 2011</b></li> </ul>					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> <li>• Continuing improvements and enhancements to CSD system- <b>March 2012</b></li> <li>• Continuing workflow implementation- <b>March 2012</b></li> <li>• Improvement and enhancement of all customer interfaces <b>March 2012</b></li> <li>• Continued development of document management and distribution services <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) (09/10)</i>	<ul style="list-style-type: none"> <li>• Deliver business transformational projects identified by the corporate BPR programme <b>March 2010</b></li> </ul>		
<i>Key Milestone(s) (10/11)</i>	<ul style="list-style-type: none"> <li>• Deliver business transformational projects identified by the corporate BPR programme <b>March 2011</b></li> </ul>		
<i>Key Milestone(s) (11/12)</i>	<ul style="list-style-type: none"> <li>• Deliver business transformational projects identified by the corporate BPR programme <b>March 2012</b></li> </ul>		
<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) 09/10</i>	<ul style="list-style-type: none"> <li>• Continued devolvement of service desk solution into contact centre <b>March 2010</b>.</li> <li>• Improved Self Help Web Services <b>March 2010</b>.</li> <li>• Satisfaction survey <b>March 2010</b></li> </ul>		
<i>Key Milestone(s) (10/11)</i>	<ul style="list-style-type: none"> <li>• Satisfaction survey <b>March 2011</b>.</li> </ul>		
<i>Key Milestone(s) (11/12)</i>	<ul style="list-style-type: none"> <li>• Satisfaction survey <b>March 2012</b>.</li> </ul>		
<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 2007/8 Actual	2006/07 Quartiles <sup>2</sup> (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
<b>Corporate Health</b>											
<b><u>ITCLI 1</u></b>	Average availability of the Council's operational servers (%).	CP6 AOF 38	99.96				99	99.82	99	99	99
<b><u>ITCLI 2</u></b>	Average availability of the Councils WAN infrastructure (%).	CP6 AOF 38	99.40				99	99.62	99	99	99
<b>Service Delivery / Quality</b>											
ITCLI 3	% Of all calls received that were resolved at the Help Desk.	CP6 AOF 38	58				60	88.9	65	65	65
ITCLI 4	% Of all responsive repairs completed within 2 working days.	CP6	80				80	84	80	80	80
ITCLI 5	School Support SLA: % of calls responded to within <u>agreed target</u> *.	CP6									
	Priority 1		100				85	100	85	85	85
	Priority 2		100				90	100	90	90	90
	Priority 3		97				95	100	95	95	95
	Priority 4		100				100	100	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 2007/8 Actual	2007/08 Quartiles <sup>4</sup> (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
<b>Service Delivery / Quality cont'd</b>											
<b><u>ITCL1 6</u></b>	Member Support: % of calls responded to within 1 working day.	CP6	100				95	100	95	95	95
ITCL1 7	% E-mail accounts set-up within 3 working days of receipt.	CP6	100				79	100	80	80	80
ITCL1 8	Average working days from order to completion of a new PC	CP6	15.5				10	20.9	10	10	10
ITCL1 9	Average working days from delivery to completion of a new PC	CP6	4				6	13.6	5	5	5
ITCL1 10	Average working days from order to completion of a thin client device	CP6	1.5				9	13.4	7	5	5
ITCL1 11	Average working days from delivery to completion of a thin client device	CP6 AOF 38	0.5				3	9.2	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

Good quality data provides the foundation for managing and improving services, determining and acting upon shared priorities, and accounting for performance to inspecting bodies and the local community.

In recognising this, the Council has developed a Corporate Data Quality Strategy that will provide a mechanism by which the authority can be assured that the quality of its data remains robust and fit for purpose. This strategy, which will remain subject to periodic review, establishes the key dimensions of good quality data and identifies five Key Corporate Objectives namely;

#### Objective 1

To provide assurance to all stakeholders that the quality of data used in decision making and in accounting for and reporting the performance of the authority, either directly or through partnership arrangements, is wholly fit for purpose.

#### Objective 2

That, through a rigorous process of monitoring, review and refinement, the authority's arrangements for securing data quality remain relevant, reliable and robust and that exemplary arrangements for securing data quality are achieved within the medium term

#### Objective 3

That arrangements for securing data quality are widely shared, communicated and understood by all of those with data quality responsibility and that relevant staff are provided with timely and appropriate guidance and support.

#### Objective 4

That all departments, partners and agencies that deliver services on behalf of the Council use complete, accurate and verifiable data which is collected and communicated in an effective and timely manner.

#### Objective 5

That all data used in the calculation of nationally prescribed performance indicators is definition compliant and verifiable and that no such indicators will be amended or qualified as a result of work undertaken by inspecting bodies.

In supporting the delivery strategy the department will ensure that appropriate systems and processes are in place to secure the quality of its data and that such systems are subject to periodic and risk based review. In so doing the department will pay particular attention to the six key dimensions of good quality data i.e. that data is

- **Accurate** For its intended purpose;
- **Valid** By being consistently recorded and used in compliance with predetermined definitions and rules;
- **Reliable** By reflecting stable and consistent data collection processes;
- **Timely** By being made available as soon as possible after the activity or event and in line with organisational requirements;
- **Relevant** For the purpose intended;
- **Complete** In that the monitoring of incomplete, missing or invalid data is avoided.

**Such systems include, for example**

As detailed in the introduction to the Service 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, 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 Halton.
32	Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring customer 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 appropriate 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 & Human  
Resource Services**

**SERVICE PLAN**

**April 2009 to March 2012**

**Executive Board Draft Feb 2009**

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### *Appendices*

1.0 <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 within the diagram opposite.

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 Operational Director (Legal, Organisational Development and Human Resources and Monitoring Officer) 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 combined Department has become more embedded as a single operation under the Operational Director (Legal, Organisational Development and Human Resources) and Monitoring Officer.

The structures in Legal and Committee and Members Services remain under review.

Considerable work has been carried out in support of the Building Schools for the Future and Mersey Gateway Projects, with the public inquiry for the latter expected to take place at the start of the plan period.

Preparations have been made and training has been delivered to enable members to deal effectively with the new Standards regime, in which complaints are now assessed and determined locally by and large.

In 2008, the Licensing Team again dealt with a significant licensing application for the Creamfields Event. On this occasion, it was a two day event and all involved feel that it was very successful, again giving the Borough a high and positive profile. A further application for a repeat of the Event in 2009 is expected.

Work continues on the programme of work projects arising out of the Government's Pay and Workforce Strategy for Local Government. The five priority themes to be addressed by each Council to ensure continuous improvement in service delivery are:

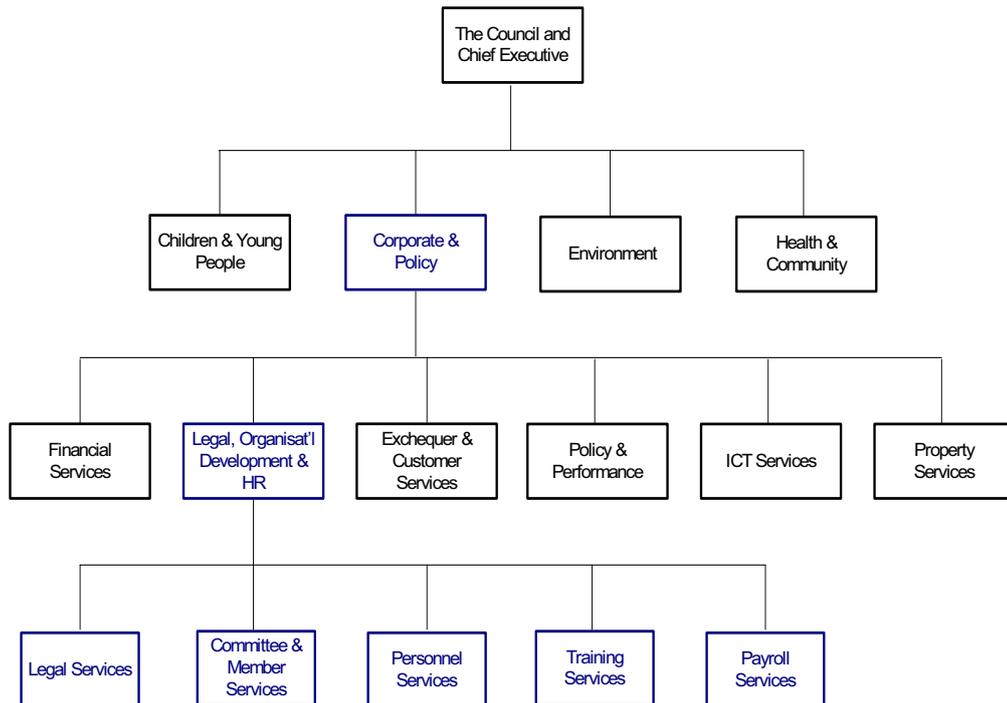
- Developing leadership capacity
- Developing the skills and capacity of the workforce
- Developing the organisation
- Resourcing, recruitment and retention
- Pay and rewards.

The Department will be considerably occupied in carrying out these projects for the remainder of the plan period.

Job Evaluation Appeals are being determined at the time of writing, and will continue into the early part of the plan period.

Work continues on the implementation of the additional modules of the Council's integrated Human Resources and Payroll Software. Again, this will continue throughout the plan period.

### 2.3 Organisation Structure



### 3.0 FACTORS AFFECTING THE SERVICE

#### 3.1 External Factors

Key Developments	Timeframe	Comment(s)
<b><i>Political</i></b>		
Changes to the Governance arrangements of the Council	Legislation requires compliance by end of 2010	The Council must now consult upon and determine its governance arrangements, i.e. strong leader and Cabinet or elected Mayor and Cabinet. Legislation requires a resolution in 2010 but a decision is anticipated in 2009.
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 continue during 2009.
<b><i>Economic</i></b>		
Budget pressures/Efficiency gains	2009-2012	The efficiency agenda will be developed throughout the plan period
<b><i>Social</i></b>		
Development of work/ life balance initiative	2009/2012	Impacts of flexible working will be fully explored as the plan period progresses.
<b><i>Legislative</i></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><i>Operating Environment</i></b>		
Partnership Working	April 2009 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	2009 - 2012	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.

<b><i>Environmental</i></b>	<b><i>2008 on</i></b>
<p><b>13. Protecting our environment</b></p> <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 joined 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 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.</p>	

### **3.2 Service Developments**

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.

The public inquiry for the Mersey Gateway project is expected at the start of the plan period.

#### 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.

### **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.

Joint training has been carried out with Warrington on Standards issues.

### **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.

The whole suite of equalities policies are had regard to throughout the recruitment process, and the Council positively encourages applications from all sectors of the Community. The legal section is committed to advising on effective compliance with all relevant legislation and policies.

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 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.

### 3.7 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
2009/10	21.7	24.0	41.2	86.9

The slight increase in Personnel follows the establishment of the Job Evaluation Appeals team.

### 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.

### 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 2009 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 2009–12, 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)

## 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) (09/10)	🕒 Secure renewal of Lexcel & ISO Accreditation <b>January 2010</b>					
Key Milestone(s) (10/11)	🕒 Secure renewal of Lexcel & ISO Accreditation <b>January 2011</b>					
Key Milestone(s) (11/12)	🕒 Secure renewal of Lexcel & ISO Accreditation <b>January 2012</b>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Operational Director & Monitoring Officer	<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) (09/10)	🕒 Review Constitution <b>May 2009</b>					
Key Milestone(s) (10/11)	🕒 Review Constitution <b>May 2010</b>					
Key Milestone(s) (11/12)	🕒 Review Constitution <b>May 2011</b>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Oper Director & Monitoring Officer	<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) (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>					
Key Milestone(s) (11/12)	<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 2011</b></li> </ul>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Operational Director & Monitoring Officer	<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) (09/10)	🕒 Implement Priority Actions identified within the new People Strategy – <b>March 2010</b>					
Key Milestone(s) (10/11)	🕒 Implement Priority Actions identified within the new People Strategy – <b>March 2011</b>					
Key Milestone(s) (11/12)	🕒 Implement Priority Actions identified within the new People Strategy – <b>March 2012</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) (09/10)	🕒 Implement the outcomes of the completed Pay and Grading Review and undertake any appeal hearings that may arise <b>December 2009<sup>1</sup></b>					
Key Milestone(s) (10/11)	Not applicable					
Key Milestone(s) (11/12)	Not applicable					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Principal Personnel Officer	<b>Linked Indicators</b>	
	Residual	Low				

Although originally anticipated for completion in 2007-2008 this work required reprogramming due to the extension of union consultation, and the subsequent volume of appeals.

<sup>1</sup> Although originally anticipated for completion in 2007-08 this work required reprogramming due to the extension of union consultation.

## 5.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref <sup>2</sup>	Description	Corp. Plan Priority	Halton 2007 / 8 Actual	2006 / 07 Quartiles <sup>3</sup> (All England)			Halton 2008 / 09 Target	Halton 2008 / 09 Actual	Halton Targets		
				Top	Middle	Bottom			09 / 10	10 / 11	11 / 12
<b>Corporate Equality, Diversity &amp; Cohesion<sup>4</sup></b>											
<b><u>LOD 1</u></b> (BVPI 2b)	Equality Standard for Local Government		3				3				
<b><u>LOD 2</u></b> (BVPI 11a)	The percentage of top 5% of earners that are women		38.39	43.56	33.33	24.11	39.00	46.86	45.00	45.00	45.00
<b><u>LOD 3</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	1.41	1.50	1.75	2.00
<b><u>LOD 4</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	0.83	1.00	2.00	3.00
<b><u>LOD 5</u></b>	Racial Incidents per 100,000 population		N/A				New measure for 2009				
<b><u>NI1</u></b>	% Of people who believe people from different backgrounds get on well together in their local area.										

<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.

<sup>4</sup> Where possible these indicators will be reported at half-year and year-end.

Ref <sup>5</sup>	Description	Corp. Plan Priority	Halton 2007 / 8 Actual	2006 / 07 Quartiles (All England)			Halton 2008 / 09 Target	Halton 2008 / 09 Actual	Halton Targets		
				Top	Middle	Bottom			09 / 10	10 / 11	11 / 12

Corporate Health											
<b>LOD 6</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	12.58	11. 25	11. 00	10.50
LOD 7	Proportion of departmental working days lost to sickness absence (%)	CP 6 AOF 40	3. 4				4. 0	5. 2	4. 5	4. 0	3. 5
<b>LOD 8</b>	No. Of Members with Personal Development Plans (56 Total)	CP 6 AOF 40	42 (75%)				50 (89%)	51	52 (92%)	56 (100%)	56 (100%)
LOD 9	% of Members attending at least one organised Training Event	CP 6 AOF 40	100				100	100	100	100	100
<b>LOD 10</b> (BVPI 11b) (BVPI 11c)	% of top 5% of earners From black and ethnic minority communities. With a disability	CP 6 AOF 40	1. 84 3. 13	4. 53 5. 49	1. 42 2. 70	0. 00 0. 00	2. 00 3. 20	3.05	2. 50 3. 30	2. 75 3. 40	3.50
<b>LOD 11</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	0.08	0. 14	0. 12	0.10
<b>LOD 12</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	0.15	0. 12	0. 11	0.10

<sup>5</sup> Key Indicators are identified by an **underlined reference in bold type.**

Ref <sup>6</sup>	Description	Corp. Plan Priority	Halton 2007 / 8 Actual	2006 / 07 Quartiles <sup>7</sup> (All England)			Halton 2008 / 09 Target	Halton 2008 / 09 Actual	Halton Targets		
				Top	Middle	Bottom			09 / 10	10 / 11	11 / 12

<b>Corporate cont'd</b>											
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LOD 13 (BVPI 16b)	% Of economically active disabled people in LA area.	N/A	19.72				N/A	TBA	N/A	N/A	N/A
LOD 14 (BVPI 17b)	Economically active BME population in LA area.	N/A	1.20				N/A	TBA	N/A	N/A	N/A

<b>Fair Access</b>											
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LOD 15	Members of Public attending Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums)	CP 6 AOF 31	621				350	686	600	600	600
LOD 16	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	138	150	175	200
LOD 17	% Of those eligible casting a vote.		N/A				N/A	New PI for 2009			
LOD 18	% Of completed form A's returned		N/A				N/A	New PI for 2009			

<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 2007 / 8 Actual	2006 / 07 Quartiles <sup>9</sup> (All England)			Halton 2008 / 09 Target	Halton 2008 / 09 Actual	Halton Targets		
				Top	Middle	Bottom			09 / 10	10 / 11	11 / 12

Service Delivery											
LOD 19	Average Time taken to issue prosecutions from receipt of instructions (working days) <sup>NB</sup>	CP 6	8				10	7.3	10	10	10
LOD 20	Average time taken to complete Conveyancing Transactions	CP 6	265				220	321	350	325	300
LOD 21	Average time taken to complete Child Care Cases (calendar days)	CP 6	191				210	222	275	250	225

<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

### 5.3 Data Quality

Good quality data provides the foundation for managing and improving services, determining and acting upon shared priorities, and accounting for performance to inspecting bodies and the local community.

In recognising this, the Council has developed a Corporate Data Quality Strategy that will provide a mechanism by which the authority can be assured that the quality of its data remains robust and fit for purpose. This strategy, which will remain subject to periodic review, establishes the key dimensions of good quality data and identifies five Key Corporate Objectives namely;

#### Objective 1

To provide assurance to all stakeholders that the quality of data used in decision making and in accounting for and reporting the performance of the authority, either directly or through partnership arrangements, is wholly fit for purpose.

#### Objective 2

That, through a rigorous process of monitoring, review and refinement, the authority's arrangements for securing data quality remain relevant, reliable and robust and that exemplary arrangements for securing data quality are achieved within the medium term

#### Objective 3

That arrangements for securing data quality are widely shared, communicated and understood by all of those with data quality responsibility and that relevant staff are provided with timely and appropriate guidance and support.

#### Objective 4

That all departments, partners and agencies that deliver services on behalf of the Council use complete, accurate and verifiable data which is collected and communicated in an effective and timely manner.

#### Objective 5

That all data used in the calculation of nationally prescribed performance indicators is definition compliant and verifiable and that no such indicators will be amended or qualified as a result of work undertaken by inspecting bodies.

In supporting the delivery of the corporate strategy the department will ensure that appropriate systems and processes are in place to secure the quality of its data and that such systems are subject to periodic and risk based review.

In so doing the department will pay particular attention to the six key dimensions of good quality data i.e. that data is

- **Accurate** For its intended purpose;
- **Valid** By being consistently recorded and used in compliance with predetermined definitions and rules;
- **Reliable** By reflecting stable and consistent data collection processes;
- **Timely** By being made available as soon as possible after the activity or event and in line with organisational requirements;
- **Relevant** For the purpose intended;
- **Complete** In that the monitoring of incomplete, missing or invalid data is avoided.

**Such systems include, for example**

## 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.



# MAJOR PROJECTS

## SERVICE PLAN

**April 2009 to March 2012**

Executive Board Draft 2009

## **Contents**

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### *Appendices*

- 1.0 Equality Impact Assessments – High priority actions*
- 2.0 Corporate Priorities and Key Areas of Focus*

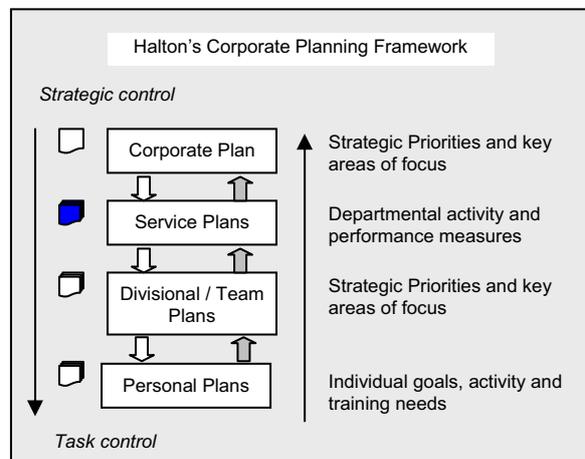
## 1.0 INTRODUCTION

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 opposite.

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 Urban Renewal Strategic Priority and its associated Key Areas of Focus which have been most significant in developing 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 3MG, 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 WNF 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 continue 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 2009-10.

Several projects have been delivered including:

- Completion of Forward Group and Heron Business Park Phase 2 developments on Widnes Waterfront.
- The 'gyratory' road system at the junction of Ashley way and Fiddlers' Ferry Road has been remodelled and landscaped.
- Moss Bank Park has been created out of a redundant railway siding with the rails having been gifted to the Llangollen Railway.
- Planning permission and NWDA funding was secured for the redevelopment of the regeneration of the Croda site.
- Within 3MG the sludge main diversion and landscaping scheme on Halton Borough Council Field have been completed along with Phase 2 of the Halebank Rec. improvements.
- Planning permission from Knowsley MBC and Halton Borough Council obtained for the A5300 road link to Halton Borough Council Fields as part of the 3MG development.
- Planning permission has also been secured for the extension of sidings onto Halton Borough Council Field.
- On Castlefields the local centre was acquired by Compulsory Purchase Order and Phase One of the Village Square development completed.
- Construction of the Travellers' Transit site at Warrington Road, Runcorn, was completed.

Projects scheduled for delivery in 2009-10 include:

### 3MG

- Provision of new sidings
- Halton Borough Council Field – marketing and disposal

### Castlefields

- Village Square Development
- Phase 2 – housing regeneration utilising Housing Corporation funding already agreed
- Working on Phase 3 – further bids forthcoming to HCA
- Lakeside and Canalside – possible marketing and disposal

Widnes Waterfront

- Last year of North West Development Association funding – Largely investment in infrastructure/site investigations, Halton Flower, The Hive.
- CPO
- Masterplan 2 Taylor Young/BE Group 2009-2014
- Projects such as The Hive/Managed workspace(Langtree)/Bayer

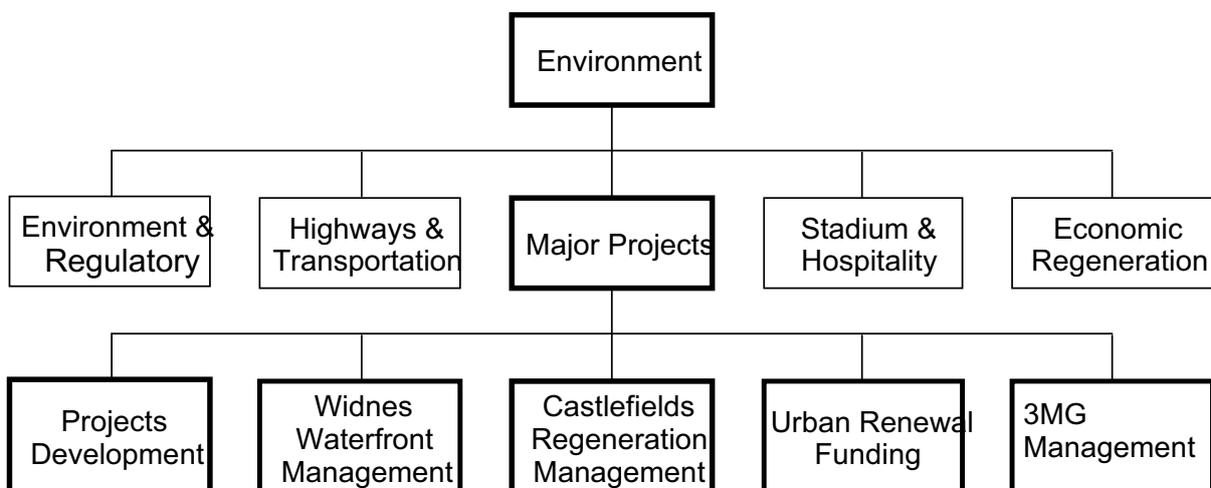
Contaminated Land

- St Michael’s Golf Course Phase 2
- 3MG and Widnes Waterfront

Other Projects

- Canal Quarter; progress under the terms of the Development Agreement
- Co-ordinate WRL JV activities
- Working Neighbourhood Fund – projects such as Town Centres’ Improvements, Victoria Rd. Improvement Strategy.
- Cemetery extension contract management
- Mersey Gateway: Regeneration Plan implementation
- Relocations – including Johnson’s Lane plan delivery
- Halton Castle
- Sankey Canal improvements
- Contribution to Area Forums, Growth Point Initiative, Mersey Gateway, Regional initiatives, planning policies, etc..

**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 funding, both public and private, to fund the major part of its programme work. The financial crisis has seriously affected the availability of both which has had a marked effect on developments in the Borough causing many to be postponed or even cancelled.

Also critical to the ability to deliver Urban Renewal programmes are the following developments:

- The forthcoming merger of the Housing Corporation and English Partnerships will mark a significant change in the way that funding is made available for regeneration schemes.
- The European structural funds which supported many programmes, most especially the Widnes Waterfront EDZ programme, came to an end in June 2008. Although the 2006 – 2012 programme will make funds available for significant projects, the amount of funding available is much less and therefore competition is that much more fierce.
- The exclusion of Halton from the list of Assisted Areas from 1<sup>st</sup> January 2007 adversely affects the availability of support funding for regeneration and investment programmes.
- NRF came to an end in March 2008 being replaced by Working Neighbourhoods Fund. On the positive side, this has secured funding with a 'top sliced' allocation for Urban Renewal projects for three years through to March 2011. Unfortunately, the majority of WNF funding will address Performance Indicators contained in the LLA. This has adversely impacted on the availability of this funding for regeneration programming since there are few if any Indicators relevant to physical regeneration.
- Funding for the Widnes Waterfront EDZ Team will expire during the life of this Service Plan. It is important to note, therefore, that efforts will continue to secure new sources of funding, including mainstream support, to continue the programme's implementation. Similarly the WNF contribution to the funding of the Urban Renewal Co-ordinator post will expire during the life of the Service Plan, with similar efforts being required to find replacement funding.

### **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, Canal Quarter and 3MG 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.

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 joined 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.

Within the lifetime of this Plan the loss of ERDF and other programme funding continues to have a dramatic impact on the Department. This has a major demoralisation affect on staff. There has already been a turnover of staff from the Castlefields and 3MG Teams because no assurances could be given regarding succession funding. While this has now been addressed in the short term and the position stabilised (with the three-years WNF programme and the Executive Board's commitment being given to the extension of the Castlefields programme,) it is an issue which will have to be addressed again during the lifetime of the Service Plan.

Additionally, again within the life of this Plan, the Operational Director, Major Projects Department, has already stated his intention to seek retirement. A Succession Planning Strategy therefore needs to be put in place.

The results of the Council's Single Status Job Evaluation exercise have continued to impact adversely on the service in terms of staff demoralisation and the ability to retain/recruit staff.

### **3.3 Efficiency Improvements**

The loss of two posts in 2008-9 has been absorbed by the Department. This equates to an annual saving of £52,000 with the responsibilities and duties of the 2 posts being redistributed throughout the Department.

### **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 is in more direct competition for funding with the other Merseyside authorities. This inevitably makes the securing of funding more difficult.

The LSP has moved to Local Area Agreements, as per the new government initiative. The LAA has been agreed and was implemented from 2008. This impacted heavily on the projects supported by the Urban Renewal SSP since the 'commissioning' approach impacted adversely on the availability of support funding attached to the LAA and consequently on 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 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. All of the Department's projects support the Council's objectives in this area, by design and in their implementation e.g. the construction of the Travellers' Transit Site in 2008-9.

### 3.6 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 within this plan. As such their implementation will be monitored through the Quarterly Departmental Service Plan Monitoring Report process.

### **3.7 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
2008 / 09	1	4	3	3	1	3
2009 / 10	1	4	3	3	1	3
2010/11	1	4	3	3	1	3
2011/12	1	4	3	3	1	3

For more detailed information about any future staffing requirements detailed above, refer to the appropriate Directorate Workforce plan and Divisional (Team) Plans.

### 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.

### 4.3 Accommodation and Property Requirements

The Department was re-united in 2008-9. Consequently no new accommodation requirements are foreseen.

## 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 2009–12, 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. The Department currently has no LAA targets to report on.

## 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 residents, businesses and visitors to Halton.</p> <p><b>AOF 10</b> Revitalising the economy by sustaining and developing an environment that complements 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 in accordance with the Widnes Waterfront Team Plan and Widnes Waterfront Regeneration Masterplan 2 resulting in 44 ha. of regenerated land on the Widnes Waterfront</b>
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Key Milestones			Responsible Officer				
<b>2009-10</b>	<ul style="list-style-type: none"> <li>Implementation proceeding according to NWDA Performance Plan 09/10: This will set out the commitment of Halton's Urban Renewal Partnership to deliver a set of projects funded by the NWDA in the financial year 2009-10.. (this hasn't been written or approved yet this will happen early next year therefore I can't be more specific)</li> <li>Completion of phase 1 Venture Fields Leisure Development (as funding hasn't been fully committed I am unable to give a completion date)</li> </ul>		Widnes Waterfront Programme Manager				
<b>2010- 11</b>	<ul style="list-style-type: none"> <li>Complete NWDA programme evaluation (this is a requirement of the NWDA funding to evaluate the success of the NWDA funding programme)</li> </ul>		Widnes Waterfront Programme Manager				
<b>2011 -12</b>	<ul style="list-style-type: none"> <li>There are no milestones yet for this year</li> </ul>		Widnes Waterfront Programme Manager				
<b>Risk Assessment</b>	<table border="1"> <tr> <td><b>Initial</b></td> <td>Medium</td> </tr> <tr> <td><b>Residual</b></td> <td>Medium</td> </tr> </table>	<b>Initial</b>	Medium	<b>Residual</b>	Medium	<b>Linked Indicators</b>	MP L18, 11, 15
<b>Initial</b>	Medium						
<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 resulting in the delivery of The Masterplan's Vision of an holistically improved estate</b>
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<b>Key Milestones</b>			<b>Responsible Officer</b>	
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Implementation according to Masterplan Phase 2: Commence construction of local centre <b>Mar 2010.</b> (AOF11)</li> <li>Market Lakeside Development Site subject to market review <b>March 2010</b> (AOF11)</li> </ul>		Regeneration Programme Manager	
<b>2010 - 11</b>	<ul style="list-style-type: none"> <li>Implementation according to Masterplan Phase 3: Complete construction of local centre <b>Mar 2011.</b> (AOF11)</li> </ul>		Regeneration Programme Manager	
<b>2011 - 12</b>	<ul style="list-style-type: none"> <li>Market Canalside Development Site subject to market review <b>March 2012</b> (AOF11)</li> </ul>		Regeneration Programme Manager	
<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 10</b> Revitalising the economy by sustaining and developing an environment that complements 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 (formerly known as Ditton Strategic Rail Freight Park) resulting in the creation of a regionally-significant rail freight park</b>
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<b>Key Milestones</b>		<b>Responsible Officer</b>						
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Complete 12 acres of parkland and open to the community <b>Aug 2009</b> (AOF12).</li> <li>Complete a development agreement for the delivery of the rail sidings <b>Jun 2009</b> (AOF10).</li> <li>Complete the first phase of warehouse development and the remediation of Marsh Brook and 50 acres of contaminated land <b>Oct 2009</b> (AOF10).</li> <li>Provide bespoke skills and recruitment package to end user and secure employment for local people <b>Oct 2009</b> (AOF10).</li> <li>Have the first phase of sidings infrastructure completed <b>Mar 2010</b> (AOF10).</li> </ul>	Programme Manager 3MG - Mersey Multimodal Gateway						
<b>2010 - 11</b>	<ul style="list-style-type: none"> <li>Complete the second phase of warehouse development and the improvements to Ditton Brook including the remediation of 100 acres of contaminated land <b>Dec 2010</b> (AOF10).</li> <li>Secure the final phase of NWDA funding towards HBC Field development costs <b>Dec 2010</b> (AOF10).</li> </ul>	Programme Manager 3MG - Mersey Multimodal Gateway						
<b>2011 - 12</b>	<ul style="list-style-type: none"> <li>Complete the final phase of warehouse development on HBC Field <b>Oct 2011</b> (AOF8).</li> <li>Complete the link road to the strategic highway network from HBC Field <b>Aug 2011</b> (AOF8).</li> </ul>	Programme Manager 3MG - Mersey Multimodal Gateway						
<b>Risk Assessment</b>	<table border="1"> <tr> <td><b>Initial</b></td> <td>Medium</td> </tr> <tr> <td><b>Residual</b></td> <td>Medium</td> </tr> </table>	<b>Initial</b>	Medium	<b>Residual</b>	Medium	<table border="1"> <tr> <td><b>Linked Indicators</b></td> <td>MP LI14</td> </tr> </table>	<b>Linked Indicators</b>	MP LI14
<b>Initial</b>	Medium							
<b>Residual</b>	Medium							
<b>Linked Indicators</b>	MP LI14							

<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 complements 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
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, Projects Development
	<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 2010.</b> (AOF 8 &amp; 11)</li> </ul>		Divisional Manager Projects Development
2010 - 11	<ul style="list-style-type: none"> <li>Ensure continued investment in town centres of at least £1 million per annum. <b>Mar 2011.</b> (AOF 8 &amp; 10)</li> </ul>		Divisional Manager Projects Development
	<ul style="list-style-type: none"> <li>Co-ordinate the completion of Phase 1 of the Canal Quarter development. <b>Mar 2011.</b> (AOF 8 &amp; 11)</li> </ul>		Divisional Manager Projects Development
2011 -12	<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 2012.</b> (AOF 8 &amp; 11)</li> </ul>		Divisional Manager Projects Development
Risk Assessment	Initial	Medium	Linked Indicators
	Residual	Low	

<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 complements 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 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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<b>Key Milestones</b>			<b>Responsible Officer</b>	
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Phase 2, the physical reclamation of the Golf Course, funded by approximately £4 million grant from DEFRA, started <b>Mar 2010</b>. (AOF 8 &amp; 12)</li> </ul>		Divisional Manager, Projects Development	
<b>2010 - 11</b>	<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, Projects Development	
<b>2011 -12</b>	<ul style="list-style-type: none"> <li>There are no milestones yet in this year</li> </ul>		Divisional Manager, Projects Development	
<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>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>	• Three meetings of Urban Renewal SSP held. <b>Mar 2011.</b> (AOF10)	Urban Renewal Co-ordinator		
	• Urban Renewal allocation of WNF allocated and fully spent. <b>Mar 2011.</b> (AOF10)	Urban Renewal Co-ordinator		
<b>2011-12</b>	• Three meetings of Urban Renewal SSP held. <b>Mar 2012.</b> (AOF10)	Urban Renewal Co-ordinator		
<b>Risk Assessment</b>	<b>Initial</b>	Medium	<b>Linked Indicators</b>	MP LI13
	<b>Residual</b>	Low		

## 5.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007 / 8 Actual	2007 / 08 Quartiles <sup>2</sup> (All England)			Halton 2008 / 09 Target	Halton 2008 / 09 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
<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 LI4	Local business premises improved	CP2 AOF10	10	-	-	-	10	TBC	10	10	0
MP LI6	Land reclamation programme (acres)	CP2 AOF10	10	-	-	-	10	TBC	10	10	10
MP LI11	EDZ Programme: Outputs as set out in Succession Masterplan	CP2 AOF8	N/a	-	-	-	N/a	N/a	100	100	100
MP LI15	EDZ Programme: Outputs as set out in the Northwest Development Agency Performance Plan	CP2 AOF8	N/a	-	-	-	100	TBC	100	N/a	N/a
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

<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. BVPI's will be replaced by the National Indicator Data Set (NIS) from April 2008

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007 / 8 Actual	2007 / 08 Quartiles <sup>2</sup> (All England)			Halton 2008 / 09 Target	Halton 2008 / 09 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
<b><u>MP LI10</u></b>	Urban Renewal: Outputs as set out in Urban Renewal Strategy and Action Plan (% achieved)	CP2 AOF10	100	-	-	-	100	TBC	100	100	100
<b><u>MP LI14</u></b>	3MG: Outputs as set out in Masterplan (% achieved)	CP2 AOF8	100	-	-	-	100	TBC	100	100	100

### 5.3 Data Quality Arrangements

Good quality data provides the foundation for managing and improving services, determining and acting upon shared priorities, and accounting for performance to inspecting bodies and the local community.

In recognising this, the Council has developed a Corporate Data Quality Strategy that will provide a mechanism by which the authority can be assured that the quality of its data remains robust and fit for purpose. This strategy, which will remain subject to periodic review, establishes the key dimensions of good quality data and identifies five Key Corporate Objectives namely;

#### Objective 1

To provide assurance to all stakeholders that the quality of data used in decision making and in accounting for and reporting the performance of the authority, either directly or through partnership arrangements, is wholly fit for purpose.

#### Objective 2

That, through a rigorous process of monitoring, review and refinement, the authority's arrangements for securing data quality remain relevant, reliable and robust and that exemplary arrangements for securing data quality are achieved within the medium term

#### Objective 3

That arrangements for securing data quality are widely shared, communicated and understood by all of those with data quality responsibility and that relevant staff are provided with timely and appropriate guidance and support.

#### Objective 4

That all departments, partners and agencies that deliver services on behalf of the Council use complete, accurate and verifiable data which is collected and communicated in an effective and timely manner.

#### Objective 5

That all data used in the calculation of nationally prescribed performance indicators is definition compliant and verifiable and that no such indicators will be amended or qualified as a result of work undertaken by inspecting bodies.

In supporting the delivery of the corporate strategy the department will ensure that appropriate systems and processes are in place to secure the quality of its data and that such systems are subject to periodic and risk based review.

In so doing the department will pay particular attention to the six key dimensions of good quality data i.e. that data is

- **Accurate** For its intended purpose;
- **Valid** By being consistently recorded and used in compliance with predetermined definitions and rules;
- **Reliable** By reflecting stable and consistent data collection processes;
- **Timely** By being made available as soon as possible after the activity or event and in line with organisational requirements;
- **Relevant** For the purpose intended;
- **Complete** In that the monitoring of incomplete, missing or invalid data is avoided.

The Directorate has developed a Performance Management and Data Strategy, which is reviewed and updated on an annual basis. It outlines how the robust Performance and Information Technology management framework operates within the Directorate to provide transparent, accurate and timely services and information

The Strategy underpins the Health & Directorate's commitment to managing and providing IT services and performance information and complements and supports the: -

- Directorate Service Plans
- Corporate Quality Assurance Framework

## 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

Special Planning Documents for Castlefields, Halebank, 3MG, 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:

Urban Renewal Strategic Review and Action Plan 2006-2011

[Community Strategy](#)

[Halton BVPP 2007/078](#)

**Appendix 1 – 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**

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.



**Older People &  
Independent Living  
Services**

**SERVICE PLAN**

**April 2009 to March 2012**

**Executive Board Draft 2009**

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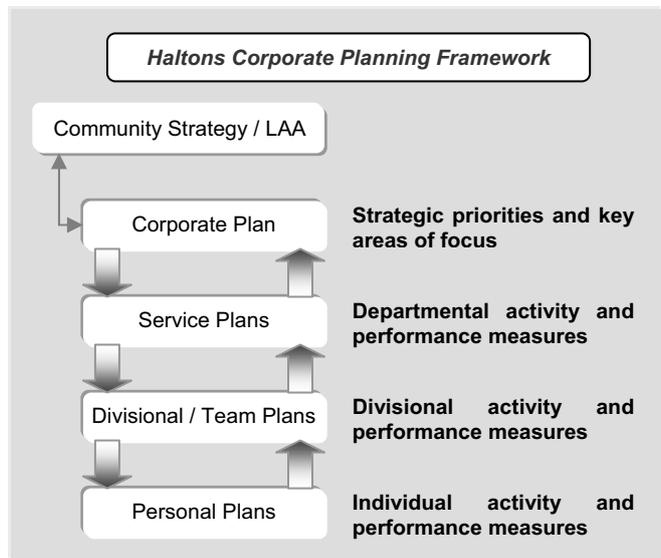
## 1.0 INTRODUCTION

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 within the diagram opposite.

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 Home Improvement and Independent Living Service 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 re-ablement, 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 early intervention, prevention, intergenerational and health promotion services are in the early stages of development with Sure Start to Later Life and Intermediate Tier Services, further development of an overall strategic, coordinated approach will be explored during 2009/10.

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.
- Social care in General Practice pilot in Runcorn
- Halton Home Improvement and Independent Living Service
- Energy Efficiency
- 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
- Continuing Health Care- joint with PCT

#### **Direct Care Services**

- Community Day Services
- Community Meals
- Equipment Service
- Lifeline/community wardens
- Extra Care (Dorset Gardens)
- Residential Services (Oak Meadow)
- Sure Start
- Community Extra Care Service (pilot)
- 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 (18+)

### **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 including home care re-ablement 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.
- Adults who require assessment and services to facilitate discharge from hospital
- Vulnerable/frail older people and some adults over 18 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, home repairs or adaptations.
- Vulnerable adults
- Those who care for older people.
- Those people who are at risk of losing their independence and require lower level intervention, advice, information and support.
- Those people with Long Term conditions

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. This links to the Directorate's developing Supporting People Strategy.

## **2.2 Key Messages**

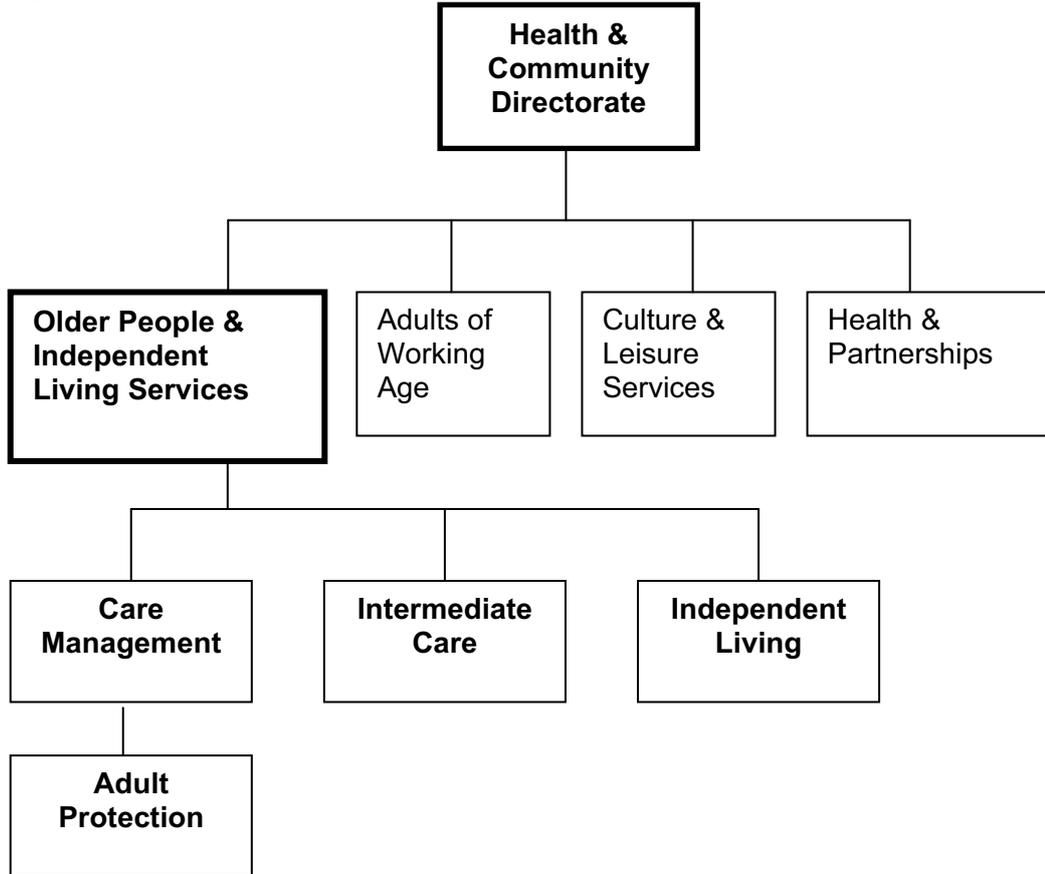
Given the breadth of service activities delivered, we are working within the key strategic priorities to support and deliver high quality services to improve health, independence and wellbeing of the residents of Halton. Key messages include:

- The Joint Strategic Needs Assessment, which covers the health and social care needs of Adults and Children (in conjunction with key stakeholders and the community) provides intelligence to inform future commissioning.
- The requirement to contribute to the Local Strategic Partnership's agenda, and the refresh of the Local Area Agreement (LAA) and delivery and monitoring of LAA targets. Specific work programmes on well-being, dignity in care, intergenerational activities and prevention will be developed, as well as on cross cutting areas of employment, transport and housing
- The requirement to contribute to developing Multi Area Agreement (MAA).

- To ensure the Directorate is able to effectively respond to issues highlighted in the Comprehensive Performance Assessment e.g. closing the gap between the most deprived communities within the Borough.
- The need to maintain, develop and improve the level of service when the Directorate and Authority as a whole are faced with on-going budgetary pressures.
- 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 community, independent or voluntary sector;
- The need to refocus the Directorate's activity towards neighbourhood delivery of services and partnership opportunities at that level.
- The need to ensure that there are appropriate and effective infrastructures in place to be able to deliver the Directorate's aims and objectives and to ensure that the Directorate is in an appropriate position to implement new legislative responsibilities e.g. Mental Health Act
- Personalisation and the use of individualised budgets will progressively transform the way in which the Directorate supports vulnerable people.
- The need to work in partnership with Children And young People's Directorate to safeguard children and provide a positive transition into adult services.
- Ensuring 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 traditionally excluded groups including BME, lesbian and gay, and gypsy and traveller 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 operating for the past 2 years, which aims to promote social inclusion for all adults and older people by helping them access mainstream services. This is linked to redesign of a range of community-based services such as Community Centres, Libraries, 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, including Halton Carers Centre and the Primary Care Trust we intend to build on numerous improvements made and to continue to provide real support to carers.
  - 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
  - The Directorate continues to participate in the national Care Services Efficiency Delivery (CSED) programme to improve the efficiency of adult social care services and continues to monitor developments in this area.
  - 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.
  - Implementation of the gold standard and performance management Framework for the Intermediate Care Service.

2.3 Organisation Structure



	<b>FTE Posts</b>
Care Management	TBC
Adult Protection	TBC
Intermediate Care (inc. Dorset Gardens & Comm. Wardens)	TBC
Independent Living (inc. PSD Provider Services)	TBC
Operational Director & Secretary	TBC
<b>TOTAL</b>	<b>TBC</b>

NB. Information regarding posts completed as at 30.9.08 (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 2009-2012:

##### 3.1.1 Political

- The Joint Strategic Needs Assessment (JSNA), forms 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 Local Area Agreement (LAA), provides an outcome based approach to tackling the major challenges facing Halton. Many of the objectives outlined in the Service Plans are designed to support the achievement of the LAA Targets. A review and update of the LAA was completed during 2008.
- During the next 3 years there will be a continued need to further strengthen relationships with the voluntary sector. One particular area, which is a priority, is Carers. The Cares Centres transferred in October 2008 and the Council is providing funding to the Centre over the next 3 years to support its activities
- *Ambition for Health* sets out the NHS Halton & St Helens ambitions for improving the health and wellbeing of the local population. The six strategic priorities identified by the NHS Halton & St Helens are: -
  - Alcohol
  - Obesity
  - Early Detection: Diabetes, respiratory, heart disease, cancer
  - Early Detection: Depression
  - Prevention: Tobacco Control
  - Safety, Quality and Efficiency: Planned and Urgent Care

The overarching themes include prevention, public health, mental health and shifting the percentage of planned healthcare to non-hospital based alternatives. These are consistent with the strategic objectives of the Council and reinforce again the need for an effective strategic partnership with the NHS.

- The *National Dementia Strategy* has been published and in Halton an Assessment, care & Treatment Model is currently being developed to provide a needs-led, integrated range of specialist assessment, care and treatment interventions to meet the needs of people with dementia type illness and people with a depressive illness. The service will enable all people with dementia in Halton to have access to a community pathway of care that delivers:
  - a rapid and competent specialist assessment

- an accurate diagnosis that is sensitively communicated to the person with dementia and their carers; and
  - immediate treatment, care and support following diagnosis
- The Directorate has developed a joint funding of Disabled facilities work with Registered Social Landlords to deal with some of the inequities of tenure for DFGs and is also working on other initiatives to refocus adaptation work for example Adapted Homes Register, use of modular buildings and further development of the Home Improvement Agency.

### **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.
- KPMG have assisted the Council in putting together an efficiency and improvement programme that could help the Council meet the significant budgetary pressures it faces, whilst endeavouring to maintain and improve the quality of services provided to the community.

As a result of this work they have identified a number of efficiency opportunities themed around:

- The potential to reduce overheads through a rationalisation of current management structures
  - How we can improve the Council's approach to the provision of its administrative support services
  - Opportunities to refine the balance between corporate and directorate roles in a number of core areas and improve resource deployment
  - Review the Council's third party spend with regard to some key areas of procurement
  - A programme of option assessments to determine the most suitable form of delivery for a range of key services
  - How we use the opportunities provided by technology and our infrastructure to make our services more efficient
- The need to have a robust LAA which is aligned to priorities is 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.

- 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.
- 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 hospitals 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**

- 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 approximately 14% (16,800) of population in 2008 (POPPI Tool) and will increase to approximately 20% (24,700) by 2025. Over the next 20 years the largest proportionate growth is in the 75 – 79 age range. 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 2 years, 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 by the private sector initially of electronic monitoring of care, to allow greater transparency of services delivered.
- Work is still ongoing to roll out Single Assessment. An electronic solution to SAP is currently in development 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 Deprivation of Liberty Safeguards are an amendment to the 2005 Mental Capacity Act, introduced through the Mental Health Act 2007. They are implemented from 1<sup>st</sup> October 2008
- The 2007 Mental Health Act, significantly amends the 1983 Mental Health Act. The definitions of people who will fall within the Act have been amended and new powers of community treatment have been established. One of the key changes to the 1983 Act is that the function of the Approved Social Workers is widened to include other health professionals, who whilst acting as Approved Mental Health Professionals (AMHPs) fulfil the Local Authority's functions. The delivery of this Act continues to require the close working and co-operation across health and social care systems and with other localities.
- 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.
- Personalisation, including a shift towards early intervention and prevention, will become the cornerstone of public services, including the commissioning and development of services within health and social care. This means that every person who receives support, whether provided by statutory services or funded by themselves, will have choice and control over the shape of that support in all care settings. This will have significant implications on the

delivery of services and the need to ensure that we have an appropriately trained workforce to deliver these services

- 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 Performance Framework for Local Authorities & Local Authority Partnerships which was 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 have been negotiated through new Local Area Agreements (LAAs). Each Agreement includes up to 35 targets from among the national indicators, complemented by 17 statutory targets on educational attainment and early years.
- A new Performance Framework will be published by the Commission for Social Care Inspection for immediate implementation.
- "Making Experiences Count" is the project aimed at delivering a new and more flexible common complaints procedure for Health and Adult Social Care. After a period of consultation, "Early Adopter" sites across the country have been trialing it, with a view to informing the draft legislation that is due shortly. The new legislation, and subsequent guidance, is expected to be published for the commencement of the new procedures in April 2009.
- 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 began 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 an aspiration of Halton to adopt these standards, 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.

- Older Peoples services continue to redesign a number of lower level preventative services including the development of a Dementia Café and Dementia reading group.
- The pilot self-assessment for equipment system will be evaluated in 2009.

- Home Care – in consultation with staff etc began implementation of the redesign of the Home Care Service, which will become a Re-enablement service during 2009, in line with the Intermediate Care gold standard.
- A Community Extra Care service has been developed and operational from October 2008.
- A conference was arranged to celebrate the newly formed Halton Home Improvement and Independent Living Service (HHILS) and the work that has been undertaken by the teams to transform the adaptation service, leading to reductions in waiting times for adaptations and equipment.
- All major Registered Social Landlords have signed a Partnership Agreement and work took place during 2008/9 on addressing the major adaptations backlog.
- A Social Care in practice pilot became operational within Runcorn primary care teams. Initial evaluation will be completed by July 2009 with a view to extending the pilot for a further 12 months and will begin negotiations with the Widnes PBC consortium to adopt a similar model of joint working. This joint working model enables 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.
- Oak meadow – Review of model of care completed. Implementation plan to be developed
- Bridgewater Day Centre modernization programme commenced, which included establishment of both Service User and staff groups to evaluate and develop available community resources, identify users who could use community facilities and make links.
- Initial streamlining of work of the Halton Home Improvement and Independent Living Service has been completed and forms part of a continuous improvement programme.
- Partnership work with Warrington Disability Partnership commenced and work has begun on the consideration of developing a retail outlet for equipment at the Independent Living Centre.
- A review of Older People's Mental Health Services across the whole system took place during 2008/9 and a redesign plan will be in place by April 2009.
- The new national framework for Continuing Health Care has been implemented. A national review is underway which is likely mean further work in 2009.

- 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 user satisfaction, outcome and other surveys, open forums, consultation days, participation in service developments and representation of users and carers on strategic boards. Further opportunities to improve engagement and communication with Older People will be explored during 2009/10.
- A strategic approach to early intervention and prevention will be completed in 2009, including the development of intergenerational activities and health promotion particularly in relation to those people with Long Term Conditions

### **3.3 Efficiency Improvements**

- Summary of planned efficiency improvements during 2008/9:-
  - To be inserted

### **3.4 National, Regional and Sub Regional Focus**

The Directorate is plugged into a number of regional groups including Merseyside Assistant Directors, Continuing Healthcare regional group, Equipment Services and wider Care Services Efficiency Partnership. The Directorate has also joined the regional commissioning group.

### **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 - **TBC**

Work continues within the Directorate to improve the access and the signposting of members of the Black and Minority Ethnic 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
- Support Gypsies and Travellers to access services including health, social care and education.

### 3.6 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 within this plan at Appendix 1. As such their implementation will be monitored through the Quarterly Departmental Service Plan Monitoring Report process.

### **3.7 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

Year	Care Management	Adult Protection	Intermediate Care	Independent Living	Operational Director & Secretary
2008/09	TBC	TBC	TBC	TBC	TBC
2009/10	TBC	TBC	TBC	TBC	TBC

For more detailed information about any future staffing requirements detailed above, please refer to the appropriate Directorate Workforce Plan

## 4.3 ICT Requirements

A 3 and 5 year ICT Strategy is currently in development for the whole of the Health & Community Directorate and this will clearly identify the Information Technology requirements across the Directorate

## 4.4 Future Accommodation/Property Requirements

There are no specific requirements identified at present, however a review of the accommodation at Runcorn Town Hall will be undertaken in July 2009 to ensure that the accommodation is being effectively utilised following the relocation of staff from Grosvenor House.

## 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 2009–12, 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)

## 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 – Working in partnership with statutory and non statutory organisations, evaluate, plan, commission and redesign services to ensure that they meet the needs and improve outcomes for Older People</b>

	<b>Key Milestones</b>	<b>Responsible Officer</b>
<b>2009 - 10</b>	<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 of the Gold Standard and Performance Management Framework for Intermediate Care <b>Apr 2009</b> (AOF 6 &amp;7)</li> </ul>	DM (Intermediate Care)
	<ul style="list-style-type: none"> <li>Increase the numbers of carers provided with assessment leading to the provision of services, 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)
	<ul style="list-style-type: none"> <li>Comprehensive pathways for using transitional care within Halton are in place <b>Mar 2010</b> (AOF 6 &amp;7)</li> </ul>	DM (Intermediate Care/Care Management)
	<ul style="list-style-type: none"> <li>Intergenerational activities project established as part of the review on early intervention and prevention aimed at improving outcomes for Older People <b>June 2009</b> (AOF 6 &amp;7)</li> </ul>	Joint Commissioning Manager (Older People) OD (OPILS)
	<ul style="list-style-type: none"> <li>Review of Long Term Conditions and Therapy services commissioned jointly with NHS Halton and St Helens <b>Apr 2009</b> (AOF 6 &amp;7) NB. Deadline dependent on contribution from the Primary Care Trust</li> </ul>	DM (Independent Living Services)
	<ul style="list-style-type: none"> <li>Agreement with the PCT on the responsibility for Medication Prompts in place <b>Sept 2009</b> (AOF 7)</li> </ul>	DM (Care Management)

<b>2010 -11</b>	<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)	
<b>2011 - 12</b>	<ul style="list-style-type: none"> <li>• <i>Monitor and review all OPS 1 milestones in line with three year planning cycle <b>Mar 2012.</b></i></li> </ul>		Operational Director (Older People/ILS)	
<b>Risk Assessment</b>	<b>Initial</b>	High	<b>Linked Indicators</b>	<b>TBC</b>
	<b>Residual</b>	Medium		

<b>Corporate Priority:</b>	<b>A Healthy 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 4</b> Helping people to manage the effects of ill health, disability and disadvantage. <b>AOF 7</b> Providing services and facilities to maintain existing good health and well-being.

<b>Service Objective:</b>	<b>OPS 2 - Effectively consult and engage with Older People to evaluate service delivery, highlight any areas for improvement and contribute towards the effective re-design of services where required</b>
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Key Milestones		Responsible Officer		
2009 - 10	<ul style="list-style-type: none"> <li>Review local arrangements for continuing health care by following National Review <b>Apr 2009</b> (AOF 2&amp;7) NB. Dependent on National Review being completed to timescale of Jan 2009.</li> </ul>	DM (Care Management)		
	<ul style="list-style-type: none"> <li>Implement revised Joint Commissioning Strategy for Older People <b>March 2010</b> (AOF 2 &amp; 7)</li> </ul>	Joint Commissioning Manager (Older People)		
	<ul style="list-style-type: none"> <li>Evaluate joint service developed with Runcorn PBC <b>Mar 2010</b> (AOF2 &amp; 4)</li> </ul>	DM (Care Management)		
	<ul style="list-style-type: none"> <li>As part of the review on early intervention and prevention aimed at improving outcomes for Older People, develop a meaningful engagement strategy with Service Users <b>June 2009</b> (AOF 7)</li> </ul>	Joint Commissioning Manager (Older People) OD (OPILS)		
	<ul style="list-style-type: none"> <li>Establish Social Care element of the 'Virtual Ward' established with Widnes PBC <b>March 2010</b> (AOF 2)</li> </ul>	DM (Intermediate Care) DM (Care Management)		
2010 -11	<ul style="list-style-type: none"> <li>Monitor and review all OPS 2 milestones in line with three year planning cycle <b>Mar 2011</b></li> </ul>	Operational Director (Older People/ILS)		
2011 - 12	<ul style="list-style-type: none"> <li>Monitor and review all OPS 2 milestones in line with three year planning cycle <b>Mar 2012</b></li> </ul>	Operational Director (Older People/ILS)		
Risk Assessment	Initial	High	Linked Indicators	TBC
	Residual	Medium		

<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 3 - Ensure that there are effective business processes and services in place to enable the Directorate to manage, procure and deliver high quality, value for money services that meet people's needs</b>

Key Milestones			Responsible Officer	
2009 - 10	<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>		Divisional Manager (Planning & Commissioning)	
	<ul style="list-style-type: none"> <li>Implement new residential and domiciliary care contracts for older peoples services <b>Sept 2009</b> (AOF6 &amp; 7)</li> </ul>		Divisional Manager (Planning & Commissioning)	
2010 -11	<ul style="list-style-type: none"> <li>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)</li> </ul>		Divisional Manager (Planning & Commissioning)	
2011 - 12	<ul style="list-style-type: none"> <li><i>Monitor and review all OPS 3 milestones in line with three year planning cycle <b>Mar 2012</b></i></li> </ul>		Operational Director (Older People/ILS)	
Risk Assessment	Initial	High	Linked Indicators	TBC
	Residual	Medium		

## 5.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/8 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
<b>Corporate Health</b>											
There are presently no indicators of this type identified for the service											
<b>Cost &amp; Efficiency</b>											
OP LI 1	Intensive home care as a % of intensive home care and residential care	CP1 AOF7	27.15	32	27	24	28	TBC	28	28	28
OP LI 2	Cost of intensive social care for adults and older people	CP6 AOF35	458.16	613	546	483	476.48	TBC	TBC	TBC	TBC
OP LI 3	Unit cost of home care for adults and older people	CP6 AOF35	15.46	17.00	15.46	13.96	16.16	TBC	TBC	TBC	TBC
<b><u>OP LPI 4</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 5	Ethnicity of older people receiving assessment	CP6 AOF32	0.19	1.67	1.28	1.08	1.1	TBC	1.1	1.1	1.1
OP LI 6	Ethnicity of older people receiving services following assessment	CP6 AOF32	0.00	1.05	1.01	0.95	1	TBC	1	1	1

<sup>1</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/8 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
OP LPI 7	% of older people being supported to live at home intensively, as a proportion of all those supported intensively at home or in residential care	CP1 AOF6	38.28	N/A	N/A	N/A	0.28	TBC	0.29	0.3	TBC
OP LPI 8	% of adults assessed in year where ethnicity is not stated Key Threshold < 10%	CP1 AOF6	0.14	N/A	N/A	N/A	0.5	TBC	0.5	0.5	0.5
OP LPI 9	% of adults with one or more services in year where ethnicity is not stated Key Threshold < 10%	CP1 AOF6	0.08	N/A	N/A	N/A	0.2	TBC	0.2	0.2	0.2
<b>Quality</b>											
OP LI 10	Availability of single rooms for adults & older people entering permanent residential / nursing care	CP1 AOF7	100	100	99	96	100	TBC	100	100	TBC
<u>OP LI 11</u>	Percentage of people receiving a statement of their needs and how they will be met	CP1 AOF7	99	98	98	96	99	TBC	99	99	99

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/8 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
<b>OP LI 12</b>	Clients receiving a review as a %age of adult clients receiving a service	CP1 AOF7	80.64	79	76	69	80	TBC	80	80	80
<b>NI 131</b>	Delayed Transfers of Care	CP1 AOF7	25	36	24	14	25	TBC	25	25	25
<b>OP LI 13</b>	Percentage of items of equipment and adaptations delivered within 7 working days Key Threshold TBC	CP1 AOF4	90.24	94	90	87	92	TBC	93	93	94
<b>NI 132</b>	Timeliness of Social Care Assessments	CP1 AOF7	N/A	N/A	N/A	N/A	* N/A	TBC	TBC	TBC	TBC
<b>NI 133</b>	Timeliness of Social Care packages (Former BVPI 196)	CP1 AOF7	93.15	94	90	88	94	TBC	95	95	TBC
<b>Service Delivery</b>											
<b>OP LI 14</b>	Admissions of supported residents aged 65+ to permanent residential/nursing care (per 10,000 population) key Threshold < 140	CP1 AOF7	63.22	90	84	70	79	TBC	79	79	TBC

\* Targets not set as baseline is not currently known. This is a new National Indicator and is either still in development, or the protocols for collecting and sharing data are yet to be established.

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/8 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
OP LI 15	Household (all adults) receiving intensive homecare (per 1000 population aged 65 or over) Key Threshold > 8	CP1 AOF7	11.43	14.6	12.6	10.8	13	TBC	13	14	TBC
<b>NI 136</b>	People Supported to Live independently through Social Care Services	CP1 AOF5	137.26	N/A	N/A	N/A	128	TBC	130	130	TBC
<b>NI 135</b>	Carers receiving needs assessment or review and a specific carer's service, or advice and information	CP1 AOF7	N/A	N/A	N/A	N/A	* N/A	TBC	TBC	TBC	TBC
<b>NI 125</b>	Achieving independence for Older People through rehabilitation/Intermediate Care	CP1 AOF4	N/A	N/A	N/A	N/A	* N/A	TBC	TBC	TBC	TBC
<b>NI 141</b>	Number of vulnerable people achieving independent living	CP1 AOF4	N/A	N/A	N/A	N/A	76.5%	TBC	TBC	TBC	TBC
<b>Area Partner National Indicators:</b>											

\* Targets not set as baseline is not currently known. This is a new National Indicator and is either still in development, or the protocols for collecting and sharing data are yet to be established.

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/8 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
The indicators below form part of the new National Indicator Set introduced on 1 <sup>st</sup> April 2008. Responsibility for setting the target, and reporting performance data, will sit with one or more local partners. As data sharing protocols are developed, baseline information and targets will be added to this section.											
NI 129	End of life access to palliative care enabling people to choose to die at home	CP1	N/A	N/A	N/A	N/A	N/A	TBC	TBC	TBC	TBC
NI 134	The number of emergency bed days per head of weighted population	CP1	N/A	N/A	N/A	N/A	N/A	TBC	TBC	TBC	TBC
NI 138	Satisfaction of people over 65 with both home and neighbourhood	CP1	N/A	N/A	N/A	N/A	N/A	TBC	TBC	TBC	TBC
NI 139	People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently	CP1	N/A	N/A	N/A	N/A	N/A	TBC	TBC	TBC	TBC

### 5.3 Data Quality Arrangements

Good quality data provides the foundation for managing and improving services, determining and acting upon shared priorities, and accounting for performance to inspecting bodies and the local community.

In recognising this, the Council has developed a Corporate Data Quality Strategy that will provide a mechanism by which the authority can be assured that the quality of its data remains robust and fit for purpose. This strategy, which will remain subject to periodic review, establishes the key dimensions of good quality data and identifies five Key Corporate Objectives namely;

#### Objective 1

To provide assurance to all stakeholders that the quality of data used in decision making and in accounting for and reporting the performance of the authority, either directly or through partnership arrangements, is wholly fit for purpose.

#### Objective 2

That, through a rigorous process of monitoring, review and refinement, the authority's arrangements for securing data quality remain relevant, reliable and robust and that exemplary arrangements for securing data quality are achieved within the medium term

#### Objective 3

That arrangements for securing data quality are widely shared, communicated and understood by all of those with data quality responsibility and that relevant staff are provided with timely and appropriate guidance and support.

#### Objective 4

That all departments, partners and agencies that deliver services on behalf of the Council use complete, accurate and verifiable data which is collected and communicated in an effective and timely manner.

#### Objective 5

That all data used in the calculation of nationally prescribed performance indicators is definition compliant and verifiable and that no such indicators will be amended or qualified as a result of work undertaken by inspecting bodies.

In supporting the delivery of the corporate strategy the department will ensure that appropriate systems and processes are in place to secure the quality of its data and that such systems are subject to periodic and risk based review.

In so doing the department will pay particular attention to the six key dimensions of good quality data i.e. that data is

- **Accurate** For its intended purpose;
- **Valid** By being consistently recorded and used in compliance with predetermined definitions and rules;
- **Reliable** By reflecting stable and consistent data collection processes;
- **Timely** By being made available as soon as possible after the activity or event and in line with organisational requirements;
- **Relevant** For the purpose intended;
- **Complete** In that the monitoring of incomplete, missing or invalid data is avoided.

The Directorate has developed a Performance Management and Data Strategy, which is reviewed and updated on an annual basis. It outlines how the robust Performance and Information Technology management framework operates within the Directorate to provide transparent, accurate and timely services and information

The Strategy underpins the Health & Directorate's commitment to managing and providing IT services and performance information and complements and supports the: -

- Directorate Service Plans
- Corporate Quality Assurance Framework

## 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 2008/09
- 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
- Adults and Working Age, 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**

Objective Reference	High Risk Identified	Control Measure	Deadline	Responsible Officer
OPS1	Availability of specialist housing provision for older people with higher levels of need	<ul style="list-style-type: none"> <li>Strategic review of Housing Strategy; highlighting current gaps.</li> <li>Action plan to be developed and implemented.</li> </ul>	March 2010	Joint commissioning manager (Older People)
	Overall lead from the PCT- may not complete the therapy and long-term conditions service review within timescales.	<ul style="list-style-type: none"> <li>DM lead from OP/ILS to support the process and aim to complete within timescales</li> </ul>	March 2010	DM (ILS)
	PCT may not prioritise negotiations for the responsibility for medication prompts.	<ul style="list-style-type: none"> <li>DM OP/ILS to negotiate with the PCT</li> </ul>	March 2010	DM (Care management)
OPS2	Review of local arrangements for continuing health care is dependant on the national review being completed within timescales.	<ul style="list-style-type: none"> <li>DM (Care management) to work with the PCT to ensure implementation, once national review completed.</li> <li>Options in relation to joint teams will be progressed</li> </ul>	March 2010	DM (Care management)
	Evaluation of the joint service developed with Runcorn PBC is dependant on data availability from the PCT	<ul style="list-style-type: none"> <li>Steering group includes PBC rep and PCT rep.</li> </ul>	March 2010	DM Care management
OPS3	Availability of suitable land and funding to develop extra care housing	<ul style="list-style-type: none"> <li>Development of alternative community services</li> </ul>	March 2010	DM (Planning and commissioning)

**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.



**Policy and Performance  
Department**

**SERVICE PLAN**

**April 2009 to March 2012**

**Executive Board Draft Feb 2009**

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### *Appendices*

*1.0 Corporate Priorities and Key Areas of Focus*

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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 within the diagram opposite.

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 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.
- Through a mix of consultation, engagement and exchange promotes and facilitates a two-way flow of information between the Council and its stakeholders i.e. its staff, local residents, businesses voluntary organisations, and other agencies in Halton.
- Supports policy development and planning through the provision of statistical analysis, 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 (Strategic Risk Management) and on all matters relating to Operational Risk Management, Business Continuity, Health and Safety, and Emergency Planning in partnership with central and regional government departments and emergency services, and provides a 24 hour 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 includes the Chief Executive's Personal Office functions and covers the support of overview and scrutiny provided by the Chief Scrutiny Officer. 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.

## 2.2 Key messages from 2008-09

The two primary areas that have impacted upon the work of the department and these relate to:

### The introduction of a new National Performance Framework

During April 2008 the Audit Commission undertook an independent assessment of the Council<sup>1</sup> to establish how well it engages with and provides leadership to the community, delivers community priorities in partnership with others, and ensures continuous improvement across the range of Council activities.

This assessment concluded that the Council was improving well and that it demonstrated a maximum 4 star rating for overall performance. The report concluded that

*'Halton Borough Council is performing strongly in tackling the borough's significant local challenges. Visionary leadership, strong partnership working and a track record of delivering major projects has led to good outcomes for local people'.*

As a result of this, and other inspection activity during the year, there are a number of areas that have been identified which have particular significance for the department and where the opportunities to gain further improvement exist i.e.

- Further improving performance management arrangements to ensure the delivery of key objectives of the Halton Strategic Partnership.
- Improving the consistency of the Council's scrutiny arrangements.
- Developing a more consistent approach to community engagement.

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<sup>1</sup> The Audit Commission Corporate Assessment Report can be found at <http://www.audit-commission.gov.uk/cpa/authority.asp?CategoryID=ENGLISH^576^LOCAL-VIEW^AUTHORITIES^111063>

These issues, which present an immediate priority for the department, will be taken forward through the development and implementation of Action Plans.

A number of changes have occurred during 2007 -08 that have a direct impact upon the work of the department and these largely relate to the introduction of a revised national performance framework, the principles of which were established within the 2006 Local Government white Paper 'Strong and Prosperous Communities'<sup>2</sup>.

This framework will see the existing Comprehensive Performance Assessment (CPA) arrangements, which largely focus upon the work of individual Councils, being replaced by a Comprehensive Area Assessment (CAA), which will focus more upon the outcomes being delivered to communities by a range of local agencies working collectively and in partnership,

The implementation of this framework began with the introduction of a new nationally prescribed National Indicator Set (NIS) from the 01<sup>st</sup> April 2008, and the negotiation, between local agencies and central government, of a new Local Area Agreement (LAA) from June 2008.

In light of these arrangements there is a need for existing performance arrangements to be reviewed to ensure that they remain fit for purpose and that the Council works effectively with all local agencies and organisations through the Halton Strategic Partnership.

The new national indicator set will involve the use of the same information within a number of different forums and to avoid the risk of duplication and overlap there is a need to review existing arrangements for the collection, sharing and presentation of information in order that it can be collected once and used numerous times. As a result the department will give priority to a review of existing processes and software applications to ensure that the Council and its partners can maximise the potential of available resources and ensure that its performance management arrangements remain effective and efficient.

### Resilience

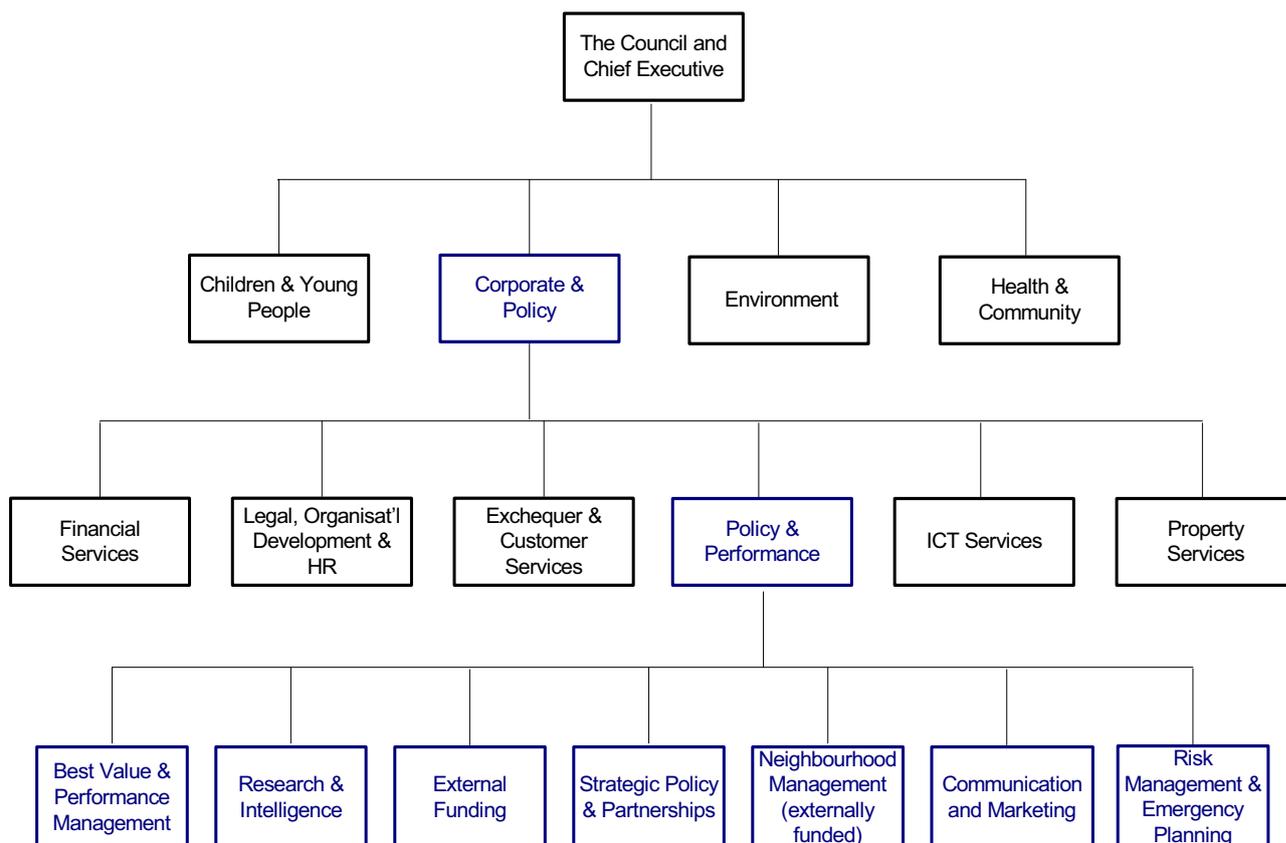
Events both in the UK and abroad have emphasised the importance of being prepared to respond to both natural calamities and terrorist threats.

Flooding within the UK prompted a review of our emergency plans and the undertaking of a flood risk assessment. Such reviews, assessments and exercises to test the robustness of arrangements will continue to be a priority for the department during the medium term.

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<sup>2</sup> White paper can be found at <http://www.communities.gov.uk/publications/localgovernment/strongprosperous>

## 2.3 Organisational Structure



## 3.0 FACTORS AFFECTING THE SERVICE

### 3.1 External Factors

#### Political

The government is committed to providing local residents with greater opportunity to express their views on decisions affecting their area, and to be engaged in decisions about the design and delivery of local services. This means, for example, more information being available in an accessible form, more community engagement through mechanisms like participatory budgeting, and public involvement in scrutiny of public service provision.

The implications of this for the department are that we need to review our community engagement strategy, look at how we publish information about performance, and continue to develop area arrangements as a means of engaging with our more deprived communities.

Another strand of the government agenda signalled in the 2006 "Strong and Prosperous Communities" White paper is the devolution to regions and sub-regions.

This theme was developed in the Sub National Review of Economic Development and measures are included in the Local Democracy Bill etc. For Halton this means supporting the continuing development of governance arrangements for the Liverpool City Region, and engagement with the new regional processes.

### **Economic**

The current economic recession will have a considerable impact on the Council. Income will be reduced in some areas, and demand for some services will increase. Whilst this will not directly affect Policy and Performance, there will be indirect consequences through pressure on the Council's budgets.

The recession will affect our ability to achieve our objectives and targets for Halton, and the department will be providing policy advice to the Council and the strategic partnership on reviewing local and sub-regional targets, renegotiating the Local Area Agreement (LAA) at the annual refresh, and on possible policy responses to mitigate the effects of the recession on local businesses and residents.

Continued pressure on Council budgets will require sustained and systematic efforts to identify more efficient ways of working. An Efficiency Review has commenced with partners KPMG, and the department will be supporting this work through the project office, and where appropriate through support for service reviews. The Efficiency Review will have direct implications for the future role and structure of the department since much of our work falls under the heading of non-transactional support services (e.g. communications, policy, performance management) and will be subject to review.

A number of services benefit from time limited external funding such as Neighbourhood Management (Neighbourhood Element funding expires 2010) and the Halton Strategic Partnership (Working Neighbourhoods Fund is only committed up to 2011). As government prioritises investment in the economy, it is likely that these funding streams will be affected to some extent, and planning of exit strategies is essential.

### **Social**

One of Halton's major challenges is the gap that exists between the quality of life in different parts of the Borough. It is not yet clear how the economic recession will affect this pattern of inequality.

The department will continue to provide policy support to corporate and partnership work on reducing inequalities and improving community cohesion. Neighbourhood Management is a key tool in addressing these gaps.

## **Technological**

As more residents have access to and make use of the internet, the Council's web-site becomes an ever more important tool, not only for communication, but for the transaction of business with our customers. The software that supports the web-site is dated and needs replacing. The upgrade will allow the site to be better managed, and make it easier to keep the information it contains up to date. The department will be implementing these changes in conjunction with a council wide network of content providers.

Not all residents benefit from easy access to, or the skills to make use of, the internet and this brings with it exclusion, not just from Council services, but from other activities. A pilot project is being established in one of the neighbourhood management areas to establish ways in which such barriers to access can be overcome.

## **Legislative**

The government's commitment to increased participation is mentioned under "political factors" above. Recent and planned legislation include:

- Statutory guidance under the Local Government and Public Involvement in Health Act 2007, including the "duty to involve".
- The Local Democracy, Economic Development and Construction Bill published December 2008
- The Community Engagement Bill, planned for 2009/10

These pieces of legislation will affect the way that Council operates, and in response the department will:

- Support the review and development of Council and partnership engagement strategy.
- Publish information about services and performance in an accessible and understandable format.
- Gather customer intelligence through for example the use of surveys and focus groups,
- Support the review of Customer Focus by the Corporate Services Policy and Performance Board
- Continue to develop Neighbourhood management arrangements (subject to continued funding).

The government review of the Civil Contingencies Act (2004) is likely to lead to revised legislation and guidance in 2011. The results of this in terms of the work of the department, and the monitoring arrangements that will be necessary will become clearer as we move forward.

## **Environmental**

The Council joined 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.

Consideration will be given throughout the life of this Service Plan to ways in which support can be given to the action plan and to identify and implement opportunities to reduce any negative contribution to Climate Change and to promote best practice in the reduction of carbon emissions. The Policy and Performance Department's main use of energy is through its occupation of office space and use of transport. It will contribute to the programme by:

- Providing policy support to developing and performance managing the delivery of the Council's strategy
- Promoting carbon management to partners through for example its engagement within Local Strategic Partnership
- Making sure that the Community strategy is based on sustainable principles
- Including a target for CO<sub>2</sub> reduction in Halton in the Local Area Agreement
- Through working to continue to reduce the use of paper and energy. For example an electronic version of the staff magazine "InTouch" is to be introduced for those staff who have access to IT, so reducing printing and energy consumption
- Working with colleagues in other Council departments and particularly with residents in the Neighbourhood Management Areas to identify ways of increasing recycling.

### 3.2 Service Developments

There have been a number of reviews and examinations of departmental activity during the preceding 12 months. Such examinations and considerations have included service reviews, consultation and benchmarking exercises as illustrated below.

- a. The CPA Corporate Assessment which was undertaken by the Audit Commission in April 2008 that considered all aspects of the Councils work. The results of this review are referred to in more detail within section 2.2 of this plan.
- b. As a result of this assessment and other factors new procedures have been put in place in readiness for legislative changes and to strengthen the management and outcomes of the overview and scrutiny process, for example the development of a rolling work programme and recommendation follow through.
- c. The review of Performance Management arrangements by the Corporate Services Policy & Performance Board resulted in recommendations being approved by Executive Board in November 2008. The proposed changes will help to address some of the findings of the Corporate Assessment and will simplify arrangements between the Council, the LSP and our partners. Policy and Performance will be responsible for making this happen, and working arrangements will be changed to integrate partnership and Council arrangements, and introduce more flexible software.
- d. A review by the Corporate Service Policy and Performance Board of the handling of customer and resident complaints was completed. Recommendations for changes to the Corporate Complaints system, which is administered by this department, about wider complaint handling and about customer care within the Council were approved by Executive Board in order to improve satisfaction with the way complaints are handled. A further piece of work is now underway to develop a customer service strategy and to use the government customer excellence standard as a benchmark against which to measure current practice.
- e. The annual Audit Commission review of the Council's arrangements for securing data quality concluded that throughout the Council there was a commitment to maintaining and improving the quality of data and that all performance indicators selected for sampling were fairly stated and accurate. The Commission also made a number of recommendations as to how further improvement could be achieved and these have now been integrated into an existing work plan the delivery of which will ensure the Council has in place an organisational framework, and effective processes to further secure the quality of its data.

- f. A review of Neighbourhood Management arrangements was conducted in 2008 by a Government funded Neighbourhood Renewal Advisor. The findings were considered by the Neighbourhood Management Board in July 2008 and an action plan was agreed, part of which is to develop a business case for the continuation of Neighbourhood Management arrangements after the current funding expires.

Consultation and engagement activities have included:

- a. The Places Survey, which was conducted at the end of 2008. This is a perception survey conducted by all local authorities to a nationally prescribed format. It replaces the old Best Value Satisfaction Survey. There are many similarities, but the Places Survey covers other public services in Halton, and will feed into the National Indicator set.
- b. A number of events took place in the Neighbourhood Management areas to engage residents in Neighbourhood Management activities, 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.
- c. A number of surveys of our Halton 2000 Residents Panel have been conducted.

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. The Council joined the PWC benchmarking club for unitary and metropolitan authorities. Presentations on comparative performance were made to both Management Team and the Executive Board. Performance on the last year of Best Value Performance Indicators showed a good rate of improvement, and overall high performance compared to other unitary authorities, but a number of areas for improvement were identified. Club membership allows the Council to have a better understanding of its relative performance and to identify any specific areas where performance opportunities exist.
- b. A customer service strategy has been developed following the benchmarking of best practice and a visit to a comparable authority.
- c. The Halton Data Observatory has provided benchmarking nationally and locally against a variety of strategic and operational performance data. This allows the Council and other partner agencies to track present levels of progress and to map inequalities as a basis for future strategy and policy development
- d. The department took part in the KPMG review which benchmarked the Council as a whole against other authorities on cost and staffing. This has provided important baseline information in preparation for the forthcoming Council wide efficiency review.

### **3.3 Efficiency Improvements**

During 2008 - 09 the department made a number of efficiency savings primarily through its procurement arrangements, such as the review and renewal of the contract for the Council's staff newsletter, Inside Halton, and changes to advertising arrangements. Further evaluations of the way in which the Council procures its design and printing services, and the advertising of employment vacancies will be undertaken during the current financial year.

Savings have also been made through a review and revision of staffing arrangements within the department and such arrangements will be subject to further review as we progress through the year.

The work of the department will also be considered as part of the review of non-transactional support services as well as the organisational review of current management structures and administrative support arrangements.

### **3.4 National Regional and Sub-regional Focus**

The changes in national policy affecting the service have been referred to elsewhere - the emphasis on localities through the LSP and LAA; the new performance framework; and the duty to involve have had direct implications for policy and partnership working. As mentioned above, a review of performance management has sought to reduce duplication across the Council and partnership systems and introduce more consistency.

The sub-national review of economic development has emphasised the importance of the city region, and the external funding division has co-ordinated the Council's response through the Halton in the Region members and officers groups. The development of the Liverpool City Region MAA (Multi Area Agreement) has required sub-regional co-ordination, and it is important that it is consistent with our own LAA. The implications for the Policy and Performance department are that we need to develop closer working between sub-regional and local policy development and performance management.

Whilst Halton is statutorily part of the Cheshire, Halton and Warrington Local Resilience Forum (LRF) for emergency planning purposes, greater involvement and co-operation took place with the Merseyside LRF in 2008 to build cross-border resilience. This included the Chief Executive and Leader attending a joint training event with their opposite numbers in Merseyside. This co-operation will continue through the service plan period.

A further change in the region has been the re-organisation of Local Government in Cheshire. An immediate consequence of this is that the Emergency Planning consortium which Halton B.C. manages on behalf of the 6 Cheshire Districts will cease 31<sup>st</sup> March 2009. Although this will free up some management time it will be more than offset by the loss of additional capacity the extra staff provided.

### **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.

The department has provided policy support to the development of corporate policies and procedures, and has supported the development of a partnership equalities group to ensure that a consistent approach is taken by our partners. This remit has now extended to community cohesion, and some specific work has taken place with Riverside College and Council services to assist the integration of Libyan students.

### **3.6 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.

### 3.7 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

### 4.2 Human Resource Requirements

The following table details the departmental staffing levels for the period 2008 to 2012

Staffing levels	2008/09	2009/10	2010/11	2011/12
Operational Director	1	1	1	1
Chief Executives Personal Office	3	3	3	3
Best Value & Performance Management	7.6	7.6	7.6	7.6
Communications & Marketing	8.5	8.5	8.5	8.5
Research & Intelligence	6.5	6.5	6.5	6.5
Risk Management & Emergency Planning	10 <sup>3</sup>	7	7	7
Strategic Policy & Partnerships	7.3	6.5	6.5	6.5
External Funding <sup>4</sup>	13	13	13	13
Neighbourhood Management <sup>5</sup>	5	5	5	5
Chief Scrutiny Advisor <sup>6</sup>	1	1	1	1
<b>Total</b>	<b>62.9</b>	<b>59.1</b>	<b>59.1</b>	<b>59.1</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 2012. This will of course be subject to the Efficiency Review.

<sup>3</sup> Includes 3 posts that are hosted on behalf of Cheshire Consortium ending 31 March 2009

<sup>4</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>5</sup> The neighbourhood management team is externally funded by LAA Grant Neighbourhood Element up to March 2010, and are on fixed term contracts related to the duration of the grant. Continuation for 20010-12 is subject to identification of further funding.

<sup>6</sup> The Chief Scrutiny Advisor forms part of the Director of Corporate and Policy's office

### **4.3 ICT Requirements**

A review of performance management arrangements in 2008 highlighted the need for improved software. Procurement of a suitable software solution will take place in 2008/09 for implementation in 2009/10

The software that manages the content of the Council's website is no longer supported by the supplier because of its age. An upgrade is to be implemented which will make it easier for content managers to keep the site up to date, and will provide a greater degree of management control over the process.

### **4.4 Accommodation and Property Requirements**

It is not anticipated at the time of writing the plan that the accommodation needs of the department will change over the medium term.

## 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 2009–12, 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)

## 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 Efficient Service Delivery</b>
<i>Key Area of Focus: 31</i>	<i>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.</i>

<b>Service Objective: PPO1</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) (09/10)</b>	<ul style="list-style-type: none"> <li>• Monitor performance against Community Strategy targets and review delivery plans <b>June 2009</b><sup>1</sup>.</li> <li>• Monitor and review progress in delivering Local Area Agreement targets with partners and agree refresh government office <b>March 2010</b><sup>1</sup></li> <li>• Monitor &amp; review MAA progress with city region partners and agree refresh with GONW <b>March 2010</b></li> <li>• Review Halton Data Observatory and partnership data arrangements, and upgrade <b>March 2010</b><sup>1</sup></li> <li>• Complete mid-term review of Sustainable Community Strategy and adopt <b>June 2009</b><sup>1</sup></li> <li>• Complete mid-term review of Corporate Plan and adopt <b>December 2009</b><sup>1</sup></li> <li>• Complete design of and undertake survey of Consulting Halton Communities - <b>November 2009</b></li> <li>• Analyse, evaluate and disseminate results to relevant audiences - <b>March 2010</b>.</li> </ul>
<b>Key Milestone(s) (10/11)</b>	<ul style="list-style-type: none"> <li>• Monitor performance against Community Strategy targets and review delivery plans <b>June 2010</b><sup>1</sup></li> <li>• Monitor and review progress in delivering Local Area Agreement targets with partners and agree refresh with government office <b>March 2011</b><sup>1</sup></li> <li>• Monitor &amp; review existing MAA progress and negotiate new MAA with city region partners and GONW <b>March 2011</b></li> <li>• Following consultation and engagement, adopt new Sustainable Community strategy and new corporate plan for the period April 2011 on wards. <b>March 2011</b><sup>1</sup></li> <li>• Negotiate new Local Area Agreement 2011-2014 <b>March 2011</b><sup>1</sup></li> <li>• Agree local questions for Places Survey 2010 and commission it <b>September 2010</b><sup>1</sup></li> <li>• HSPB to agree exit strategy for end of WNF funding. <b>Sept 2010</b><sup>1</sup></li> <li>• Complete design of and undertake Place Surveys - <b>December 2010</b></li> <li>• Analyse, evaluate and disseminate results to relevant audiences - <b>March 2010</b></li> </ul>

<b>Corporate Priority 6</b>	<b>Corporate Effectiveness and Efficient Service Delivery</b>
<i>Key Area of Focus: 31</i>	<i>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.</i>

<b>Service Objective: PP01 cont'd</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.					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> <li>• Monitor performance against Community Strategy targets and review delivery plans <b>June 2011</b><sup>1</sup></li> <li>• Monitor and review progress in delivering Local Area Agreement targets with partners <b>March 2012</b><sup>1</sup></li> <li>• Monitor and review progress delivery of MAA with city region partners <b>March 2012</b></li> <li>• Complete design of and undertake survey of Consulting Halton Communities - <b>November 2011</b></li> <li>• Analyse, evaluate and disseminate results to relevant audiences - <b>March 2012</b>.</li> </ul>					
<b>Risk Assessment</b>	Initial		<b>Responsible Officer</b>	Operational Director <sup>1</sup> / Head of Research & Intelligence	<b>Linked Indicators</b>	
	Residual					

<b>Corporate Priority:</b>	<b>Corporate Effectiveness and Efficient Service Delivery</b>
<i>Key Area of Focus: 32</i>	<i>Building on our customer focus by improving communication, involving more service users in the design and delivery of services and ensuring equality of access.</i>

<b>Service Objective: PPO2</b>	Improve the quality and effectiveness of the Council's external communications				
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> <li>• Implement new website content management system and migrate content <b>May 2009</b></li> <li>• Review key messages <b>April 2009</b></li> <li>• Carry out internal communications survey <b>April 2009</b></li> <li>• Update Communications Guide; Media Guide; Style Guidelines <b>October 2009</b></li> <li>• Evaluate Advertising contract <b>September 2009</b></li> <li>• Review arrangements for communicating in a crisis <b>June 2009</b></li> </ul>				
Key Milestone(s) (10/11)	<ul style="list-style-type: none"> <li>• Review new arrangements for design and print procurement <b>September 2010</b></li> <li>• Update communications strategy and supporting action plans</li> <li>• Review InTouch contract with option to extend <b>December 2010</b></li> <li>• Review Inside Halton contract <b>December 2010</b></li> <li>• Issue new A-Z guide to services <b>August 2010</b></li> </ul>				
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> <li>• Retender InTouch contract <b>December 2011</b></li> </ul>				
<b>Risk Assessment</b>	Initial		<b>Responsible Officer</b>	Communications Manager	<b>Linked Indicators</b>
	Residual				

<b>Corporate Priority:</b>	<b>Corporate Effectiveness and Efficient Service Delivery</b>
<i>Key Area of Focus: 32</i>	<i>Building on our customer focus by improving communication, involving more service users in the design and delivery of services and ensuring equality of access.</i>

<b>Service Objective: PPO3</b>	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.				
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> <li>• Produce NM update quarterly.</li> <li>• Complete residents Survey and undertake analysis – <b>February 2010.</b></li> <li>• Complete and submit Business Case for NM funding beyond April 2010 – <b>September 2009</b></li> </ul>				
Key Milestone(s) (10/11)	• Not applicable <sup>7</sup>				
Key Milestone(s) (11/12)	• Not applicable				
<b>Risk Assessment</b>	Initial	Low	<b>Responsible Officer</b>	Director of Neighbourhood Management	<b>Linked Indicators</b>
	Residual	Low			

<sup>7</sup> Future milestones beyond April 2010 can only be determined once future funding arrangements have been finalised.

<b>Corporate Priority: 6</b>	<b>Corporate Effectiveness and Efficient Service Delivery</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: PP04</b>	To ensure that the organisation remains fit for purpose through the ongoing development of Business Continuity, Risk Management, and Health and Safety arrangements.					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> <li>• Implement Action Plan and further review arrangements for business continuity in Directorates - <b>December 2009</b>.</li> <li>• Review the embededness of strategic risk management arrangements - <b>December 2009</b></li> <li>• Corporate Risk Group to Review Corporate &amp; Directorate Risk Registers, provide appropriate performance monitoring reports and deliver manager and member training by <b>December 2009</b>.</li> <li>• Secure external accreditation for Health &amp; Safety - <b>March 2010</b>.</li> <li>• Review the Council's preparedness for pandemic flu and have appropriate plans in place - <b>March 2010</b></li> </ul>					
Key Milestone(s) (10/11)	<ul style="list-style-type: none"> <li>• Continued reviews of the provision of these services against any proposed changes in Council structures an government guidance</li> </ul>					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Head of Risk Management	<b>Linked Indicators</b>	
	Residual	Medium				

<b>Corporate Priority: 6</b>	<b>Corporate Effectiveness and Efficient Service Delivery</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: PP05</b>	Improve the effectiveness of the overview and scrutiny framework for the Council to deliver efficient, effective and high quality services through a programme of continuous improvement.					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> <li>• Develop a functioning overview and scrutiny gateway and web area - <b>July 2009</b>.</li> <li>• Integrate relevant legislation and guidance into Halton's overview and scrutiny framework - <b>October 2009</b>.</li> <li>• Agree 2009 – 10 Policy &amp; Performance Board Work Programmes - <b>June 2009</b>.</li> </ul>					
Key Milestone(s) (10/11)	<ul style="list-style-type: none"> <li>• Review overview and scrutiny arrangements and where appropriate make recommendations for improvement <b>October 2010</b>.</li> <li>• Agree 2010 – 11 Policy &amp; Performance Board Work Programmes - <b>June 2010</b></li> </ul>					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> <li>• Carry out assessment of O &amp; S impact on decision making processes - <b>November 2011</b>.</li> <li>• Agree 2011 – 12 Policy &amp; Performance Board Work Programmes - <b>June 2011</b></li> </ul>					
<b>Risk Assessment</b>	Initial		<b>Responsible Officer</b>	Head of Overview and Scrutiny	<b>Linked Indicators</b>	
	Residual					

## 6.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref <sup>8</sup>	Description	Corp. Plan Priority	Halton 2007/08 Actual	2007/08 Quartiles <sup>9</sup> (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12

### Corporate Health

NI 1	% Of people who believe that people from different backgrounds get on well together	CP 6 AOF 32	77 BVUS <sup>10</sup>	84 BVUS	80 BVUS	76 BVUS		TBA (Places Survey)	N/A No survey	TBA	N/A No survey
NI 2	% Of people who feel that they belong to their neighbourhood.	CP 6 AOF 32	N/A					TBA (Places Survey)	“ “ “	“ “ “	“ “ “
NI 4	% Of people who feel that they can influence decisions in their locality.	CP 6 AOF 32	34 BVUS	29 BVUS	26 BVUS	23 BVUS		TBA (Places Survey)	“ “ “	“ “ “	“ “
NI 5	Overall / general satisfaction with local area.	CP 6 AOF 32	66 BVUS	82 BVUS	76 BVUS	69 BVUS		TBA (Places Survey)	“ “ “	“ “ “	“ “
NI 37	Awareness of civil protection arrangements in the local area	CP 6 AOF 33	New PI for 2008					TBA (Places Survey)	“ “ “	“ “ “	“ “ “
<b><u>PPLI 1</u></b>	% Of LAA WNF Spend (%)	CP6 AOF 34	100				100		100	100	100
PPLI 2	% Of neighbourhood element funding committed / spent	“ “ “	100				100	TBA	100	100	100
PPLI 3	% Of Departments with up to date Business Continuity Plans	CP 6 AOF 33	100				100	TBA	100	100	100

<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

<sup>10</sup> BVUS = 2006 Best Value user Survey

Ref	Description	Corp. Plan Priority	Halton 2007 /08 Actual	2007/08 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/09 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12

**Corporate Health cont'd**

<b><u>PPLI 4</u></b>	% Of Departments with up to date Risk Registers	CP 6 AOF 33	100				100	TBA	100	100	
PPLI 5	Number of accidents resulting in injuries to staff	CP 6 AOF 40	38				50	TBA	45	41	35
PPLI 6	% Of employees attending emergency planning training exercises.	“ “ “	100				100	TBA	100	100	
PPLI 7	% Of invoices paid within 30 days	CP 6 AOF 33	93				94	TBA	95	96	97
PPLI 8	Number of Team Brief feedback forms returned – average per month		12				15	TBA	25	35	50

**Cost and Efficiency**

<b><u>PPLI 9</u></b>	% Of departmental working days lost due to sickness absence.	CP 6 AOF 40	4.5				4.0	TBA	4.0	3.8	3.5
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Ref <sup>11</sup>	Description	Corp. Plan Priority	Halton 2007/08 Actual	2007/08 Quartiles <sup>12</sup> (All England)			Halton 2008/9 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12

### Fair Access

PPLI 10	The duty to report Race Equality (Does the authority have a Race Equality scheme in place (%))	CP 6 AOF 32	84	84	79	63	84				
NI 140	Fair treatment by local services	“ “ “	N/A				N/A	TBA (Places Survey)	N/A No survey		N/A No survey

### Quality

PPLI 11	Overall satisfaction with the communications of the Council (%)	CP 6 AOF 32	48 (2006)				N/A	TBA	N/A No survey	55	N/A No sur
PPLI 12	Satisfaction with internal communications of the Council (%)	“ “ “	71.9				75	TBA	78	78	80
PPLI 13	% of people satisfied or more than satisfied with visit to Council website <a href="http://www.halton.gov.uk">www.halton.gov.uk</a>		82				85	TBA	90	93	95
PPLI 14	Satisfaction with InTouch magazine		81.6				85	TBA	87	90	90
PPLI 15	Satisfaction with Inside Halton magazine		New for 2009				N/A	TBA	80	85	85

<sup>11</sup> Key Indicators are identified by an **underlined reference in bold type**.

<sup>12</sup> No quartile data is available for local performance indicators

Ref <sup>13</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/08 Quartiles <sup>14</sup> (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	

### Quality cont'd

PPLI 16	% of residents in Halton's NM pilot areas reporting an increase in satisfaction with their neighbourhoods.	" " "	47 Telephone survey				N/A Survey undertaken every 2 years		50	N/A Survey undertaken every 2 years	N/A
PPLI 17	% of NM pilot area residents who feel that they can influence decisions affecting their local area	" " "	32.9 Telephone Survey				N/A Survey undertaken every 2 years		40	N/A Survey undertaken every 2 years	
PPLI 18	% of residents in NM pilot areas engaged in Neighbourhood Partnership activity.	" " "	New for 07/ 08				Baseline established		Baseline +10%		↑

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### Service Delivery

PPLI 19	Value of external funding bids supported (£000's)	CP 6 AOF 34	1722				1000	TBA	1000	1000	1000
PPLI 20	% of milestones and objectives within annual Neighbourhood Management Action Plan achieved.	" " "	76				80		85	N/A	N/A

<sup>13</sup> Key Indicators are identified by an **underlined reference in bold type**.

<sup>14</sup> No quartile data is available for local performance indicators

## 5.3 Data Quality

Good quality data provides the foundation for managing and improving services, determining and acting upon shared priorities, and accounting for performance to inspecting bodies and the local community.

In recognising this, the Council has developed a Corporate Data Quality Strategy that will provide a mechanism by which the authority can be assured that the quality of its data remains robust and fit for purpose. This strategy, which will remain subject to periodic review, establishes the key dimensions of good quality data and identifies five Key Corporate Objectives namely;

### Objective 1

To provide assurance to all stakeholders that the quality of data used in decision making and in accounting for and reporting the performance of the authority, either directly or through partnership arrangements, is wholly fit for purpose.

### Objective 2

That, through a rigorous process of monitoring, review and refinement, the authority's arrangements for securing data quality remain relevant, reliable and robust and that exemplary arrangements for securing data quality are achieved within the medium term

### Objective 3

That arrangements for securing data quality are widely shared, communicated and understood by all of those with data quality responsibility and that relevant staff are provided with timely and appropriate guidance and support.

### Objective 4

That all departments, partners and agencies that deliver services on behalf of the Council use complete, accurate and verifiable data which is collected and communicated in an effective and timely manner.

### Objective 5

That all data used in the calculation of nationally prescribed performance indicators is definition compliant and verifiable and that no such indicators will be amended or qualified as a result of work undertaken by inspecting bodies.

In supporting the delivery of the corporate strategy the department will ensure that appropriate systems and processes are in place to secure the quality of its data and that such systems are subject to periodic and risk based review. In so doing the department will pay particular attention to the six key dimensions of good quality data i.e. that data is

- **Accurate** For its intended purpose;
- **Valid** By being consistently recorded and used in compliance with predetermined definitions and rules;
- **Reliable** By reflecting stable and consistent data collection processes;
- **Timely** By being made available as soon as possible after the activity or event and in line with organisational requirements;
- **Relevant** For the purpose intended;
- **Complete** In that the monitoring of incomplete, missing or invalid data is avoided.

In supporting the delivery of the Council's data quality arrangements the department has taken a lead role in establishing the Council's Data Quality Lead Officer Group. This group, which has representation from each of the Council's Directorates, supports the Council's Data Quality Primary Officer (Strategic Director, Corporate & Policy) in the delivery and implementation of agreed actions to further secure and improve the Councils data quality management arrangements.

Additionally the department has established a system whereby responsibility for the calculation national performance indicators is attributable to named officers and can be validated. It has been necessary to refine these arrangements in light of the introduction of the new performance framework and further work will be undertaken during 2009 – 10 to extend this assurance beyond the nationally reported indicator set.

## 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

## Appendix 1

# 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.



# Preventative Services

## SERVICE PLAN

**April 2009 to March 2012**

Executive Board Draft 2009

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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**

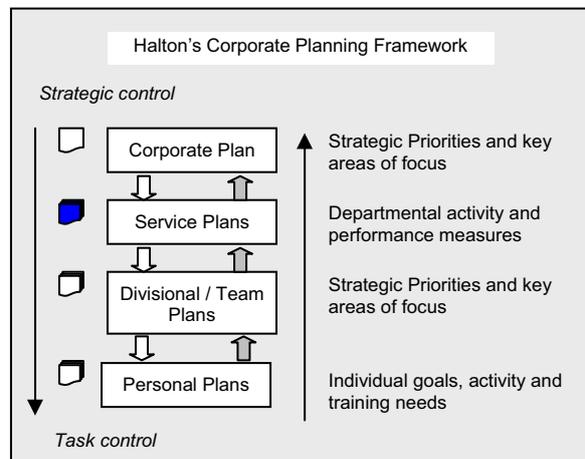
Departmental Service Plans form an integral part of the authority's corporate planning framework, as illustrated opposite.

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 associated Areas of Focus that have been most influential in the development of the service plan are;

**A Healthy Halton**

Area of Focus 3

Delivering programmes of education to improve the health of Halton residents.

**Children & Young People in Halton**

Area of Focus 13

Improving the educational attainment of pupils in Halton, by providing effective teaching and school support

Area of Focus 18

To reduce the conception rate amongst women under 18 by providing awareness, education and relevant support

Area of Focus 19

To ensure a safe environment for children where they are supported and protected from abuse and neglect

## 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 stop their needs escalating. Historically, this Department 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 level.

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 where appropriate on the following basis: borough wide, towns, localities and individual child/family. These will be geographical areas across the borough all of which will offer extended services for families, children and young people depending on the need in that area. Within each locality services will include access to Sure Start Children's Centres, Early Education integrated with Childcare, Extended Services in Schools, Health and Family Support and integrated youth support arrangements.

A further feature of this Department is the active commissioning of services from external agencies, characterising some shift from being a direct provider of services to one of that as a commissioner. All 3 Divisions have significant areas of work delivered through external partners on performance contracts.

The **Children, Families and Extended Services Division** is responsible for implementation of the National Childcare Strategy in Halton. The strategy is driven by the Childcare Act 2006, which 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. 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 settings and emphasises the need to draw upon the relevant and valuable expertise within the Private and Voluntary sectors.

The Division also has a lead role in implementing the Government's vision of a 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 support parents who are seeking to return to work with employment related services, which will help lift families out of poverty. Children's Centres are 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 is to improve outcomes for young children as set out in Every Child Matters, with a particular focus on the most disadvantaged.

The Children & Families Extended Services Division also leads on Extended School developments combining work in this area with extended service delivery through children's centres also. The governments 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, health and family support.

The **Access Division** provides support for improving school attendance, the provision of education for pupils who are unable to attend school and the licensing of child employment and performance through the Educational Welfare Service. It also provides the Behaviour Support function. The division manages the process around Exclusions from School, and provides the Pupil Referral Units (KS3 and KS4), Gateway (Alternative Curriculum Brokerage) and Gateway Plus (NEET Intervention Project). The Access Division oversees Children Educated at Home and the education of Travellers/Refugees/EAL and takes a lead on Safeguarding in the Education sector. Increasingly linkages are being made through working with young people who are persistently absent from school to the NEET agenda, and the Division is focussing time on identifying and targeting support to young people at risk of becoming NEET.

**Integrated Youth Support:** Following the publication of Youth Matters Next Steps and PS14 in October 2007, steps are being taken towards developing integrated and targeted youth support. Locally our vision is "to enable all young people to have a positive, safe and rewarding experience in their teenage years, and to make a successful transition to adulthood – equipped with good education,

job prospects and social skills, and to be engaged as citizens capable of making effective choices with access to increasing opportunities”.

A change plan is in place which will ensure the delivery of youth support within needs led, locality based services. Integral to narrowing the gap in Halton will be the development of the Targeted Youth Support strand within the wider IYSS strategy.

A complimentary development of the above is the targeting of services for sexual health and substance misuse. A range of preventative measures developed in conjunction with the National Treatment Agency are ensuring the emphasis is on preventing drug and alcohol misuse and the transmission of sexual infections.

Key objectives are to secure increased participation in education, employment and training; increased participation in positive activities; reduced usage and access to substance misuse; reduction in under 18 conception rates; and reduction in the number of young people entering the criminal justice system.

**PSHE Education and Citizenship Key Stage 1 and 2** 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.

**Health Inequalities:** The ‘Ambition for Health’ programme has been developed by NHS Halton and St Helens following an extensive consultation process. The programme sets a number of challenging targets to improve health and tackle inequalities across the two boroughs. The aims of the programme are;

- To support a healthy start in life
- To reduce poor health relating from preventable causes
- To ensure people get the best possible care and support
- To provide services which meet the need of vulnerable groups
- To ensure people have access to excellent access to services and facilities
- To play our part in strengthening communities

Health inequalities has been recognised as one of the three key priorities for the Children’s Trust and the Preventative Services Department will lead on the Directorates contribution to Ambition for Health. The lead responsibility lies with the Director of Public Health, however the department will make a significant contribution towards these aims through its services. In particular the service objectives relating to early intervention (PS1), sexual health (PS2) and health inequalities (PS7) will underpin the Directorate’s contribution to improving health for all children and young people living in Halton.

## 2.2 Key Messages

### Joint Area Review

Children's Services received an excellent report following the Joint Area Review (JAR) of services to children and young people in spring 2008. The JAR graded the performance of children's services in Halton across 5 areas rating performance from 1 - inadequate to 4 – Outstanding and the grades are shown below;

	Local services overall
Safeguarding	4
Looked after children	3
Learning difficulties and/or disabilities	3
Service management	3
Capacity to improve	4

JAR inspectors stated that the partnership approach to improving outcomes for children and young people was key to Halton's success. They commented on the high quality of staff they encountered and were impressed with their calm, committed approach.

The main findings included:

- Safeguarding children in Halton is outstanding, with sustained high performance, including child protection, underpinned by very strong joint working, robust policies and procedures.
- Local services for looked after children are good – children live in safe, stable placements and receive good care. However there are low numbers in education, employment or training or in permanent accommodation.
- The Council and its partners have made rapid progress over the last three years in developing a well-planned inclusion strategy for children and young people with learning difficulties and/or disabilities.
- The local authority and its partners are very responsive to young people's views and opinions.
- Service management is good, with outstanding capacity to drive further improvement. Highly effective leadership provides clear direction.

A Halton JAR Improvement Plan has been produced which describes how we, in Halton, are to deliver on the issues noted in the JAR report. The key actions identified relating to Preventative Services are;

- Agree communicate and implement the detail of the Integrated Youth Support and development arrangements
- Increase the number of young people in education employment and training

A draft Integrated Youth Support Strategy is currently out for consultation across partner agencies and a delivery model being developed in which an integrated management structure will drive an extensive range of choices/options for young people. IYSS was chosen to pilot the population centric workforce development model and the learning from the pilot will inform future developments.

A detailed analysis and profile of the NEET cohort has been established to identify the factors leading to young people becoming NEET. This intelligence is informing the NEET strategy and action plan.

A key mechanism to support the delivery of improvements against all of these areas is the development of a Joint Intelligence and Commissioning Unit to provide an integrated support function for the Children's Trust. This is outlined in more detail in Section 2.2.5.

### **Annual Performance Assessment**

Children's services are also subject to an annual performance assessment by Ofsted. The results were released in December 2008 and performance was judged as outstanding across 4 of the 6 outcome areas. The grades are shown below;

<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	4
Making a Positive Contribution	4
Achieving Economic Well-Being	2
Capacity to Improve (Including Service Management)	4

The assessment process identified areas for development against each of the Every Child Matters outcomes. Preventative Services has lead responsibility for the following areas for development from the APA;

- Rate of teenage conceptions worse than comparator authorities and national average
- Proportion of young people 16-18 who are not in education, employment or training

Both of these areas have been identified as priorities for the Children's Trust and robust plans are in place to improve performance.

### **2.2.3 Priorities**

The original priorities set out in the Children and Young People's Plan are currently subject to review as the Plan expires at the end of March 2009. The strategic engagement meeting with Government Office North West (GONW) held in December 2008 agreed the following priorities for the Children's Trust in the coming year;

- Reduce health inequalities
- Improve sexual health
- Improve placement choice and quality of care for Children in Care
- Narrow the gap in educational attainment for vulnerable children
- Reduce offending and anti-social behaviour
- Improved learning opportunities 14-19 and participation post 16

These priorities will shape the work of the Children's Trust and also reflect the targets agreed in the Local Area Agreement.

### **2.2.4 Local Area Agreement (LAA)**

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. There are 16 statutory targets relating to educational attainment and attendance and in addition there are 34 mandatory targets based on the National Indicator Set. 9 of the 34 are particularly relevant to Children's Services and include our priority areas Teenage Pregnancy, Health Inequalities, NEET and post-16 attainment. All LAA indicators are included in the service plans and are highlighted in Section 5.2 of the relevant plan by <sup>LAA</sup>

### **2.2.5 Children's Trust Arrangements**

The Children's Trust is the key delivery mechanism for integrated Children's Services in Halton and work towards the priorities set out in Section 2.2.4. The Every Child Matters programme for implementation of the 2004 Children Act provides the basis for partnership working, and section 10 of the Act provides the statutory basis for the establishment of the Trust. In Halton considerable process has been made to establish integrated governance, strategy and service delivery with the Children and Young Peoples plan providing the framework for the work of the Trust.

The key developments that are driving our work in this area are:

- Alignment of PCT service delivery with the Assistant Director, Children and Families (PCT) joining the Senior Management Team of CYPD and services including health visiting, school nursing and midwifery being delivered in partnership through the Children's Centres and extended schools.
- The development of a Joint Intelligence and Commissioning Unit to provide an integrated support function for the Children's Trust. The Unit will operate across 4 strands; Workforce Development, Commissioning, Intelligence & Data, and Children's Trust Management & Integrated Processes. The Unit will provide the information required to facilitate the

deployment of resources and inform planning of integrated services. It will also pull together good practice and drive standards across all agencies up to the highest common denominator.

- Locality working pilot to embed multi-agency preventative services in the community via a core team of professionals with additional support as required from virtual partners'. The common assessment framework (CAF) will be used to facilitate this work and bring a consistent approach to our work with children and their families. This work will be further enhanced with the roll out of the lead professional process.

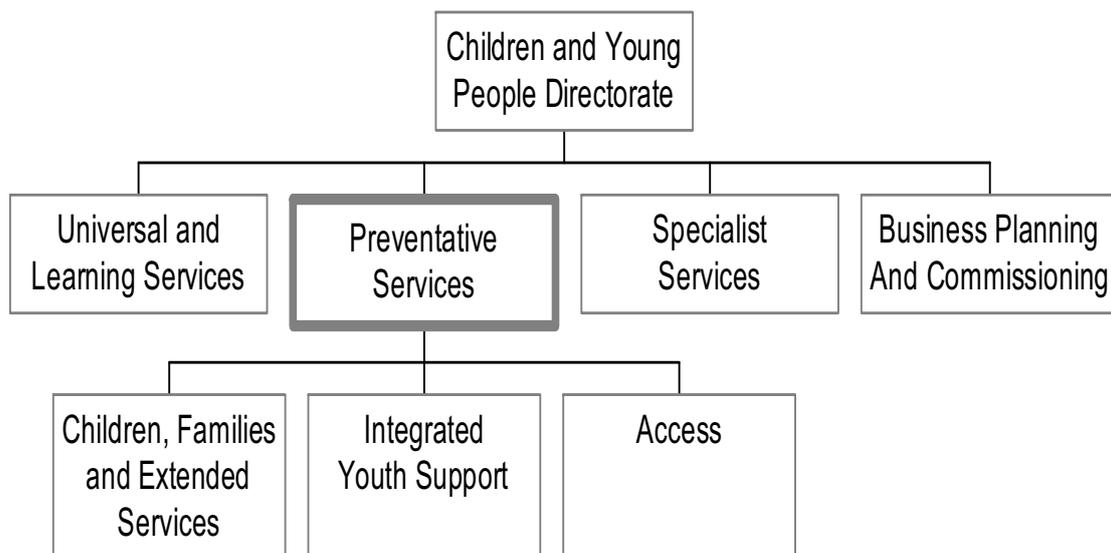
**2.2.6 Economic Climate**

The current economic climate is starting to impact across our services. In some areas such as work to reduce the numbers of young people not in Education, Employment or Training there is a very direct link. We also need to be aware of the indirect links as there is a well established correlation between deprivation levels and the demand for social care services, poor educational attainment and increasing levels of substance misuse, domestic violence and anti-social behaviour. The impact on all of these areas will be monitored closely and reported through the quarterly monitoring process.

**2.2.7 Consultation and Participation**

Children and young people are at the heart of all of our activity and we ensure that there is a strong customer focus to all of work. We are currently participating in the development of a Customer Excellence Model for the authority and as part of that process have audited ourselves using the tool provided by the Cabinet Officer. The Children's Trust have adopted the 'hear by right' standard for engaging with children and young people and we are embedding good practice across the organisation. Details of consultation and participation activity is outlined in Section 3.2 Service Developments.

**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.

The Plan will have major policy implications across Halton Borough Council and partner agencies, and will stretch beyond children's services. In order to ensure that we are prepared for implementation of the Plan, an audit is being undertaken of the current situation in Halton and actions required to ensure we are ready for the changes which the Children's Plan will require. The findings from the audit will be used to inform strategic planning and act as a basis for the review of the Halton Children and Young People's Plan.

##### **Halton Community Strategy:**

This strategy outlines goals that the Halton Partnership wants to achieve to help build a better future for the Borough. It concentrates on the fresh challenges, priorities and achievements planned over the next four years to help improve the

quality of life for people in Halton. The Halton Strategic Partnership Board was formed in 2001 and is the Local Strategic Partnership for the area. It brings together Halton's main service providers and agencies from the public, private, community and voluntary sectors.

A Community Strategy was drawn up for Halton to provide a framework in which the many different organisations and groups of the Partnership can work together. The strategy sets out a plan to tackle five priority areas to improve quality of life in Halton, which are

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

### **Halton Children's Trust**

The Children's Trust 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 Children's Trust 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.

The Children's Trust was developed from **The Children and Young People's Alliance** Board following a review, and structural changes have been made to strengthen local arrangements and accountabilities.

### **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 and Young People's Strategic Planning arrangements and the Halton Children and 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 those arrangements

### **Economic**

There are some additional potential demands placed upon services due to the current economic climate, which are referenced in Section 2.2.6. This section provides contextual information about the general economic position of the borough.

### **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.

### **Child Poverty:**

The Government has set itself a challenging target to half the number of children in poverty by 2010-11, and end child poverty by the year 2020. Halton has an open ended target to reduce child poverty by 40%, and so far has managed a 10% reduction.

- The 2007 population estimate for children (0-15 year olds) is 24,200
- 27% (6,825) of children live within households defined as living in poverty in Halton (2007).
- This figure has fallen since 2004 when 30.2% of children lived in poverty.
- In 2007 Halton has the 6<sup>th</sup> highest proportion of children in poverty in the North West. In 2005 it had the 5<sup>th</sup> highest
- The 2007 Index of Multiple Deprivation identified 17 lower super output areas that fell within the top 10% most deprived areas nationally for income affecting children. These 17 areas contain a quarter of Halton's child population.

### **Employment:**

There are 54,000 employee jobs in Halton (2006). Halton residents who are full time workers (not necessarily working in Halton) currently have an average earning of £462.2 per week. This compares to the North West figure of £512.9. People who are full time workers in Halton (not necessarily living in Halton) have an average weekly earning of £520.7 per week. This figure is in fact higher than the North West average of £515.2. This demonstrates the gap between the jobs within the borough and the skills within the borough.

- 63% of Halton's population are of working age, this is an estimated 75,300 (2007). This is a slight drop from 75,600 in 2006.
- There are 54,400 employee jobs in Halton (2006). This is a slight drop from the 2005 figure of 54,600.
- The current Job Seekers Allowance claim rate is 3.2% (July 2008). The JSA rate has consistently been above the North West rate.
- Full time workers from Halton have an average earning of £462.2 per week (2007).
- The largest employment occupation for Halton residents is elementary occupations. Elementary sector job listings are wide ranging and encompass many disciplines including: farm workers, storeman, warehouse assistant,

hotel porter, postal workers, waiters, traffic wardens and bar staff etc.

- The “out of work” benefit claim rate for the worst performing neighbourhoods in Halton was 30.8% (May 07 – Feb 08).
- The largest proportion of “out of work” benefit claims are for incapacity benefits.
- Over 50% of incapacity benefit claims are classed as long term claims (Feb 2008).
- The percentage of working age with level 2 qualifications or above is 57.4%.

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.

## **Social**

### **Demographic changes:**

The mid-2006 population of Halton stood at 119,500 (rounded to the nearest 100 people). This is up from the mid-2005 population of 119,200. Halton has a larger number of people in the 5-24 age categories than the national average, and a lower proportion of population over age 65+. However Halton’s proportion of over 50s is increasing at one of the highest rates at 4% higher than the national average.

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.

Despite a small increase in the proportion of non-white population between 2001 and 2006 from 1.2 to 1.85 %, other areas have increased by a greater amount as Halton’s rank has changed from 301 to 334 in Great Britain.

### **Health:**

The health of people in Halton is generally worse than the England average, including breastfeeding initiation, the estimated percentage of adults who are obese and hospital stays related to alcohol. Some indicators are not significantly different from, or are better than, the England average, such as the rate of road injuries and deaths, which is similar to the England average.

There are health inequalities by gender, level of deprivation and ethnicity. For example, people from the most deprived areas have between 6 and 8 years shorter life expectancy than those from the least deprived areas. Over the last ten years, the death rate from all causes has decreased. However the early death rate from heart disease is above the England average.

There are a number of indicators which are among the worst in the country, including life expectancy for women, which is third worst in England and the early death rate from cancer, which is the worst in England. The teenage conception rate is significantly worse than the England average.

### **Technological**

#### **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 commencing in February 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 within Halton is available for testing and has been built on the Children and Young People's Database. In 2007 the DCSF announced the decision for the implementation of a national eCAF solution, in which implementation will commence in 2009 for opting Local Authorities and will be operational across England in approximately 2010. Halton is currently in the decision making process as to whether to pursue the local or national eCAF solution. A business case will be documented to support such decisions.

#### **Integrated Children's System**

Halton currently has an in-house ICS System but is in the process of moving to CareAssess. We have implemented 27 electronic forms these are fully, live across all 9 Halton Children's Social Care front line teams. We will be developing and implementing all phases of ICS in CareAssess including Phase 1c, and will have a fully implemented ICS System within CareAssess in line with the anticipated DCSF deadline of October 2009

#### **14 to 19 Online Prospectus & Common Application Process (CAP)**

Halton has implemented a searchable Online Prospectus of 14-19 learning opportunities available within the borough and also opportunities across greater Merseyside. The online prospectus was launched to Year 11 learners in November 2007 where pupils attended an opportunities event for a hands-on demo of the prospectus. In October 2008 Halton launched an online post-16 application system; also known as the Common Application Process (CAP). The CAP is an integral part of the online prospectus, allowing young people to browse for courses and apply online directly to a provider.

#### **Halton Virtual Learning Platform**

As outlined in the DCFS e-strategy a key objective is for every school learner in England to have access to a personalised online learning space (Learning Platform) with the potential to support e-portfolios. A phased roll out of the Learning Platform is currently taking place, with all schools receiving training by

September 2009. Halton's Learning Platform is currently being developed and promoted within the Authority, with a number of collaborative projects beginning to take place.

### **Building Schools for the Future**

Key to the success of BSF is the integration of learning and teaching, physical environment/buildings, infrastructure and technologies. Our vision is for an ICT enabled learning community, which covers not just the students and teachers but also extends the provision of learning across to the community, and therefore builds on our current ICT strategy. Through BSF, ICT will transform the way that education is delivered in Halton ensuring it is a real tool for the delivery of education and is embedded across all schools.

### **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.

**Children's Trusts:** Section 10 of the Children Act provides the statutory basis for Children's Trusts (the duty to cooperate). Revised Children's Trust guidance on the 'duty to cooperate' was published on 18 November 2008. The 'relevant partners' currently under the 'duty to cooperate' are: district councils, the police, the probation board, the youth offending team, the Strategic Health Authority and Primary Care Trusts, Connexions partnerships, and the Learning and Skills Council. The relevant partners are placed under a 'duty to cooperate in the making of arrangements to improve well-being' and have a power to pool budgets and share other resources.

The Government will also introduce new legislation to ensure that multi-agency Children's Trust Boards are operating in every local authority area. Under the new law, for the first time, every local authority will be required by law to have a Children's Trust Board with responsibility for improving the safety and well-being of all children and young people in the area. Each Board will be asked to publish an annual review of progress against their Children and Young People's Plan so that safeguarding remains a priority. It will soon be a legal requirement for Children's Trust Boards to work together to agree and deliver a Children & Young People's Plan. The legislation will strengthen co-ordination of services at a local level and improve accountability by:

- Requiring LA's, Primary Care Trusts, schools, colleges, health services and others to work closely together to jointly own local children's plans

- Putting effective early intervention for children at risk central to those plans
- Requiring individual members to be held to account for delivering their agreed part of the shared plan

**Childcare Act 2006:** From 1 April 2008 local authorities have had a statutory duty under Section 6 of the Childcare Act 2006 to secure sufficient childcare to enable parents to work, or to undertake education and training leading to work. To fulfill this duty, local authorities need to facilitate and shape local childcare markets which are responsive to parents' needs and provide sufficient high-quality, accessible and sustainable childcare.

As a preparatory step towards meeting the Sufficiency Duty fully, Section 11 of the Childcare Act, requires local authorities to undertake a Childcare Sufficiency Assessment. The assessment is a measurement of the nature and extent of the need for, and supply of, childcare within each local area. Local authorities have to repeat the full assessment process at least every three years, and should keep their assessments under review in the meantime. Section 13 of the Act, which came into force on 1 October 2007, placed a further duty on local authorities to provide information, advice and training to childcare providers.

**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 Act 2008** received Royal Assent on 13 November 2008. The Children and Young Persons Act 2008 will reform the statutory framework for the care system, to ensure that children and young people receive high quality care and support and to drive improvements in the delivery of services focused on the needs of the child. Key areas of focus within the Act include improving placement stability, educational experience and attainment and the transparency and quality of care planning, and ensuring that young people are not forced out of care before they are ready, by giving them a greater say over moves to independent living and ensuring they retain support and guidance as long as they need it.

The Children and Young Persons Act enacts proposals detailed in the White Paper "Care Matters: Time for Change" which was published in June 2007, and will have a far-reaching impact on the way services to children and young people are delivered.

**Education and Skills Act** has now received Royal Assent, and means that all young people will be required to continue in education or training post-16. This is a historic Act, raising the minimum age at which a young person can leave learning for the first time since 1972.

The participation age is being raised in two stages, to 17 from 2013 and to 18 from 2015. The first cohort to benefit from these changes began Year 7 this September.

This is not about raising the school-leaving age — young people will not be required to stay in school and will be able to participate in a range of ways, through full-time education, an apprenticeship, or part-time education/training if they are employed full-time.

The DCSF aims to ensure that:

- there is a suitable, worthwhile post-16 learning opportunity for every young person — including Diplomas, general qualifications, Apprenticeships, and accredited training as part of a job
- young people get the support they need to access these opportunities — including good quality information, advice and guidance; financial support; and support for young people facing additional barriers
- every 16 and 17-year-old participates — either in full time education, in an Apprenticeship, or part-time (about a day a week) if working or volunteering for 20 hours a week or more.

A culture of high expectations of young people is crucial to this and other agendas — and raising aspirations of all young people will be particularly important, so that they are thinking about their futures and post-16 options as early as possible.

**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 is a local 14-19 Education implementation plan which will 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. Other areas of reform include an extended project to stretch A Level and Diploma learners, the next development to the electronic prospectus published in 2007 is the launch of a common application process for 14-19 provision in January 2009. From 2010 the responsibility and funding for the commissioning of post for post 16 provision transfers from the Learning and Skills Council to the Local Authority, 2009/2010 will be the a key transition year for the authority as it prepares for commissioning from September 2010.

## **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 joined 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 reported on progress against the targets in the original Plan, and this set the key priorities and activities for 2007-09.

The Children and Young People's Plan also sets out a clear local strategy for child safety arrangements, and sets the framework for the operation of the Local Safeguarding Children Board which leads work on safeguarding children.

**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.

During October/November 2008 Halton Youth Voice organised Voice Weekends for young people aged 11-19. 98 young people took part in consultation activities around children's rights, understanding democracy and equality & diversity issues.

From January-December 2008 Sexual Health consultations were held with young people aged 12-23. Approximately 100 young people took part in consultation regarding the shape and future of young peoples sexual health services in Halton.

There are also plans within CYPD to set up apprenticeship/internship type positions for a small number of young people as a means of further promoting the ideas of active participation and partnership in decision making.

Halton Borough Council and Connexions supported this years '11 MILLION Takeover Day' - where 14 young people from Halton, took over from their adult counterparts in Senior Management roles. This was held on the 7 November 2008 to coincide with the climax of The National Youth Agency's Youth Work Week 2008. Participatory events included the following:

A young person attending a meeting with the Strategic Director of Children's Services, and assisted in delivering a presentation, and then chairing a meeting on 'Youth Matters' in the afternoon

2 of Halton's children in care undertaking Operational Director roles for the day. Both attended meetings and actively participated, and came up with lots of ideas that the Operational Directors are considering implementing. They also accompanied the Strategic Director who took part in a video conferencing link to America, arranged by Research in Practice.

Another young person undertook a one to one with a member of staff with their consent, and attended various health meetings. This young person along with 2 others subsequently also helped plan a consultation event for children and young people with additional needs.

At the close of the day a meeting was held to sum up what was good and bad about the day, and one of the ideas is being developed further to see if it can be achieved in relation to formalising how the voices and views of YP can be heard more regularly within the senior management team.

All are eager to take part again next year and are hoping it will be an even greater success. Managers reported that it was one of the best days in work they have had for a long time, and the young people involved all reported how much they enjoyed it, how hard the jobs were and how much there is to do.

**Halton Parent and Carers** continues its development. Parents across Halton are encouraged and supported to participate effectively. All existing Parent Forums and Groups in Children's Centres have been visited with the view of recruiting new members. The structure of the group has been discussed at length and they have agreed not to have a chairperson or other officials at this stage; but to work as a group and the CDO to facilitate and co-ordinate. Numbers of parent's attending have improved significantly and there are currently 15 members. Training has been organised for parents in Child Protection, Committee Skills and Baby Welcome Award with a view to becoming Community Parents.

On the 6th February 2009 Halton Parent and Carers will be hosting a celebration event, which will be an opportunity for parents to gain a clear insight into the work of services and organisations providing support to families in Halton. A Working Group of parents has been formed and will be involved in the planning, organising and running of the day. It is hoped to engage families who are seen to be “hard-to-reach” and those who do not access children’s centres. The Event will ensure that parents and carers have an understanding of the breadth of services available and will enable them to respond to consultation on the development of services more effectively.

### **3.3 Efficiency Improvements:**

The Council has commissioned KPMG to assist the authority in developing a long term efficiency programme given the financial challenges it will be facing over the next three years. KPMG will be working with the Council to identify ways of making cashable efficiencies in such a way to ensure that service reductions are avoided.

Six work streams have been identified where as a consequence of doing the business differently the Council would be able to meet the challenge of achieving cashable efficiency savings but also maintaining and enhancing service standards. These areas are:

- The potential to reduce overheads through a rationalisation of current management structures.
- To improve the Council’s approach to the provision of its administrative support services.
- To take the opportunity to refine the balance between corporate and directorate roles in a number of core areas and improve resource deployment.
- Review the Council’s third party spend and develop its procurement expertise.
- To deliver a programme of option assessments to determine the most suitable form of delivery for all services.
- To use the opportunities provided by technology and the Council’s infrastructure to make services more efficient.

Individual projects are being developed to address each of these areas to run over the next three to four years.

In addition steps have been taken to secure further efficiencies in the commissioning of extended services through schools and children’s centres. Clusters of schools working with children’s centres in defined geographical areas are combining to commission services to deliver the varied menu of activities according to identified needs and a shared consultation exercise with children and families. This is securing high levels of participation and improving value for money.

Work is being led by the Preventative Services Department in the commissioning of ‘connexions services’ across the City Region in partnership with the other 5

Merseyside Local Authorities. Support has been received from the Merseyside Efficiency and Improvement Partnership in developing this project.

Finally, efforts are being made to develop the Departments role as a commissioner of services. All 3 Divisions in this Department commission some services from external agencies, rather than directly deliver. This is particularly of the model for the delivery of the KS4 Pupil Referral Unit, and for securing youth support services.

### **3.4 National Regional and Sub-regional Focus:**

The Department is currently leading work across the City Region for the commissioning of 'connexions services'. This is a major piece of work and trials opportunities for the future commissioning of shared services across a sub-regional footprint.

Opportunities are also being taken to explore with colleagues in neighbouring authorities approaches to tackling entrenched issues, such as Teenage Pregnancy and NEET in particular. Halton further provides leadership across the region in the networks for youth support in partnership with GONW.

### **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.

Children and Young People has an Equality and Diversity group that includes partner agencies and leads on all E&D issues for the Children's Trust. There is a systematic programme in place for the completion and review of Equality Impact Assessments and the quality assurance of EIA's is carried out by the E&D group. There are close links with the corporate equalities agenda and Children's Services played a significant role in the successful IDEA peer review to confirm Halton's assessment of Level 3 of the Local Government Equality Standard.

A lot of work has been undertaken to profile the key groups subject to inequalities in Halton and these relate to deprivation and locality rather than the more traditional equalities strands. The Directorate has developed an Equalities Strategy and action plan using the learning from EIA's and the profiling of our population. The high priority actions identified from this process are outlined in section 5.

### 3.6 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 within this plan. As such their implementation will be monitored through the Quarterly Departmental Service Plan Monitoring Report process.

### 3.7 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

	EY & Extended Services	IYSS	Access	
2008-09	88	4.5*	41.5	Number of FTE's
2009-10	88	4.5*	41.5	

\*Significant areas of this Division's work (equivalent to approximately £3m) is secured through commissioning via external agencies. These include contracts with: Greater Merseyside Connexions Partnership Ltd, the PCT, Barnardos, Young Adaction, and other smaller agencies from the Private and Voluntary Sector.

An integrated workforce strategy for the new Children's Trust and was implemented from April 2008. The strategy sets out a framework for integrating the children's workforce to enable progress towards the priorities set in the Children and Young People's Plan. Integrating staff from different professional backgrounds to provide a seamless service to children and young people brings with it a number of challenges.

A review of the Strategy is to be carried out with the implementation of the Children's Workforce Development Council's 'One Children's Workforce Tool'. This will be done in conjunction with the development of the Joint Intelligence and Commissioning Unit (JICU) to provide an integrated support function to the Children's Trust. There are four key strands to the JICU of which Workforce Development is one.

There are also some specific Human Resource issues for the Children and Young People's Directorate. A recruitment and retention strategy is in place for the Directorate and there are action plans for specific hotspot areas such as social care and the education psychology service. This has been supported by a staff survey, which built on a successful pilot in Specialist Services, to provide a good picture of the views of the workforce and a number of actions have been taken in response to the findings. The staff survey is now an annual event with twice yearly briefing sessions for all staff to feedback on the findings and the action that have been taken as a result.

### **4.3 ICT Requirements**

The ICT Development Plan looks forward to developments over 3 years 2007-2010. The most significant developments centre around the continuing developments to the Halton Children and Young People's Database, the Social Care system - Care First 6, the Integrated Children System (ICS), increasing amount of tracking data and the need to provide comprehensive analysis and reports. We also have on going developments with the Halton Virtual Learning Platform and its move to becoming the Halton Managed Learning Environment and the ICT developments to support BSF - Building Schools for the Future

#### **CYP Database**

Tribal Software Solutions are developing a new web based version known as Synergy Gateway which has been purchased by Halton as an 'Early Adopter' primarily to host the Tribal E CAF module and provide full integration to Contact Point. This also allows web based access to core pupil information and will be developed to replace existing modules allowing wider and more flexible access opportunities. An implementation plan needs to be developed and put into place in line with module development rolling out to users as appropriate.

#### **OLM Carefirst 6 Software**

An overall project team has been identified to implement Carefirst 6 with resources being deployed to work collaboratively with both ICT Services and Health and Community Directorate. Additional resources will need to be identified within the Directorate to manage CareFirst 6 / ICS and ESCR once all systems go live. For the ESCR, there is a statutory requirement for 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.

#### **JNA Connect - Children Centre MIS**

JNA- Connect is a flexible database allowing develop its components depending on the service provider's engagement or to tie in with local or national requirements. Tribal Group is currently working on developing JNA- Connect and the CYP Database to enable both systems to exchange information on the regular basis. Locally, the initiative of working with Halton Health Visiting Service has progressed - all nationally required health information will be gathered and held on person record. After the trial period, all the processes around data collection and collation will be revised in order to provide more structured data sharing protocols.

#### **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 and ringfenced funding provision. Our vision is for an ICT enabled learning community, which covers not just the students and teachers but also extends the provision of learning across to the community, and therefore builds on our current ICT strategy. Through BSF, ICT will transform the way that education is delivered in Halton ensuring it is a real tool for the delivery of education and is embedded across all schools.

#### **4.4 Accommodation and Property Requirements**

A comprehensive review of future accommodation needs of the Directorate will be undertaken. Opportunities will be explored to increase flexible working for staff and where appropriate deploy staff to deliver services locally.

Through the Building Schools for the Future Programme and Primary Capital Strategy, along with the investment available for Early Years, Children's Centres, Play and provision for young people it is aimed to transform the learning environment for all Children and Young People within the Borough and provide 21<sup>st</sup> century learning environments 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 2009–12, 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%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

### Objective PS1

<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>PS1: To strengthen early intervention processes to address needs of children and families</b> (Objective cross-referenced to other CYPD plans ULS1, SS3, SS4, BSC4)					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>Review and evaluate the findings of the multi-agency Locality Working pilot by October 2010</li> <li>Implement strategy for Locality Working from January 2010</li> <li>Establish early intervention pathways across children 0 – 5, school age, and 13 –19 outside of schools settings by March 2010</li> </ul>					
<b>Key Milestone(s) (10/11)</b>	<ul style="list-style-type: none"> <li>Review effectiveness of Locality Working model by March 2011</li> <li>Secure the embedding of CAF processes across all schools, and early years settings by March 2011</li> <li>Secure the embedding of early identification and intervention priorities across all age ranges and within identified localities by March 2011</li> </ul>					
<b>Key Milestone(s) (11/12)</b>	<ul style="list-style-type: none"> <li>Embed commissioning of service delivery on a locality basis and according to need by March 2012.</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	12	<b>Responsible Officer</b>	OD Preventative	<b>Linked Indicators</b>	NI118, NI88, NI116
	<b>Residual</b>	6				

### Objective PS2

<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>Be Healthy; CYPP BH2</b>

<b>Service Objective:</b>	<b>PS2: To improve young people's sexual health</b> (Objective cross-referenced to other CYPD plans ULS1, ULS5, SS1)					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>Implement strategy to deliver a broader range of community based SRE services to young people by March 2010</li> <li>Implement quality standards at Key Stage 3 for SRE as recommended by the Teenage Pregnancy Unit by March 2010</li> <li>Deliver a range of teenage drop-in centres in hotspot wards addressing sexual health, alcohol misuse, and emotional health and well being by March 2010</li> </ul>					
<b>Key Milestone(s) (10/11)</b>	<ul style="list-style-type: none"> <li>Review and evaluate the range of professionals accredited for PSHE/SRE through the national C programme by March 2011</li> <li>Review take up of young people accessing teenage drop-in centres in hotspot wards addressing sexual health, alcohol misuse, and emotional health and well being by March 2011</li> </ul>					
<b>Key Milestone(s) (11/12)</b>	<ul style="list-style-type: none"> <li>Review range and numbers of professionals accredited for PSHE/SRE as part of national CPD programme by March 2012</li> <li>Broader commissioning functions for sexual health services to be implemented by March 2012</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	16	<b>Responsible Officer</b>	DM IYSS	<b>Linked Indicators</b>	NI112, NI113
	<b>Residual</b>	8				

### Objective PS3

<b>Corporate Priority:</b>	<b>Halton's Children and Young People</b>
<b>Key Area Of Focus:</b>	<b>21 - Improve access to employment by providing opportunities to enhance employability skills and knowledge</b>
<b>ECM Outcome &amp; CYP Plan Priority</b>	<b>Achieve Economic Well Being; CYPP AEW1</b>

<b>Service Objective:</b>	<b>PS3: To reduce NEET and improve the employability of our young people</b> (Objective cross-referenced to other CYPD plans ULS1, ULS5, SS1, SS4, BSC3)					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>• Implement Working Neighbourhoods Fund apprenticeship scheme by March 2010</li> <li>• Secure the effective and efficient commissioning of 'connexions services' and Halton Youth Service by October 2009</li> <li>• Establish a directory of positive activities for young people by September 2009</li> <li>• Embed access to targeted youth support by March 2010</li> <li>• Undertake a locality pilot with targeted interventions for young people who are NEET or at risk of becoming NEET</li> <li>• Establish a system to ensure targeted interventions are in place for young people at risk of NEET March 2010</li> </ul>					
<b>Key Milestone(s) (10/11)</b>	<ul style="list-style-type: none"> <li>• Deploy IYSS arrangements on a locality basis by March 2011</li> <li>• Review commissioning of post 16 arrangements for Work Based Learning and Further Education provision by March 2011</li> </ul>					
<b>Key Milestone(s) (11/12)</b>	<ul style="list-style-type: none"> <li>• Review commissioning of "connexions services" and "youth service" by March 2012</li> <li>• Review the Youth Offer in each locality by Sept 2011 to inform future commissioning arrangements</li> <li>• Review the NEET Strategy and Action Plan by March 2012</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	16	<b>Responsible Officer</b>	DM IYSS	<b>Linked Indicators</b>	NI117, NI110
	<b>Residual</b>	8				

**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 alcohol and substance misuse</b> (Objective cross-referenced to other CYPD plans ULS1, ULS5, SS1, SS3, SS4)					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>Using the range of information / data available compile and complete alcohol needs analysis / ACCE profile by March 2010</li> <li>Develop relevant and accessible information for young people on drugs and alcohol, their effects and support services across Halton by March 2010</li> <li>Further development of referral and screening protocols using CAF across universal, targeted prevention and specialist treatment services, especially as part of development of Integrated You Support Services by March 2010</li> </ul>					
<b>Key Milestone(s) (10/11)</b>	<ul style="list-style-type: none"> <li>Reconfigure the specialist treatment service to meet the identified need of young users in Halton March 2011</li> <li>Implement Drug and Alcohol National Occupational Standards (DANOS) through service provider and contract monitoring by March 2011</li> <li>Update transitional protocol and care pathway into adult treatment services by March 2011</li> <li>Develop relevant and accessible information for young people on drugs and alcohol, their effects and support services across Halton by March 2011</li> </ul>					
<b>Key Milestone(s) (011/12)</b>	<ul style="list-style-type: none"> <li>Broader commissioning functions to be implemented via 14-19 Partnership and Preventative Services Trust by March 2012</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	8	<b>Responsible Officer</b>	DM IYSS	<b>Linked Indicators</b>	NI115, NI117
	<b>Residual</b>	3				

## 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> (Objective cross-referenced to other CYPD plans ULS1 to ULS5, SS1, SS4, BSC1)					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>• Develop a multi-agency intervention plan for each child identified in persistent absent cohort by September 2009 to improve their attendance and reduce their risk of becoming NEET</li> <li>• Make available support, appropriate to need, to all schools to assist them to meet their published attendance target set out in an SLA by September 2009</li> <li>• Ensure that procedures and processes are in place to meet legislative and guidance requirement around Children Missing from Education by April 2009</li> <li>• Provide targeted interventions from Educational Welfare Service to further improve the attendanc children who are in need of safeguarding by March 2010 (moved from ULS1)</li> </ul>					
<b>Key Milestone(s) (10/11)</b>	<ul style="list-style-type: none"> <li>• Review attendance strategy in conjunction with Head teachers and key staff Ensure all children identified in the persistent absence cohort have a multi-agency intervention plan by September 2010</li> <li>• Provide targeted support to schools to tackle attendance issues by March 2011</li> </ul>					
<b>Key Milestone(s) (11/12)</b>	<ul style="list-style-type: none"> <li>• Implement reviewed attendance strategy and sustain improvements by May 2011</li> <li>• Ensure all children identified in the persistent absence cohort have a multi-agency intervention plan by December 2011</li> <li>• Ensure support appropriate to need available to all schools to assist them to meet their published attendance target set out in an SLA by March 2012</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	8	<b>Responsible Officer</b>	DM Access	<b>Linked Indicators</b>	NI86, NI87, NI114
	<b>Residual</b>	3				

## 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 improve behaviour in schools for all children</b> (Objective cross-referenced to other CYPD plans ULS1 to ULS5, SS1, SS4, BSC1)					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>• Develop the LA monitoring and quality assurance in respect of all alternative provision commissioned for Halton Young People by September 2009</li> <li>• To review and embed alternatives to exclusion through the KS3 outreach service and KS4 gateway by September 2009</li> <li>• To rationalise services for young people with medical/mental health issues within the Pupil Referral Unit (PRU) structure by September 2009</li> </ul>					
<b>Key Milestone(s) (10/11)</b>	<ul style="list-style-type: none"> <li>• Establish a framework to redirect resources from PRU provision for excluded pupils to early intervention in mainstream settings to prevent exclusion by September 2010</li> <li>• To ensure that all provision offered through the PRU system is integrated into the 14-19 framework by September 2010</li> <li>• To continue to increase the accredited outcomes for pupils in all alternative provision by September 2010</li> </ul>					
<b>Key Milestone(s) (11/12)</b>	<ul style="list-style-type: none"> <li>• Review strategy for accessing early intervention services in mainstream settings to prevent exclusion by September 2011</li> <li>• Further deliver alternative curriculum options to achieve accredited outcomes by September 2011</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	8	<b>Responsible Officer</b>	DM Access	<b>Linked Indicators</b>	LI3, NI86, NI87, NI114
	<b>Residual</b>	3				

<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>PS7: To Reduce Health Inequalities for all Children and Young People</b> (Objective cross-referenced to other CYPD plans ULS1 to ULS5, SS1 to SS4)					
<b>Key Milestone(s) (09/10)</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 &amp; childhood obesity by Sept 2009</li> <li>PCT in partnership with Preventative Services review access to services and activities to secure improvements in breastfeeding rates by March 2010</li> <li>PCT in partnership with Preventative Services secure the roll-out of support services for address childhood obesity via children's centres and schools by March 2010</li> <li>Establish measures to monitor the improved access and participation in children's centre services from Sept 2009.</li> <li>Establish performance management frameworks for children's centres in accordance with developing government guidance by March 2010</li> </ul>					
<b>Key Milestone(s) (10/11)</b>	<ul style="list-style-type: none"> <li>Integrated teams including a range of health service professionals to be operational through children's centres by Sept 2010;</li> <li>Implementation and monitoring of children's centres self evaluation frameworks informing commissioning of services by Dec 2010</li> </ul>					
<b>Key Milestone(s) (011/12)</b>	<ul style="list-style-type: none"> <li>Evidence of improved performance against baseline position across health targets by March 2011.</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	16	<b>Responsible Officer</b>	DM CF&ES	<b>Linked Indicators</b>	NI53, NI56
	<b>Residual</b>	9				

## 5.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/8 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
<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>											
NI88	Number of extended schools	AOF15 CP3; CYPP SM2	65%				54%		78%	100%	100%
NI118	Take up of formal childcare by low income working families	AOF24 CP4; CYPP EA1	New NIS				N/A	Baseline TBA	TBA	TBA	TBA
PS LI3	% of pupils receiving full time provision from 6th school day after exclusion	AOF13 CP3; CYPP EA2	100%				100%		100%	100%	100%
NI110	Young peoples participation in positive activities	AOF17 CP3; CYPP MPC1	New NIS				N/A	Baseline TBA	TBA	TBA	TBA

<sup>1</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/8 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
NI116	Proportion of children in poverty	AOF22 CP4 CYPP AEW1	27%				26%		25.2%	24.2%	23.2%
<b>Quality</b>											
There are presently no indicators of this type identified for the service											
<b>Service Delivery</b>											
NI53	Prevalence of breastfeeding at 6-8 weeks from birth	AOF 3 CP1 CYPP BH1	15.5%				18%		21%	23%	25%
NI56	Obesity among primary age children in Year 6	AOF1 CP1; CYPP BH1	22.4%				21.3%		21.3%	21.3%	21.3%
NI86	Secondary Schools judged as having good or outstanding standards of behaviour	AOF13 CP3; CYPP EA2	87.5%				87.5%		87.5%	87.5%	87.5%
NI87	Secondary school persistent absence rate	AOF13 CP3; CYPP EA2	7.2%				9%		6.5%	5%	4.7%
NI112	Under 18 conception rate	AOF18 CP3 CYPP BH2	+1.9				-27		-41	-55	-60

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/8 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
NI113	Under 20 Chlamydia rate	AOF3 CP1 CYPP BH2	New NIS				N/A	Baseline TBA	TBA	TBA	TE
NI114	Rate of permanent exclusions from school	AOF13 CP3; CYPP EA2	0.40				0.37		0.35	0.33	0.3
NI115	Substance misuse by young people	AOF3 CP1; CYPP BH1	New NIS				N/A	12.6	11.8	10.7	9.
NI117	16-18 year olds NEET	AOF17 CP3; CYPP AEW1	11.5%				9.9%		8.8%	7.7%	7.5

### 5.3 Data Quality Arrangements

Good quality data provides the foundation for managing and improving services, determining and acting upon shared priorities, and accounting for performance to inspecting bodies and the local community.

In recognising this, the Council has developed a Corporate Data Quality Strategy that will provide a mechanism by which the authority can be assured that the quality of its data remains robust and fit for purpose. This strategy, which will remain subject to periodic review, establishes the key dimensions of good quality data and identifies five Key Corporate Objectives namely;

#### Objective 1

To provide assurance to all stakeholders that the quality of data used in decision making and in accounting for and reporting the performance of the authority, either directly or through partnership arrangements, is wholly fit for purpose.

#### Objective 2

That, through a rigorous process of monitoring, review and refinement, the authority's arrangements for securing data quality remain relevant, reliable and robust and that exemplary arrangements for securing data quality are achieved within the medium term

#### Objective 3

That arrangements for securing data quality are widely shared, communicated and understood by all of those with data quality responsibility and that relevant staff are provided with timely and appropriate guidance and support.

#### Objective 4

That all departments, partners and agencies that deliver services on behalf of the Council use complete, accurate and verifiable data which is collected and communicated in an effective and timely manner.

#### Objective 5

That all data used in the calculation of nationally prescribed performance indicators is definition compliant and verifiable and that no such indicators will be amended or qualified as a result of work undertaken by inspecting bodies.

In supporting the delivery of the corporate strategy the department will ensure that appropriate systems and processes are in place to secure the quality of its data and that such systems are subject to periodic and risk based review. In so doing the department will pay particular attention to the six key dimensions of good quality data i.e. that data is

- **Accurate** For its intended purpose;
- **Valid** By being consistently recorded and used in compliance with predetermined definitions and rules;
- **Reliable** By reflecting stable and consistent data collection processes;
- **Timely** By being made available as soon as possible after the activity or event and in line with organisational requirements;
- **Relevant** For the purpose intended;
- **Complete** In that the monitoring of incomplete, missing or invalid data is avoided.

Children and Young People Directorate (CYP) views the collection, analysis and reporting of data and information as a co-operative enterprise between schools, partners and the Council, from which all parties will benefit. We always aim to continue to improve the arrangements for managing and exchanging information between the Council and schools and partners to ensure that they are coherent, explicit and well managed.

The Schools/Council Management Information Strategy was recently introduced. It sets out the key principles and practical steps to ensure we have clarity about the use of data and the access to information. The DCSF have stated, and the Authority agrees that, well managed information about schools and individual pupils will contribute to supporting school self-evaluation and the raising of standards in schools by making improvements to the way information about pupils, personnel and schools is defined, collected, analysed, stored and used.

There is also a process established to carry out regular data quality checks on data recorded on the Carefirst database. As this is live data the management of the process has to be thorough with a systematic process used for the identification of any data quality issues. Training is provided on a 1 to 1 basis for any staff that are identified through the process as having difficulties with inputting to the system.

## **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 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

Building Bridges Strategy for Children and Young People with Disabilities

Children in Care Strategy

14-19 Strategy

NEET Strategy

Emotional Health and Well-being Strategy

Children in Need Strategy

Teenage Pregnancy Strategy

Young Person's Substance Misuse Plan

Business Continuity Plan



## Appendix 1 – High Risks and Associated Mitigation Measures

Key Objective Ref	Initial Risks identified	Risk Treatment Measures
PS1	Lack of integration of early intervention service	Locality integrated working pilot in place and will be evaluated to inform implementation of a locality model Integrated working training provided for staff from all agencies to increase understanding of each others roles and the integration agenda Increasing use of integrated process such as CAF and Lead Professional
PS2	Increasing levels of teenage pregnancy despite investment through the preventative services mini-trust. National data over 2 years out of date so difficult to make informed planning decisions. Accessibility of sexual health services	Use of Outcomes Based Accountability 'Turning the Curve' exercise. Establishing local systems for collating data to provide r update to date picture to inform planning. Targeting of support services at hotspot wards including drop in services
PS3	Increasing numbers of NEET and current economic situation  Quality of post-16 provision means large numbers of young people are accessing provision outside Halton and therefore excluded from Halton data.	Range of apprenticeships to be developed for young pe by the authority and its partners Piloting demand lead commissioning of post-16 provision Mapping the range of post-16 provision in Halton Monitor 'real' NEET performance based on residency rather than destination
PS7	Health inequalities in Halton are widening requiring and integrated approach to improve service.	Alignment of service delivery through localities Establishing local systems for collating data to provide more update to date picture to inform planning Joint Commissioning of Services in line with the Ambition for Health targets

## 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	
Preventative Services	High	Ensure staff participate in a programme of Equality and Diversity training	X	X	X	OD Preventative Services and all DM's
Preventative Services	High	Participate in programme of Equality Impact assessments on all Strategy, Policy, and Service Areas	X	X	X	OD Preventative Services and all DM's
Preventative Services	High	Embed a system of stakeholder engagement, participation and consultation in all aspects of Service Delivery	X	X	X	OD Preventative Services and all DM's

**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 Halton.
32	Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring customer 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 effective 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 2009 to March 2012**

**Executive Board Draft Feb 2009**

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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 within the diagram opposite.

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 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 teams: -

#### Operations.

Manages and implements capital projects, repairs and maintenance and facilities management.

#### Strategic Asset Management.

Forward planning for acquisitions and disposals, budgeting and financing property and property related services, estate management of all properties, including management of the Council's Investment portfolio and Retail Markets.

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 have '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.

Rising energy prices will have a major impact on our budgets over the next few years. Our existing fixed priced contracts are coming to an end and the new contracts will see large price increases. We are predicting total expenditure on gas, electric and oil within our corporate stock of buildings to be in the region of £1.77m in 2009/10, up approximately £650k on the current anticipated spend in 2008/09, which itself is approximately £120k higher than anticipated at the outset of 2008/09.

The overall impact of the rise in energy prices will see the total spend on gas, electric and oil within all our buildings inclusive of schools increase to approximately £4.031m in 2009/10, with the total spend on energy inclusive of street lighting being in the order of £5.33m.

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, the newly refurbished Town Hall being a good example.

Property Services are also heavily involved in the authorities carbon management programme and in respect of this we are utilising the 'invest to save' fund in order to introduce further energy saving technology into our premises. The introduction of voltage optimisation equipment (powerperfectors) into a number of our premises being a good example of this, these should generate a 10% reduction in electric consumption within these buildings, the first unit having already been installed in Kingsway Learning Centre.

#### Building Schools for the Future

The authority is in wave 6 of the Building Schools for the Future initiative (BSF), and will be submitting the SFC2 and OBC prior to the start of 2009/10. The BSF programme is worth £100m+ and due to it's size is being managed through a programme board and core delivery team which sits outside of Property Services as such at present we have a limited involvement with the process other than having a presence on the technical work-stream and programme board.

#### Primary Capital Programme

Indicative funding for the primary capital programme (PCP) amounts to £3m for 2009/10 and £5.3m for 2010/11, this is subject to confirmation that the 'Strategy for Change' document submitted in April is approved however. It is proposed that a significant proportion of these monies will be added to the BSF pot to facilitate the primary element of the proposed Grange all through school. In addition to this however it is proposed to upgrade two other primary schools within the borough during this first phase of works, one community and one diocese school. Whilst the longer term method of procurement for the PCP has yet to be decided, Property Services are progressing with the works to the first community school in the programme.

The impact of the PCP cannot be fully assessed until the longer term procurement method has been determined. Property Services have the resources to manage the programme however and are ideally placed to carry out the work.

#### Procurement

Partnering is a form of procurement that the authority has approved in principle. This approach has been explored on a number of recent projects by bringing contractors on board at an early stage, and in a recent report from Internal Audit they commented that this approach was innovative and

provided a number of benefits. These included how the contractor becomes part of the design team facilitating a partnering approach throughout, and how the cost is developed using an open book methodology which aims to provide greater cost certainty and helps to establish cost saving strategies for the project.

Whilst we would like to develop a partnering framework for delivery of projects within the borough the anticipated workload is such that this is not possible in isolation. We are exploring the possibility however of joining with other North West authorities through an NWIEP initiative which is looking at developing regional wide frameworks for the delivery of construction projects. This is in its early stages at present but could provide a good opportunity for the delivery of projects within Halton.

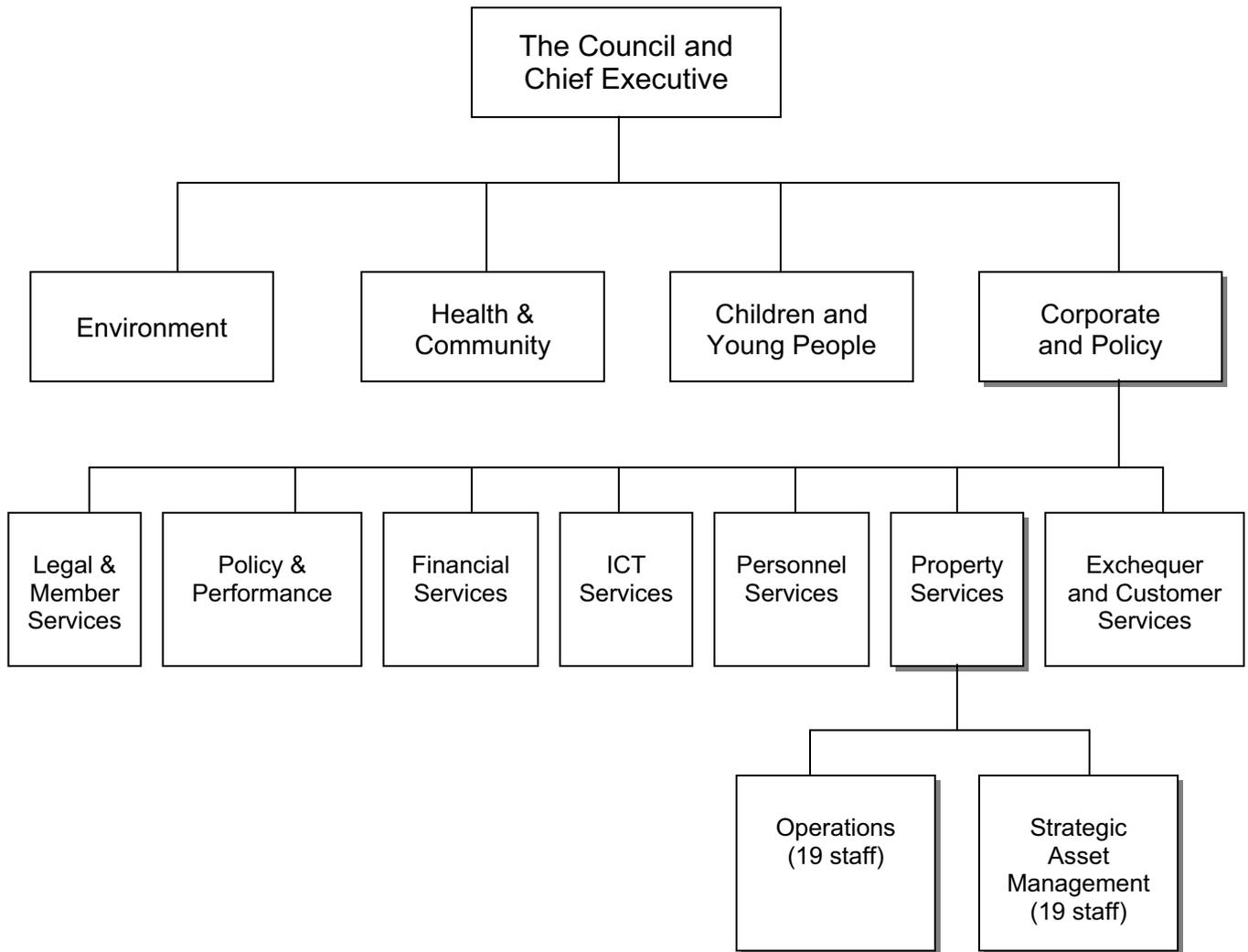
#### Repairs and Maintenance

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, and if the monies available are reduced due to financial constraints there will be a detrimental affect on the estate whereby the level of required works will start to increase.

#### Disability Discrimination Act 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



### 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	2009 – 12	Impact upon property requirements as yet unknown.
2. Home-working	2009 – 12	Impact upon property requirements as yet unknown.
3. New Mersey Crossing	2009 – 12	Resource implications for site assembly
4. Widnes Waterfront	2009 – 12	Resource implications for land acquisition and development site disposal.
5. Ditton Strategic Rail Freight Terminal	2009 - 12	Resource implications to deal with infrastructure delivery and development opportunities.
6. Castlefields Regeneration	2009 – 12	Resource implications of dealing with the various partnerships and land transactions
7. Building Schools for the Future	2009 -12	Procurement method will impact on workload and resources required
8. Schools Primary Capital Programme	2009-12	Procurement method will impact on workload and resources required
<b>Economic</b>		
9. Budget pressures / Efficiency Review	2009 – 12	Expectation by Govt for all authorities to make continued efficiency savings throughout 2008/11.
10. Move to whole of Government Accounts	2009 - 12	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.
11. Available land for disposal	2009 – 12	The quantum of available land and its value is diminishing
<b>Social</b>		
12. 24/7 access to services	2009 - 12	Impact upon accessibility and security of Council buildings outside of normal office hours
<b>Technological</b>		
13. Development of thin client	2009 –12	Staff training issues and the operational implications of a central information file on the server
14. Asset Management software	2009 - 12	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 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 joined 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 has developed a Carbon Management Strategy and Implementation Plan which aims 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**

Over the past 12 months we have utilised the frameworks available through OGC Buying Solutions in order to procure consultant services, this has proved successful and the intention is to continue to procure services via this method.

The P2 web based Property Management System has been further developed over the past 12 months 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. ???

A minor reorganisation has taken place within the past 12 months in Property Services which has seen the office support function integrated into both Operations and Strategic Asset Management.

The integration has taken place in order that these support functions can be more closely aligned with the two individual teams.

### **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 continues to generate savings by reducing our expenditure on consultant's fees.

Last year we reorganised the way the caretaking service is delivered generating a saving in the order of £16,000, we intend to further rationalise the service this year which will generate an additional £15,000 worth of savings.

We are also going to be re-tendering a number of a term contracts over the next 12 months and it is envisaged that savings will be generated by this exercise the extent of these cannot be confirmed at this stage however.

Two members of the operational staff left us this year which gave us the opportunity to carry out a minor reorganisation within the operational team, the result of which was the downsizing of the team by one post which will generate ongoing revenue savings of £13,000 per annum.

We will be renewing our security contract within the next 12 months and it is anticipated that via some minor rationalisation of security at Rutland House/ Halton Lea we will be able to achieve revenue savings in the order of £10,000.

Two of the posts within the strategic asset management team that were filled with agency staff have now been filled with permanent staff members which will save in the order of £30,000 per year.

Strategy have also made a temporary appointment to address the backlog of work and increase potential income, this work had being going out to consultants and a saving of circa £40,000 per annum is envisaged due to this.

### **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 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 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 5 – 10 11 – 16	LOW MEDIUM 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.

### 3.7 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 2008 / 09 there were a considerable number of changes within the strategic asset management division. Previously unfilled posts have been filled, only one part time member of staff now being agency based. This has helped impact of the backlog of work and potential income, both of which have improved and will continue to that we are better placed to give support to Major Projects on some of the larger projects such as Widnes Waterfront, 3MG and the Mersey Gateway.

As previously mentioned two members of staff have left the operational team over the past 12 months which gave us the opportunity to carry out a minor reorganisation the result of which being that one post was deleted. Recruiting for the one vacant post however has proved difficult and at present this remains vacant. This will soon start to impact of the delivery of the service and the use of agency staff may be required in the near future.

The staffing levels for this and the preceding year are detailed within the table below.

Year	Operations	Office Support	Strategic Asset Management	Total
2008/09	14	6	17	37
<b>2009/10</b>	<b>19</b>	<b>0</b>	<b>19</b>	<b>38</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**

The Council occupy 2 premises where the leases expire within the timescales of this service plan as such we will need to develop a strategy for dealing with the implications of this. The premises in question are Grosvenor House where we currently have circa 350 staff located and Midwood House where we have approximately 70 staff located. The leases expire in August 2012 and January 2013 respectively.

## 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 2009–12, 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)

## 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) (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>					
Key Milestone(s) (11/12)	▪ Annual review to produce disposal programme complete <b>March 2012</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) (09/10)	▪ £3.4Million					
Key Milestone(s) (10/11)	▪ £3.3Million					
Key Milestone(s) (11/12)	▪ £3.2Million					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Head of Operations	<b>Linked Indicators</b>	Not applicable
	Residual	Medium				

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
Key Area Of Focus: 36	<b>Ensuring that the Council's land and property portfolio is managed effectively</b>

<b>Service Objective: PS O3</b>	<b>Review Value of Property Assets for Councils accounts (20%)</b>		
Key Milestone(s) (09/10)	▪ Annual Review of Value complete <b>March 2010</b>		
Key Milestone(s) (10/11)	▪ Annual Review of Value complete <b>March 2011</b>		
Key Milestone(s) (11/12)	▪ Annual Review of Value complete <b>March 2012</b>		
<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 O4</b>	<b>Fulfil requirements of Asbestos Audits and Management Regulations</b>					
Key Milestone(s) (09/10)	▪ Confirm 100% compliance					
Key Milestone(s) (10/11)	▪ Confirm 100% compliance					
Key Milestone(s) (11/12)	▪ 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 O5</b>	<b>DDA Works Corporate (Non Schools) subject to funding (currently £200k per annum)</b>					
Key Milestone(s) (09/10)	▪ Complete ?% of Priority 2 works by <b>March 2010</b>					
Key Milestone(s) (10/11)	▪ Complete ?% of Priority 2 works by <b>March 2011</b>					
Key Milestone(s) (11/12)	▪ Complete ?% of Priority 2 works by <b>March 2012</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>1</sup>	Description	Corp. Plan Priority	Halton 2007/08 Actual	2007/08 Quartiles <sup>2</sup> (All England)			Halton 2008/09 Target	Halton 2008/09 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
<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	81				90	TBA	90	90	90
<b><u>PYSLI 3</u></b>	Occupancy of Industrial Units	N/A	83				80	TBA	80	85	90
PYSLI 4	% Of rent collected as % of rent due (Excluding bankruptcies and the like)	CP 6 AOF 34	92				95	TBA	95	95	95
<b><u>PYSLI 5</u></b>	Occupancy of Market (Widnes) %	“ “ “ “	86				85	TBA	85	85	85
PYSLI 6	% Of rent collected as % of rent due	“ “ “ “	98				95	TBA	95	95	95
<b><u>PYSLI 7</u></b>	Occupancy of Market (Runcorn) %	“ “ “ “	50				55	TBA	60	65	70
PYSLI 8	% Of rent collected as % of rent due	“ “ “ “	89				95	TBA	95	95	95

<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 2007/08 Actual	2007/08 Quartiles <sup>4</sup> (All England)			Halton 2008/09 Target	Halton 2008/09 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
<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	61				65	TBA	70	75	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	63				90	TBA	90	90	90

<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 Data Quality

Good quality data provides the foundation for managing and improving services, determining and acting upon shared priorities, and accounting for performance to inspecting bodies and the local community.

In recognising this, the Council has developed a Corporate Data Quality Strategy that will provide a mechanism by which the authority can be assured that the quality of its data remains robust and fit for purpose. This strategy, which will remain subject to periodic review, establishes the key dimensions of good quality data and identifies five Key Corporate Objectives namely;

#### Objective 1

To provide assurance to all stakeholders that the quality of data used in decision making and in accounting for and reporting the performance of the authority, either directly or through partnership arrangements, is wholly fit for purpose.

#### Objective 2

That, through a rigorous process of monitoring, review and refinement, the authority's arrangements for securing data quality remain relevant, reliable and robust and that exemplary arrangements for securing data quality are achieved within the medium term

#### Objective 3

That arrangements for securing data quality are widely shared, communicated and understood by all of those with data quality responsibility and that relevant staff are provided with timely and appropriate guidance and support.

#### Objective 4

That all departments, partners and agencies that deliver services on behalf of the Council use complete, accurate and verifiable data which is collected and communicated in an effective and timely manner.

#### Objective 5

That all data used in the calculation of nationally prescribed performance indicators is definition compliant and verifiable and that no such indicators will be amended or qualified as a result of work undertaken by inspecting bodies.

In supporting the delivery of the corporate strategy the department will ensure that appropriate systems and processes are in place to secure the quality of its data and that such systems are subject to periodic and risk based review.

In so doing the department will pay particular attention to the six key dimensions of good quality data i.e. that data is

- **Accurate** For its intended purpose;
- **Valid** By being consistently recorded and used in compliance with predetermined definitions and rules;
- **Reliable** By reflecting stable and consistent data collection processes;
- **Timely** By being made available as soon as possible after the activity or event and in line with organisational requirements;
- **Relevant** For the purpose intended;
- **Complete** In that the monitoring of incomplete, missing or invalid data is avoided.

**Such systems include, for example**

## 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 2009 to March 2012**

Executive Board Draft 2009

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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**

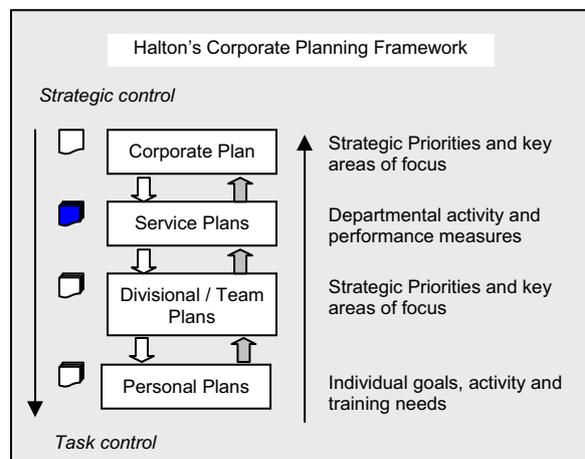
Departmental Service Plans form an integral part of the authority's corporate planning framework, as illustrated opposite.

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 associated Areas of Focus that have been most influential in the development of the service plan are;

**Children & Young People in Halton**

Area of Focus 14

To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood.

Area of Focus 19

To ensure a safe environment for children where they are supported and protected from abuse and neglect

## **2.0 SERVICE PROFILE**

### **2.1 Purpose:**

The children and families we work with have complex needs, have experienced compromised parenting 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 and together with partners, we narrow the gap in outcomes for these most vulnerable children. 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 offers 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 3 divisions detailed below. However, much of our work is closely linked with the work of other services including Health, Schools and third sector 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 promptly the needs of children and families in need
- Planning and delivering integrated services for vulnerable children and families across the levels of need
- Inter agency working via Children Trust and Service Delivery Partnerships
- Support, monitoring, training for parents, carers and children
- Crisis and emergency intervention in families

- Child Protection Services supporting much earlier targeted interventions with the most vulnerable children and their families

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

### Joint Area Review

Children's Services received an excellent report following the Joint Area Review (JAR) of services to children and young people in spring 2008. The JAR graded the performance of children's services in Halton across 5 areas rating performance from 1 - inadequate to 4 – Outstanding and the grades are shown below;

	Local services overall
Safeguarding	4
Looked after children	3
Learning difficulties and/or disabilities	3
Service management	3
Capacity to improve	4

JAR inspectors stated that the partnership approach to improving outcomes for children and young people was key to Halton's success. They commented on the high quality of staff they encountered and were impressed with their calm, committed approach.

The main findings included:

- Safeguarding children in Halton is outstanding, with sustained high performance, including child protection, underpinned by very strong joint working, robust policies and procedures.
- Local services for looked after children are good – children live in safe, stable placements and receive good care. However there are low numbers in education, employment or training or in permanent accommodation.
- The Council and its partners have made rapid progress over the last three years in developing a well-planned inclusion strategy for children and young people with learning difficulties and/or disabilities.
- The local authority and its partners are very responsive to young people's views and opinions.
- Service management is good, with outstanding capacity to drive further improvement. Highly effective leadership provides clear direction.

A Halton JAR Improvement Plan has been produced which describes how we, in Halton, are to deliver on the issues noted in the JAR report. There were two key action identified for Specialist Services;

- Increase numbers of Care Leavers in Education, Employment or Training
- Increase permanent accommodation for all care leavers

An apprenticeship scheme for care leavers is being established as part of the Working Neighbourhood Fund programme. Opportunities for work placement and apprenticeships are also being identified across the Council and it's partners.

A review of current accommodation and support provision for care leavers is underway and a commissioning plan is being established in order to increase options for care leavers.

### **Annual Performance Assessment**

Children's services are also subject to an annual performance assessment by Ofsted. The results were released in December 2008 and performance was judged as outstanding across 4 of the 6 outcome areas. The grades are shown below;

<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	4
Making a Positive Contribution	4
Achieving Economic Well-Being	2
Capacity to Improve (Including Service Management)	4

The assessment process identified areas for development against each of the Every Child Matters outcomes, however none fall within the lead responsibility of Specialist Services. We are one of the few authorities national to be classified as outstanding for Safeguarding and service development is systematically reviewed to ensure that we continually strive to improve further.

### **2.2.3 Priorities**

The original priorities set out in the Children and Young People's Plan are currently subject to review as the Plan expires at the end of March 2009. The strategic engagement meeting with Government Office North West (GONW) held

in December 2008 agreed the following priorities for the Children's Trust in the coming year;

- Reduce health inequalities
- Improve sexual health
- Improve placement choice and quality of care for Children in Care
- Narrow the gap in educational attainment for vulnerable children
- Reduce offending and anti-social behaviour
- Improved learning opportunities 14-19 and participation post 16

These priorities will shape the work of the Children's Trust and also reflect the targets agreed in the Local Area Agreement.

#### **2.2.4 Local Area Agreement (LAA)**

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. There are 16 statutory targets relating to educational attainment and attendance and in addition there are 34 mandatory targets based on the National Indicator Set. 9 of the 34 are particularly relevant to Children's Services and include our priority areas Teenage Pregnancy, Health Inequalities, NEET and post-16 attainment. All LAA indicators are included in the service plans and are highlighted in Section 5.2 of the relevant plan by <sup>LAA</sup>

#### **2.2.5 Children's Trust Arrangements**

The Children's Trust is the key delivery mechanism for integrated Children's Services in Halton and work towards the priorities set out in Section 2.2.4. The Every Child Matters programme for implementation of the 2004 Children Act provides the basis for partnership working, and section 10 of the Act provides the statutory basis for the establishment of the Trust. In Halton considerable process has been made to establish integrated governance, strategy and service delivery with the Children and Young Peoples plan providing the framework for the work of the Trust.

The key developments that are driving our work in this area are;

- Alignment of PCT service delivery with the Operational Director joining Senior Management Team and services including health visiting, school nursing and midwifery being delivered in partnership through the Children's Centres.
- The development of a Joint Intelligence and Commissioning Unit to provide an integrated support function for the Children's Trust. The Unit will operate across 4 strands; Workforce Development, Commissioning, Intelligence & Data, and Children's Trust Management & Integrated Processes. The Unit will provide the information required to facilitate the deployment of resources and inform planning of integrated services. It will also pull together good practice and drive standards across all agencies up to the highest common denominator.
- Locality working pilot to embed multi-agency preventative services in the community via a core team of professionals with additional support as required from virtual partners'. The common assessment framework (CAF)

will be used to facilitate this work and bring a consistent approach to our work with children and their families. This work will be further enhanced with the roll out of the lead professional process.

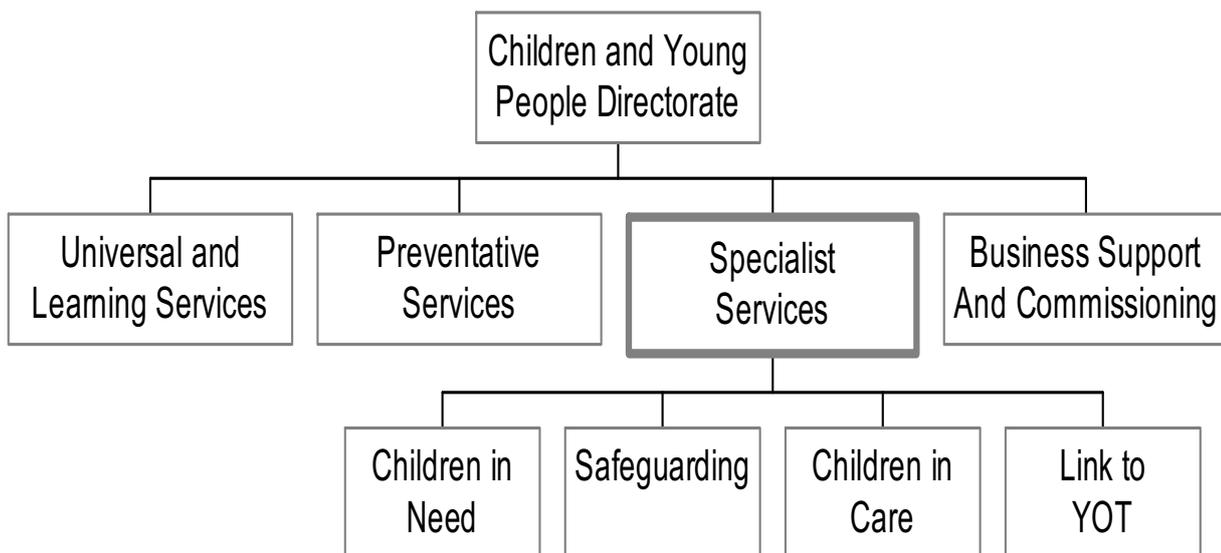
**2.2.6 Economic Climate**

The current economic climate is starting to impact across our services. In some areas such as work to reduce the numbers of young people not in Education, Employment or Training there is a very direct link. We also need to be aware of the indirect links as there is a well established correlation between deprivation levels and the demand for social care services, poor educational attainment and increasing levels of substance misuse, domestic violence and anti-social behaviour. The impact on all of these areas will be monitored closely and reported through the quarterly monitoring process.

**2.2.7 Consultation and Participation**

Children and young people are at the heart of all of our activity and we ensure that there is a strong customer focus to all of work. We are currently participating in the development of a Customer Excellence Model for the authority and as part of that process have audited ourselves using the tool provided by the Cabinet Officer. The Children’s Trust have adopted the ‘hear by right’ standard for engaging with children and young people and we are embedding good practice across the organisation. Details of consultation and participation activity is outlined in Section 3.2 Service Developments.

**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.

The Plan will have major policy implications across Halton Borough Council and partner agencies, and will stretch beyond children's services. In order to ensure that we are prepared for implementation of the Plan, an audit is being undertaken of the current situation in Halton and actions required to ensure we are ready for the changes which the Children's Plan will require. The findings from the audit will be used to inform strategic planning and act as a basis for the review of the Halton Children and Young People's Plan.

##### **Halton Community Strategy:**

This strategy outlines goals that the Halton Partnership wants to achieve to help build a better future for the Borough. It concentrates on the fresh challenges, priorities and achievements planned over the next four years to help improve the

quality of life for people in Halton. The Halton Strategic Partnership Board was formed in 2001 and is the Local Strategic Partnership for the area. It brings together Halton's main service providers and agencies from the public, private, community and voluntary sectors.

A Community Strategy was drawn up for Halton to provide a framework in which the many different organisations and groups of the Partnership can work together. The strategy sets out a plan to tackle five priority areas to improve quality of life in Halton, which are

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

### **Halton Children's Trust**

The Children's Trust 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 Children's Trust 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.

The Children's Trust was developed from **The Children and Young People's Alliance** Board following a review, and structural changes have been made to strengthen local arrangements and accountabilities.

### **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 and Young People's Strategic Planning arrangements and the Halton Children and 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 those arrangements

### **Economic**

There are some additional potential demands placed upon services due to the current economic climate, which are referenced in Section 2.2.6. This section provides contextual information about the general economic position of the borough.

### **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.

### **Child Poverty:**

The Government has set itself a challenging target to half the number of children in poverty by 2010-11, and end child poverty by the year 2020. Halton has an open ended target to reduce child poverty by 40%, and so far has managed a 10% reduction.

- The 2007 population estimate for children (0-15 year olds) is 24,200
- 27% (6,825) of children live within households defined as living in poverty in Halton (2007).
- This figure has fallen since 2004 when 30.2% of children lived in poverty.
- In 2007 Halton has the 6<sup>th</sup> highest proportion of children in poverty in the North West. In 2005 it had the 5<sup>th</sup> highest
- The 2007 Index of Multiple Deprivation identified 17 lower super output areas that fell within the top 10% most deprived areas nationally for income affecting children. These 17 areas contain a quarter of Halton's child population.

### **Employment:**

There are 54,000 employee jobs in Halton (2006). Halton residents who are full time workers (not necessarily working in Halton) currently have an average earning of £462.2 per week. This compares to the North West figure of £512.9. People who are full time workers in Halton (not necessarily living in Halton) have an average weekly earning of £520.7 per week. This figure is in fact higher than the North West average of £515.2. This demonstrates the gap between the jobs within the borough and the skills within the borough.

- 63% of Halton's population are of working age, this is an estimated 75,300 (2007). This is a slight drop from 75,600 in 2006.
- There are 54,400 employee jobs in Halton (2006). This is a slight drop from the 2005 figure of 54,600.
- The current Job Seekers Allowance claim rate is 3.2% (July 2008). The JSA rate has consistently been above the North West rate.
- Full time workers from Halton have an average earning of £462.2 per week (2007).
- The largest employment occupation for Halton residents is elementary occupations. Elementary sector job listings are wide ranging and encompass many disciplines including: farm workers, storeman, warehouse assistant,

hotel porter, postal workers, waiters, traffic wardens and bar staff etc.

- The “out of work” benefit claim rate for the worst performing neighbourhoods in Halton was 30.8% (May 07 – Feb 08).
- The largest proportion of “out of work” benefit claims are for incapacity benefits.
- Over 50% of incapacity benefit claims are classed as long term claims (Feb 2008).
- The percentage of working age with level 2 qualifications or above is 57.4%.

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.

## **Social**

### **Demographic changes:**

The mid-2006 population of Halton stood at 119,500 (rounded to the nearest 100 people). This is up from the mid-2005 population of 119,200. Halton has a larger number of people in the 5-24 age categories than the national average, and a lower proportion of population over age 65+. However Halton’s proportion of over 50s is increasing at one of the highest rates at 4% higher than the national average.

Halton has some endemic and systemic problems that drive demand for safeguarding and particularly child protection interventions. There are high levels of compromised parenting, often inter-generational. This is where ‘poor’ parenting becomes a threat to the safety and welfare of children. Sometimes this is life threatening. That compromised parenting is most visible in levels of domestic violence, substance misuse, adult criminally, mental health problems along with vulnerable and unsupported families. “Families” being a generic term for a vast range of personal circumstances.

The result of such ‘compromised’ parenting is a very high demand for social work support and assessment services. This is increasing. In 2006/7 there was roughly 1000 assessments of such circumstances, with a predicted number of 1400 in 2009. The number of ‘live’ social work cases has risen from 640 to 780. This has resulted in the second highest rate of children with a social worker in the Northwest (2.9%).

The high proportion of NEET young people in the borough is also reflected in the care leaver population, where there is now a clear focus on encouraging care leavers into some form of education, training or employment. Additional support will be provided to them to help them to access opportunities and the range of apprenticeship and employment opportunities will need to be enhanced.

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.

Despite a small increase in the proportion of non-white population between 2001 and 2006 from 1.2 to 1.85 %, other areas have increased by a greater amount as Halton's rank has changed from 301 to 334 in Great Britain.

### **Health:**

The health of people in Halton is generally worse than the England average, including breastfeeding initiation, the estimated percentage of adults who are obese and hospital stays related to alcohol. Some indicators are not significantly different from, or are better than, the England average, such as the rate of road injuries and deaths, which is similar to the England average.

There are health inequalities by gender, level of deprivation and ethnicity. For example, people from the most deprived areas have between 6 and 8 years shorter life expectancy than those from the least deprived areas. Over the last ten years, the death rate from all causes has decreased. However the early death rate from heart disease is above the England average.

There are a number of indicators which are among the worst in the country, including life expectancy for women, which is third worst in England and the early death rate from cancer, which is the worst in England. The teenage conception rate is significantly worse than the England average.

### **Technological**

#### **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 commencing in February 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 within Halton is available for testing and has been built on the Children and Young People's Database. In 2007 the DCSF announced the decision for the implementation of a national eCAF solution, in which implementation will commence in 2009 for opting Local Authorities and will be operational across England in approximately 2010. Halton is currently in the decision making process as to whether to pursue the local or national eCAF solution. A business case will be documented to support such decisions.

#### **Integrated Children's System**

Halton currently has an in-house ICS System but is in the process of moving to CareAssess. We have implemented 27 electronic forms these are fully, live across all 9 Halton Children's Social Care front line teams. We will be developing and implementing all phases of ICS in CareAssess including Phase 1c, and will have a fully implemented ICS System within CareAssess in line with the anticipated DCSF deadline of October 2009

#### **14 to 19 Online Prospectus & Common Application Process (CAP)**

Halton has implemented a searchable Online Prospectus of 14-19 learning opportunities available within the borough and also opportunities across greater Merseyside. The online prospectus was launched to Year 11 learners in November 2007 where pupils attended an opportunities event for a hands-on demo of the prospectus. In October 2008 Halton launched an online post-16 application system; also known as the Common Application Process (CAP). The CAP is an integral part of the online prospectus, allowing young people to browse for courses and apply online directly to a provider.

#### **Halton Virtual Learning Platform**

As outlined in the DCFS e-strategy a key objective is for every school learner in England to have access to a personalised online learning space (Learning Platform) with the potential to support e-portfolios. A phased roll out of the Learning Platform is currently taking place, with all schools receiving training by September 2009. Halton's Learning Platform is currently being developed and promoted within the Authority, with a number of collaborative projects beginning to take place.

#### **Building Schools for the Future**

Key to the success of BSF is the integration of learning and teaching, physical environment/buildings, infrastructure and technologies. Our vision is for an ICT enabled learning community, which covers not just the students and teachers but also extends the provision of learning across to the community, and therefore builds on our current ICT strategy. Through BSF, ICT will transform the way that education is delivered in Halton ensuring it is a real tool for the delivery of education and is embedded across all schools.

#### **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.

**Children's Trusts:** Section 10 of the Children Act provides the statutory basis for Children's Trusts (the duty to cooperate). Revised Children's Trust guidance on the 'duty to cooperate' was published on 18 November 2008. The 'relevant partners' currently under the 'duty to cooperate' are: district councils, the police, the probation board, the youth offending team, the Strategic Health Authority and Primary Care Trusts, Connexions partnerships, and the Learning and Skills Council. The relevant partners are placed under a 'duty to cooperate in the making of arrangements to improve well-being' and have a power to pool budgets and share other resources.

The Government will also introduce new legislation to ensure that multi-agency Children's Trust Boards are operating in every local authority area. Under the new law, for the first time, every local authority will be required by law to have a Children's Trust Board with responsibility for improving the safety and well-being of all children and young people in the area. Each Board will be asked to publish an annual review of progress against their Children and Young People's Plan so that safeguarding remains a priority. It will soon be a legal requirement for Children's Trust Boards to work together to agree and deliver a Children & Young People's Plan. The legislation will strengthen co-ordination of services at a local level and improve accountability by:

- Requiring LA's, Primary Care Trusts, schools, colleges, health services and others to work closely together to jointly own local children's plans
- Putting effective early intervention for children at risk central to those plans
- Requiring individual members to be held to account for delivering their agreed part of the shared plan

**Childcare Act 2006:** From 1 April 2008 local authorities have had a statutory duty under Section 6 of the Childcare Act 2006 to secure sufficient childcare to enable parents to work, or to undertake education and training leading to work. To fulfill this duty, local authorities need to facilitate and shape local childcare markets which are responsive to parents' needs and provide sufficient high-quality, accessible and sustainable childcare.

As a preparatory step towards meeting the Sufficiency Duty fully, Section 11 of the Childcare Act, requires local authorities to undertake a Childcare Sufficiency Assessment. The assessment is a measurement of the nature and extent of the need for, and supply of, childcare within each local area. Local authorities have to repeat the full assessment process at least every three years, and should keep their assessments under review in the meantime. Section 13 of the Act, which came into force on 1 October 2007, placed a further duty on local authorities to provide information, advice and training to childcare providers.

**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 Act 2008** received Royal Assent on 13 November 2008. The Children and Young Persons Act 2008 will reform the statutory framework for the care system, to ensure that children and young people receive high quality care and support and to drive improvements in the delivery of services focused on the needs of the child. Key areas of focus within the Act include improving placement stability, educational experience and attainment and the transparency and quality of care planning, and ensuring that young people are not forced out of care before they are ready, by giving them a greater say over moves to independent living and ensuring they retain support and guidance as long as they need it.

The Children and Young Persons Act enacts proposals detailed in the White Paper “Care Matters: Time for Change” which was published in June 2007, and will have a far-reaching impact on the way services to children and young people are delivered.

**Education and Skills Act** has now received Royal Assent, and means that all young people will be required to continue in education or training post-16. This is a historic Act, raising the minimum age at which a young person can leave learning for the first time since 1972.

The participation age is being raised in two stages, to 17 from 2013 and to 18 from 2015. The first cohort to benefit from these changes began Year 7 this September.

This is not about raising the school-leaving age — young people will not be required to stay in school and will be able to participate in a range of ways, through full-time education, an apprenticeship, or part-time education/training if they are employed full-time.

The DCSF aims to ensure that:

- there is a suitable, worthwhile post-16 learning opportunity for every young person — including Diplomas, general qualifications, Apprenticeships, and accredited training as part of a job
- young people get the support they need to access these opportunities — including good quality information, advice and guidance; financial support; and support for young people facing additional barriers
- every 16 and 17-year-old participates — either in full time education, in an Apprenticeship, or part-time (about a day a week) if working or volunteering for 20 hours a week or more.

A culture of high expectations of young people is crucial to this and other agendas — and raising aspirations of all young people will be particularly

important, so that they are thinking about their futures and post-16 options as early as possible.

**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 is a local 14-19 Education implementation plan which will 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. Other areas of reform include an extended project to stretch A Level and Diploma learners, the next development to the electronic prospectus published in 2007 is the launch of a common application process for 14-19 provision in January 2009. From 2010 the responsibility and funding for the commissioning of post for post 16 provision transfers from the Learning and Skills Council to the Local Authority, 2009/2010 will be the a key transition year for the authority as it prepares for commissioning from September 2010.

## **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 joined 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 reported on progress against the targets in the original Plan, and this set the key priorities and activities for 2007-09.

The Children and Young People's Plan also sets out a clear local strategy for child safety arrangements, and sets the framework for the operation of the Local Safeguarding Children Board which leads work on safeguarding children.

**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.

During October/November 2008 Halton Youth Voice organised Voice Weekends for young people aged 11-19. 98 young people took part in consultation activities around children's rights, understanding democracy and equality & diversity issues.

From January-December 2008 Sexual Health consultations were held with young people aged 12-23. Approximately 100 young people took part in consultation regarding the shape and future of young peoples sexual health services in Halton.

*In November 2008 the Powerful Voices event consulted with children, parents and professional about the vision and priorities for improving support to children with disabilities and their carers (Michelle may want to add to this)*

There are also plans within CYPD to set up apprenticeship/internship type positions for a small number of young people as a means of further promoting the ideas of active participation and partnership in decision making.

Halton Borough Council and Connexions supported this years '11 MILLION Takeover Day' - where 14 young people from Halton, took over from their adult counterparts in Senior Management roles. This was held on the 7 November 2008 to coincide with the climax of The National Youth Agency's Youth Work Week 2008.

One young person went to a meeting with Gerald Meehan, Director of Children's Services, and assisted in delivering a presentation, then chaired a meeting in the afternoon

2 of Halton's children in care were Operational Directors for the day. Both attended meetings and actively participated, and came up with lots of ideas that the Operational Directors are considering implementing. They also accompanied

the Gerald Meehan to take part in a video conferencing link to America, which was arranged by Research in Practice.

Another young person undertook a one to one with a member of staff with their consent, and attended various health meetings. This young person along with 2 others also helped plan a consultation event for children and young people with additional needs.

At the close of the day a meeting was held to sum up what was good and bad about the day, and one of the ideas is being developed further to see if it can be achieved in relation to formalising how the voices and views of YP can be heard more regularly within the senior management team. The group have met since then so Senior Management Team can report on progress.

All are eager to take part again next year and are hoping it will be an even greater success. Managers reported that it was one of the best days in work they have had for a long time, and the young people involved all reported how much they enjoyed it, how hard the jobs were and how much there is to do.

**Halton Parent and Carers** continues its development. Parents across Halton are encouraged and supported to participate effectively. All existing Parent Forums and Groups in Children's Centres have been visited with the view of recruiting new members. The structure of the group has been discussed at length and they have agreed not to have a chairperson or other officials at this stage; but to work as a group and the CDO to facilitate and co-ordinate. Numbers of parent's attending have improved significantly and there are currently 15 members. Training has been organised for parents in Child Protection, Committee Skills and Baby Welcome Award with a view to becoming Community Parents.

On the 6th February 2009 Halton Parent and Carers will be hosting a celebration event, which will be an opportunity for parents to gain a clear insight into the work of services and organisations providing support to families in Halton. A Working Group of parents has been formed and will be involved in the planning, organising and running of the day. It is hoped to engage families who are seen to be "hard-to-reach" and those who do not access children's centres. The Event will ensure that parents and carers have an understanding of the breadth of services available and will enable them to respond to consultation on the development of services more effectively.

### **3.3 Efficiency Improvements:**

The Council has commissioned KPMG to assist the authority in developing a long term efficiency programme given the financial challenges it will be facing over the next three years. KPMG will be working with the Council to identify ways of making cashable efficiencies in such a way to ensure that service reductions are avoided.

Six work streams have been identified where as a consequence of doing the business differently the Council would be able to meet the challenge of achieving cashable efficiency savings but also maintaining and enhancing service standards. These areas are:

- The potential to reduce overheads through a rationalisation of current management structures.
- To improve the Council's approach to the provision of its administrative support services.
- To take the opportunity to refine the balance between corporate and directorate roles in a number of core areas and improve resource deployment.
- Review the Council's third party spend and develop its procurement expertise.
- To deliver a programme of option assessments to determine the most suitable form of delivery for all services.
- To use the opportunities provided by technology and the Council's infrastructure to make services more efficient.

Individual projects are being developed to address each of these areas to run over the next three to four years.

Within the Directorate efficiency reviews have been undertaken in specialist services with regard to administrative support and children in need services. These reviews have result in the realignment of administrative support to support the introduction of the Integrated Children's System (ICS) and the reallocation of resources into the Children in Need service to increase capacity in Widnes to better manage the demand for assessments and service delivery.

Following the death of Child P in Haringey, the Directorate has undertaken a stock taking exercise and identified the need for additional resources in social work services and in the fostering Service. These additional resources have been agreed by the Executive Board.

### **3.4 National Regional and Sub-regional Focus**

Phase 1c of the integrated Children's System will continue to drive social work practice and require the service to again 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 this year which will be one of several major IT products commencing this year.

Whilst considerable progress has been made in the recruitment and retention of qualified social workers in the frontline and children in care teams, having reached a position where vacancy rates are extremely low, there remains a major challenge in our fostering and adoption service, including a long standing management vacancy. . A strategy has 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 Children and Young Persons Act 2008 introduces a number of requirements for local authorities in respect of the current delivery of services to children in care and for work force development. In addition, Care Matters introduced a further range of expectations for local authorities, which are all aimed at improving the life chances and outcome of children in care. Implementation of both has commenced and will require continues work over the coming years.

At a regional level, Placements North West is now established as a regional commissioning unit for residential and foster care placements for children in care. It is anticipated that this will increase the knowledge we have of the local placement market, will allow for more quality focussed monitoring and will reduce some of the very high costs in the sectors

### **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.

Children and Young People has an Equality and Diversity group that includes partner agencies and leads on all E&D issues for the Children's Trust. There is a systematic programme in place for the completion and review of Equality Impact Assessments and the quality assurance of EIA's is carried out by the E&D group. There are close links with the corporate equalities agenda and Children's Services played a significant role in the successful IDEA peer review to confirm Halton's assessment of Level 3 of the Local Government Equality Standard.

A lot of work has been undertaken to profile the key groups subject to inequalities in Halton and these relate to deprivation and locality rather than the more traditional equalities strands. The Directorate has developed an Equalities Strategy and action plan using the learning from EIA's and the profiling of our population. The high priority actions identified from this process are outlined in section 5.

### **3.6 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 within this plan. As such their implementation will be monitored through the Quarterly Departmental Service Plan Monitoring Report process.

### 3.7 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	CIC	Safeguarding	
2009-10	52	85.5	11.5	Number of FTE's
2010-11	52	85.5	11.5	

An integrated workforce strategy for the new Children's Trust and was implemented from April 2008. The strategy sets out a framework for integrating the children's workforce to enable progress towards the priorities set in the Children and Young People's Plan. Integrating staff from different professional backgrounds to provide a seamless service to children and young people brings with it a number of challenges.

A review of the Strategy is to be carried out with the implementation of the Children's Workforce Development Council's 'One Children's Workforce Tool'. This will be done in conjunction with the development of the Joint Intelligence and Commissioning Unit (JICU) to provide an integrated support function to the Children's Trust. There are four key strands to the JICU of which Workforce Development is one.

The recruitment, retention and continuing professional development of social work staff who are able to meet the needs of children, young people and their families in addition to the demands of current legislation and local policies remains an ongoing challenge. Therefore it is important for us to be creative by considering how we can make social work a viable long-term career option in Halton in order to protect and develop these frontline services over the coming years.

To date we have signed up to take part in the NQSW pilot, run by the CWDC as a means of supporting the difficult transition between qualification programmes and working as a social worker. We also have a comprehensive training programme within the Directorate supporting the day-to-day work of staff working directly with children and their families.

Additionally we are creating a progression structure able to take account of the revised PQ framework, the professional development needs of social workers, the challenges to recruit and retain experienced frontline professionals as well as being able to offer the scope to remain in frontline practice as an experienced, highly competent practitioner

### **4.3 ICT Requirements**

The ICT Development Plan looks forward to developments over 3 years 2007-2010. The most significant developments centre around the continuing developments to the Halton Children and Young People's Database, the Social Care system - Care First 6, the Integrated Children System (ICS), increasing amount of tracking data and the need to provide comprehensive analysis and reports. We also have on going developments with the Halton Virtual Learning Platform and its move to becoming the Halton Managed Learning Environment and the ICT developments to support BSF - Building Schools for the Future

#### **CYP Database**

Tribal Software Solutions are developing a new web based version known as Synergy Gateway which has been purchased by Halton as an 'Early Adopter' primarily to host the Tribal E CAF module and provide full integration to Contact Point. This also allows web based access to core pupil information and will be developed to replace existing modules allowing wider and more flexible access opportunities. An implementation plan needs to be developed and put into place in line with module development rolling out to users as appropriate.

#### **OLM Carefirst 6 Software**

An overall project team has been identified to implement Carefirst 6 with resources being deployed to work collaboratively with both ICT Services and Health and Community Directorate. Additional resources will need to be identified within the Directorate to manage CareFirst 6 / ICS and ESCR once all systems go live. For the ESCR, there is a statutory requirement for 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.

#### **JNA Connect - Children Centre MIS**

JNA- Connect is a flexible database allowing develop its components depending on the service provider's engagement or to tie in with local or national requirements. Tribal Group is currently working on developing JNA- Connect and the CYP Database to enable both systems to exchange information on the regular basis. Locally, the initiative of working with Halton Health Visiting Service has progressed - all nationally required health information will be gathered and held on person record. After the trial period, all the processes around data collection and collation will be revised in order to provide more structured data sharing protocols.

#### **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 and ringfenced funding provision. Our vision is for an ICT enabled learning community, which covers not just the students and teachers but also extends the provision of learning across to the community, and

therefore builds on our current ICT strategy. Through BSF, ICT will transform the way that education is delivered in Halton ensuring it is a real tool for the delivery of education and is embedded across all schools.

### **ICT Issues**

Due to the developments outlined above and also in Section 3.1 under Technological Factors there is an increasing reliance on ICT. This has caused some difficulties in particular in relation to the use of the Integrated Children's System by social care staff. These difficulties have included downtime and a slowing down of the system which has increased the amount of time practitioners spend recording information on Carefirst and completing ICS forms which are the main method of case recording. CareFirst implementation and ICS downtime have been addressed as a high priority issue by ICT Services and from 30th October to present there has been a significant improvement. However, there are still issues about resourcing this implementation programme and with the Citrix system. The impact on frontline social care staff could have potentially serious consequences as it increases the time they are office based and reduces the level of direct contact with children in need and at risk.

### **4.4 Accommodation and Property Requirements**

A comprehensive review of future accommodation needs of the Directorate will be undertaken. Opportunities will be explored to increase flexible working for staff and where appropriate deploy staff to deliver services locally.

Through the Building Schools for the Future Programme and Primary Capital Strategy, along with the investment available for Early Years, Children's Centres, Play and provision for young people it is aimed to transform the learning environment for all Children and Young People within the Borough and provide 21<sup>st</sup> century learning environments 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 2009–12, 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%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

### 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>Achieve Economic Well Being; CYPP BH3, SS4, EA3, MPC1, AEW2</b>

<b>Service Objective:</b>	<b>SS1: Improve Education and Employment Opportunities for Care Leavers</b> (Objective cross-referenced to other CYPD plans ULS1, ULS5, PS3, PS5, PS6, PS7, BSC1)					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>• Appoint a designated officer to manage care leaver employment by September 2009</li> <li>• Implement an scheme that provides 10 apprenticeships for care leavers per year by March 2010</li> <li>• Fully implement the Council's employment scheme for care leavers by March 2010</li> <li>• Introduce a bursary for care leavers going on to higher education by September 2009</li> <li>• Develop the role of the Education Support Service/CSW (EET) to support the ongoing learning needs of care leavers up to the age of 21 by March 2010</li> <li>• Increase the availability of permanent accommodation for care leavers by 4 units by March 2010</li> </ul>					
<b>Key Milestone(s) (10/11)</b>	<ul style="list-style-type: none"> <li>• Fully establish the apprenticeship scheme across the Council and LSP to ensure that all care leavers are offered an apprenticeship by September 2010</li> <li>• Ensure all children in care and care leavers are offered work placement opportunities within the Council and LSP agencies by March 2011</li> <li>• Ensure that the work placement and apprenticeship scheme has sustainable funding by March 2011</li> <li>• Increase the supply of permanent accommodation by a further 4 units by March 2011.</li> </ul>					
<b>Key Milestone(s) (11/12)</b>	<ul style="list-style-type: none"> <li>• Review take up and effectiveness of the work placement and apprenticeship scheme by March 2012</li> <li>• Review the effectiveness of the accommodation arrangements for care leavers by March 2012.</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	8	<b>Responsible Officer</b>	DM CIC	<b>Linked Indicators</b>	SS LI1, SS LI3, NI147, NI148, NI101
	<b>Residual</b>	4				

## Objective SS2

<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>SS2: Increase Placement Choice and Quality of Care for Children in Care</b> (Objective cross-referenced to other CYPD plans ULS1, ULS5, PS2, PS3, PS7, BSC3)
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>• Complete a review of the demand for and supply of placements for children in care by March 2009.</li> <li>• Implement a marketing strategy to improve recruitment of foster carers by March 2009</li> <li>• Increase the number of in house foster care placements by 8 by September 2009 (10% increase)</li> <li>• Review the role of Principal Manager Fostering to secure a permanent appointment by April 2009.</li> <li>• Recruit to the vacant 4 social work posts in the adoption and fostering services by June 2009</li> <li>• Continue to engage with the Regional Commissioning programme to improve knowledge, quality and competitiveness of local, private provision by March 2010</li> <li>• Implement and monitor CWDC development standards for foster carers by March 2010</li> </ul>
<b>Key Milestone(s) (10/11)</b>	<ul style="list-style-type: none"> <li>• Review effectiveness of foster carer recruitment and consider the need for improved conditions of payment by March 2011</li> <li>• Implement OOB panel and joint funding of OOB placements with the PCT by December 2010</li> <li>• Reduce the demand on the OOB budget to bring it back into balance by March 2011.</li> <li>• Implement revised minimum standards for children's homes and fostering by June 2010</li> <li>• Develop additional support services for foster carers by March 2011 to improve attainment, health outcomes and placement stability (insert targets)</li> </ul>
<b>Key Milestone(s) (11/12)</b>	<ul style="list-style-type: none"> <li>• Ensure that the demand for foster care and the local supply is in balance and provides sufficient placement choice for all children coming into care</li> <li>• Review and develop the foster care training programme by March 2012</li> <li>• Further develop the CPD of foster carers by March 2012</li> </ul>

<b>Risk Assessment</b>	<b>Initial</b>	16	<b>Responsible Officer</b>	DM CIC	<b>Linked Indicators</b>	SS LI4, SS LI5, NI62, NI63
	<b>Residual</b>	8				

### Objective SS3

<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>SS3: To maintain effective Safeguarding processes</b> (Objective cross-referenced to other CYPD plans ULS1, PS2, PS3, PS5, PS6, PS7)					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>Establish a Safeguarding Unit bringing expertise across the Directorate, health and the Police to improve the co-ordination of professional expertise and quality assurance processes by April 2009.</li> <li>Implement a systematic approach to learning arising from Serious Case Reviews by September 2009</li> <li>Ensure that all agencies understand their responsibilities with regard to the management of allegations made against adults who work with children by March 2010</li> <li>Audit the implementation of the neglect protocol ensuring there are interagency minimum standards by March 2010</li> </ul>					
<b>Key Milestone(s) (10/11)</b>	<ul style="list-style-type: none"> <li>Review the activities of the Safeguarding Unit with regard to quality of casework in the Directorate by March 2011.</li> <li>Audit the impact of learning from SCR in the Directorate by September 2011</li> <li>Ensure all staff have been trained in safe recruitment practices undertaken within the Safeguarding Unit by March 2011</li> </ul>					
<b>Key Milestone(s) (11/12)</b>	<ul style="list-style-type: none"> <li>Consider the viability of extending the role of the Safeguarding Unit to include vulnerable adults by April 2011.</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	12	<b>Responsible Officer</b>	DM Safeguarding	<b>Linked Indicators</b>	SS LI2, SS LI7, NI64, NI65, NI66, NI67, NI68
	<b>Residual</b>	4				

**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,</b>

<b>Service Objective:</b>	<b>SS4: To provide effective and efficient services to Children in Need</b> (Objective cross-referenced to other CYPD plans ULS1, ULS5, PS2, PS3, PS5, PS6, PS7)					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>• Pilot an integrated Targeted Support to Families (TSF) service for children in need by realigning resources in the Directorate to meet the needs of children in need by September 2009.</li> <li>• Roll out of an assessment and analysis toolkit, supported by training for frontline staff with the aim of improving the effectiveness of assessment and care planning by March 2010</li> <li>• Introduce a system for independently reviewing children in need plans at levels 3b by December 2009</li> <li>• Ensure that the children in need teams are sufficiently staffed to meet the current demand for children in need services by March 2009.</li> </ul>					
<b>Key Milestone(s) (10/11)</b>	<ul style="list-style-type: none"> <li>• Fully implement the TSF locality working model by March 2011</li> <li>• Pilot an integrated family support service for families experiencing domestic abuse</li> <li>• Pilot an integrated family support services for parents in drug treatment by March 2010</li> </ul>					
<b>Key Milestone(s) (11/12)</b>	<ul style="list-style-type: none"> <li>• Review the impact of locality working on demand for social care services with a view to reducing demand from the 2009 baseline by March 2012.</li> <li>• Evaluate the domestic violence pilot with a view to rolling out the learning across locality teams by April 2011</li> <li>• Evaluate the parents in drug treatment model with a view to rolling out learning across locality services by March 2012</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	8	<b>Responsible Officer</b>	DM CIN	<b>Linked Indicators</b>	SS LI6, SS LI8 NI59, NI60
	<b>Residual</b>	4				

## 5.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/8 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
<b>Cost &amp; Efficiency</b>											
There are presently no indicators of this type identified for the service											
<b>Corporate Health</b>											
SS LI2	% of managers trained in safe recruitment practice	AOF19 CP3; CYPP SS3	New Indicator				N/A		TBA	TBA	TBA
<b>Fair Access</b>											
SS LI1	% of CiC achieving at or above the level forecast using FFT data at KS4	AOF14 CP3; CYPP EA3	New Indicator				N/A	100%	100%	100%	100%
SS LI3	Number of jobs created for care leavers by HBC	AOF14 CP3; CYPP AEW1	New Indicator				N/A		5	15	30
NI148	Care leavers in employment, education or training	AOF14 CP3; CYPP AEW1	0.63				0.67		0.71	0.73	0.75

<sup>1</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/8 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
SS LI4	% change in the number of foster carers from baseline	AOF14 CP3; CYPP SS4	New Indicator				N/A		10%	20%	30%
<b>Quality</b>											
NI147	Care leavers in suitable accommodation	AOF14 CP3; CYPP AEW2	78.6%				80%		82.5%	85%	87.5%
<b>Service Delivery</b>											
SS LI5	% of CiC in Foster Care living with Halton Carers	AOF14 CP3; CYPP SS4	New Indicator				N/A		TBA	TBA	TBA
SS LI6	% of referrals that have previously received a CAF	AOF19 CP3; CYPP SS3	New Indicator				N/A		TBA	TBA	TBA
SS LI7	% of CIN 6+ months independently reviewed with agreed timescales	AOF19 CP3; CYPP SS3	New Indicator				N/A		50%	75%	100%
SS LI8	% change in number of CIN from baseline	AOF19 CP3; CYPP SS3	New Indicator				N/A		-10%	-15%	-20%
NI59	Initial Assessments completed within 7 working days	AOF19 CP3; CYPP SS3	89.3%				90%		91%	91.5%	92%

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/8 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
NI60	Core Assessments completed within 35 working days	AOF19 CP3; CYPP SS3	90.4%				91%		92%	92.5%	93%
NI62	Stability of placements of CiC: number of moves	AOF14 CP3; CYPP SS4	8.7%				8.5%		8.3%	8.2%	8.1%
NI63	Stability of placements of CiC: length of placement	AOF14 CP3; CYPP SS4	67.9%				73%		77%	81.5%	83%
NI64	Child Protection plans lasting 2 or more years	AOF19 CP3; CYPP SS3	3.2%				3%		2.5%	2%	2%
NI65	Children subject to a CP Plan for a second or subsequent time	AOF19 CP3; CYPP SS3	7.1%				10%		10%	10%	10%
NI66	Children in Care cases reviewed within timescales	AOF14 CP3; CYPP SS4	100%				100%		100%	100%	100%
NI67	Child Protection cases reviewed within timescales	AOF19 CP3; CYPP SS3	100%				100%		100%	100%	100%
NI68	Referrals to children's social care going on to initial assessment	AOF19 CP3; CYPP SS3	95%				95%		95%	95%	95%

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/8 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
NI101	Children in Care achieving at least 5 A*-C GCSE	AOF14 CP3; CYPP EA3	8.3%				9%		12.5%	15%	20%
<b><u>NI111</u></b>	First time entrants to the Youth Justice System	AOF26 CP5 CYPP MPC2	New Indicator				Baseline TBA		TBA	TBA	TBA

### 5.3 Data Quality Arrangements

Good quality data provides the foundation for managing and improving services, determining and acting upon shared priorities, and accounting for performance to inspecting bodies and the local community.

In recognising this, the Council has developed a Corporate Data Quality Strategy that will provide a mechanism by which the authority can be assured that the quality of its data remains robust and fit for purpose. This strategy, which will remain subject to periodic review, establishes the key dimensions of good quality data and identifies five Key Corporate Objectives namely;

#### Objective 1

To provide assurance to all stakeholders that the quality of data used in decision making and in accounting for and reporting the performance of the authority, either directly or through partnership arrangements, is wholly fit for purpose.

#### Objective 2

That, through a rigorous process of monitoring, review and refinement, the authority's arrangements for securing data quality remain relevant, reliable and robust and that exemplary arrangements for securing data quality are achieved within the medium term

#### Objective 3

That arrangements for securing data quality are widely shared, communicated and understood by all of those with data quality responsibility and that relevant staff are provided with timely and appropriate guidance and support.

#### Objective 4

That all departments, partners and agencies that deliver services on behalf of the Council use complete, accurate and verifiable data which is collected and communicated in an effective and timely manner.

#### Objective 5

That all data used in the calculation of nationally prescribed performance indicators is definition compliant and verifiable and that no such indicators will be amended or qualified as a result of work undertaken by inspecting bodies.

In supporting the delivery of the corporate strategy the department will ensure that appropriate systems and processes are in place to secure the quality of its data and that such systems are subject to periodic and risk based review. In so doing the

department will pay particular attention to the six key dimensions of good quality data i.e. that data is

- **Accurate** For its intended purpose;
- **Valid** By being consistently recorded and used in compliance with predetermined definitions and rules;
- **Reliable** By reflecting stable and consistent data collection processes;
- **Timely** By being made available as soon as possible after the activity or event and in line with organisational requirements;
- **Relevant** For the purpose intended;
- **Complete** In that the monitoring of incomplete, missing or invalid data is avoided.

Children and Young People Directorate (CYP) views the collection, analysis and reporting of data and information as a co-operative enterprise between schools, partners and the Council, from which all parties will benefit. We always aim to continue to improve the arrangements for managing and exchanging information between the Council and schools and partners to ensure that they are coherent, explicit and well managed.

The Schools/Council Management Information Strategy was recently introduced. It sets out the key principles and practical steps to ensure we have clarity about the use of data and the access to information. The DCSF have stated, and the Authority agrees that, well managed information about schools and individual pupils will contribute to supporting school self-evaluation and the raising of standards in schools by making improvements to the way information about pupils, personnel and schools is defined, collected, analysed, stored and used.

There is also a process established to carry out regular data quality checks on data recorded on the Carefirst database. As this is live data the management of the process has to be thorough with a systematic process used for the identification of any data quality issues. Training is provided on a 1 to 1 basis for any staff that are identified through the process as having difficulties with inputting to the system.

## 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 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

Building Bridges Strategy for Children and Young People with Disabilities

Children in Care Strategy

14-19 Strategy

NEET Strategy

Emotional Health and Well-being Strategy

Children in Need Strategy

Teenage Pregnancy Strategy

Young Person's Substance Misuse Plan

Business Continuity Plan

## Appendix 1 – High Risks and Associated Mitigation Measures

Key Objective Ref	Initial Risks identified	Risk Treatment Measures
<b>SS2</b>	<p>Lack of quality local foster care provision</p> <p>Recruitment and retention of staff</p>	<p>Targeted recruitment strategy to increase numbers of local foster carers                      Implement CWDC standards for carers                      Review payments structure and rates for carers</p> <p>Implement actions from Staff Survey                      Evaluate impact of Recruitment and Retention Strategy</p>
<b>SS3</b>	<p>Further integration of multi-agency staff required to ensure existing outstanding standards are maintained. Impact of error in this service area is extremely high risk.</p>	<p>Development of multi-agency Safeguarding Unit to improve integrated working                      Sustained high performance in ensuring all safeguarding processes are quality assured and timely</p>

## Appendix 2 – Equality Impact Assessments – High Priority Actions

Strategy/Policy/Service	Impact Assessment (High/Low/None)	Proposed Action(s)	Timetable			Officer Responsible
			2009/10	2010/11	2011/12	
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 2009 to March 2012**

**Executive Board Draft 2009**

## **Contents**

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### *Appendices*

- 1. Equality Impact Assessments – High priority actions*
- 2. 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: -

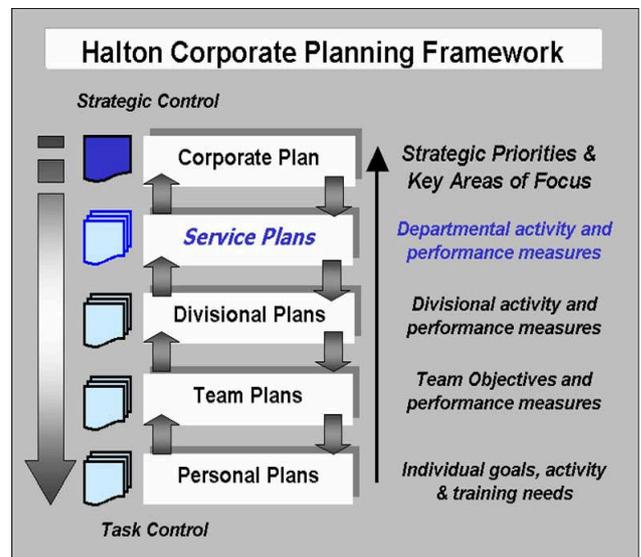
- **A Healthy Halton**
- **Halton's Urban Renewal**
- **Halton's Children & Young People**
- **Employment, Learning & Skills in Halton**
- **A Safer Halton**
- **Corporate Effectiveness & Business Efficiency**

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 has responsibility for managing 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 shops.
- 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 and The School Food Trust* – continues to drive provision of food in schools, Although the latest guidelines came in to force in September 2008, Halton has for a number of years adopted similar guidelines and had seen a gradual decline in meal numbers, however, this year has seen a dramatic turnaround in meal uptake. 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.

- More active marketing and promotions to both pupils and parents is also having a positive effect on meal numbers, particularly the termly distribution of daily menus sent home to Parents/Guardians.
- 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. Three secondary schools now operate this system.
- The recent introduction (Jan 08) of a new system for registering for Free Meals, has increased the number of pupils registered by over 1,800, which has resulted in an additional 500+ meals being served each day. The challenge for the service is to now increase the actual uptake figure still further.
- The service is now operating with core staff only and until/unless a rationalisation of surplus pupil places is undertaken then this service will suffer from operating under capacity.

#### CIVIC CATERING

- 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.
- Following the return of staff to Runcorn Town Hall, a trolley round has been introduced offering hot and cold food, delivered to the work place. This service has been well received and is a more cost-effective alternative than the previous staff restaurant. Further development of this service is planned following consultation with staff.

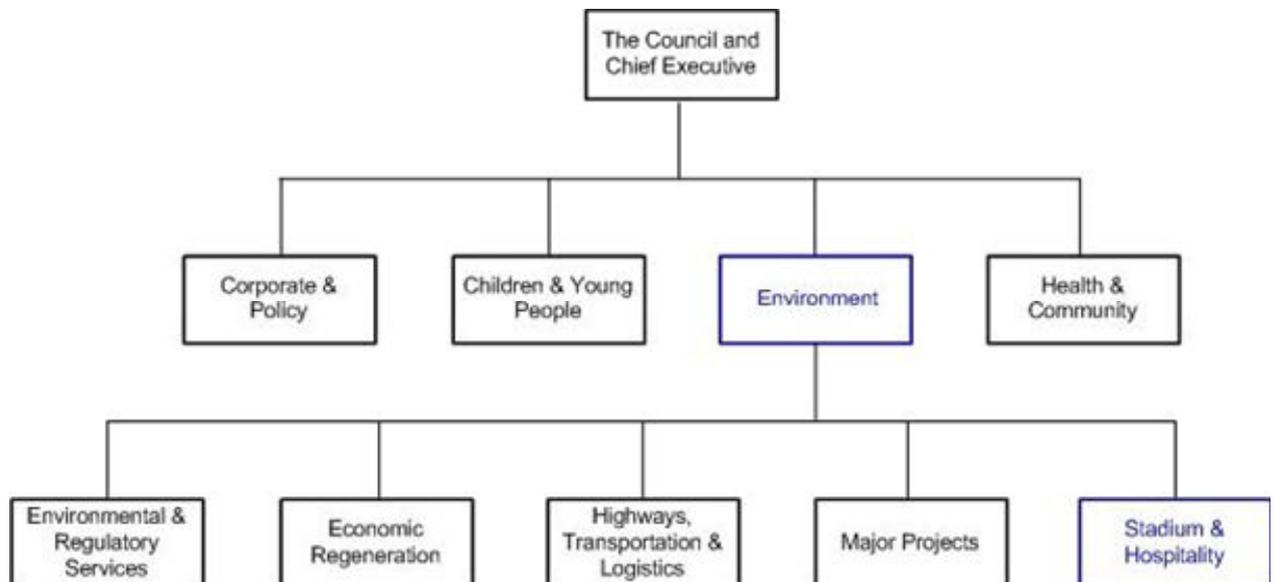
#### THE STADIUM

- Due to the failure of our main tenant, the Widnes Vikings, to regain Super League status, following the recent licence application, additional pressure continues to be put on the other commercial activities within the Stadium. It is unlikely that the Vikings will be able to gain entry into the top flight until 2012.
- Helping to balance match day revenue is the continued presence of Everton FC Reserves. Everton have exercised their right to extend the existing contract by a further two-years and are keen to start negotiations for a further deal.
- The capital investment in the new internal marquee has been a boost to the commercial activities of the Stadium. The Marquee allows 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. Recent events have been very well supported.

- The Stadium played host to a play off match between Wigan and Bradford, this has generated an interest from other Super League Clubs, who plan to develop their grounds in the near future.
- 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.
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>Ongoing</b>	<p>The failure to be included in the first round of franchising will have a negative knock-on effect to related activities within the Stadium.</p> <p>By only 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 Healthy Eating Agenda	<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. All efforts are being made to source external funding

		support.
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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 increases the unit cost of meals.

<b><i>Technological</i></b>		
Floodlight provision	<b>Sept 2011</b>	If the Vikings are successful in their next 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 other secondary schools the effect would be significant. An external bid is presently awaiting consideration with the local PCT.

***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.

The Council's waste management section is working to appoint volunteer 'Recycling Champions' across all services, to ensure that all employees, members and contractors are encouraged to use recycling facilities that exist within their working environment. The Council will continue to seek, and to take advantage of all opportunities to promote recycling and effective waste management within the community.

### 3.2 Service Developments

- A recent review has endorsed the Healthy Stadia Award 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”*
- The “Smoke Free Plus” award has also been maintained; this ward is to an organisation for going “above and beyond new legislation”.
- The Stadium has also maintained the coveted Food Charter Award in recognition of an excellent healthy service.
- The Stadium, Stadium Coffee Shop, Runcorn Town Hall Civic Kitchen and Municipal Canteen all scored a maximum 3 stars for hygiene following Environmental Health inspections.
- The School Meals Service achieved Hospitality Assured accreditation – the benchmark that recognises high standards of customer service in the hospitality industry in November 2007. The recent annual inspection has resulted in a significant increase in the assessment score.
- A number of benchmarking exercises have been conducted concerning the food procurement for school meals and civic catering. This resulted in a full review of the food purchasing arrangements with Cheshire County Council and new arrangements are now in place. A number of new suppliers now service our catering outlets, increasing quality and reliability at the same time as reducing costs.

### 3.3 Efficiency Improvements

- The 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. Alternative provision is proving both popular and cost-effective.
- The recent Stadium sponsorship by The Stobart Group will realise the budget provision of £50K per year.
- Halton has previously had a food procurement partnership with Cheshire County Council, new arrangements are now in place with SNUPI, the University Purchasing Consortium, that is more advantageous to HBC.
- The Carbon Trust has conducted a no cost survey of energy usage at the Stadium. The scope covered electricity, gas and water usage and has helped establish base line consumption data. This report made a number of recommendations on how consumption could be reduced. Following a successful “invest to save” bid, a number of the recommendations have

been implemented and the twelve-month effect has seen a reduction of over 16% in energy usage at the Stadium.

### **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. Criteria will be issued early December that will outline the requirements for taking part in a "Free School Meals" pilot scheme, Halton has already registered a serious interest in this pilot

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 2008, the most recent being the selection match for the Under 18's English Football Team, it is hoped this will be the stepping stone to the Stadium hosting a full under 18's match within the next two-years.

### **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 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 within this plan. As such their implementation will be monitored through the Quarterly Departmental Service Plan Monitoring Report process.

### 3.7 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 secondary schools, there will be a shared cost in the region of £35K per school. A bid is awaiting consideration with the local PCT.

### **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>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 2009/10). <b>Oct 2009.</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 2009.</b> (AOF2)</li> </ul>	HOS – Stadium & Hospitality
	<ul style="list-style-type: none"> <li>Measure customer satisfaction with Stadium Community Services. <b>January 2010</b> AOF2)</li> </ul>	HOS - Stadium & Hospitality Services
	<ul style="list-style-type: none"> <li><i>Promote off peak opportunities at the start of each quarter to charitable and community organisations to utilise Stadium facilities at a reduced price. <b>Quarterly.</b> (AOF6 &amp; 7)</i></li> </ul>	HOS - Stadium & Hospitality Services
	<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 Services
<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 2010/11). <b>Oct 2010.</b> (AOF2)</li> </ul>	HOS – Stadium & Hospitality
<b>2011 -12</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>Oct 2011.</b> (AOF2)</li> </ul>	HOS Stadium & Hospitality Services

Risk Assessment	Initial	Low	Linked Indicators	SH LI10 & 11
	Residual	Low		

Corporate Priority:	<b>Corporate Effectiveness &amp; Efficient Service Delivery</b>
Key Area (s) Of Focus:	<b>AOF 34</b> Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders

Service Objective:	<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	
	<ul style="list-style-type: none"> <li>Review and identify areas for improvement in line with the Business Plan and Marketing Plan. <b>October 2009.</b> (AOF34)</li> </ul>		HOS – Stadium & Hospitality	
	<ul style="list-style-type: none"> <li>Host a pitch based "Pop Concert" <b>Sep 2009.</b> (AOF34)</li> </ul>		HOS – Stadium & Hospitality	
	<ul style="list-style-type: none"> <li>Host a wedding fayre in <b>February 2009 and October 2009</b> and a business fayre in <b>July 2009.</b> (AOF34)</li> </ul>		HOS – Stadium & Hospitality	
	<ul style="list-style-type: none"> <li>Continue to develop promotional strategy to attract a minimum of 4 large corporate events annually to the Stadium (new Marquee Suite). (AOF34)</li> </ul>		HOS – Stadium & Hospitality	
	<ul style="list-style-type: none"> <li>Introduce alcohol consumption on to the seated area of the Stadium for Rugby matches (it is not permitted for football matches) <b>April 09</b> (AOF34)</li> </ul>		HOS – Stadium & Hospitality	
	<ul style="list-style-type: none"> <li>Extend concourse bar opening hours (on match days) by 30 minutes. <b>April 09</b> (AOF34)</li> </ul>		HOS – Stadium & Hospitality	
<b>2010 - 11</b>	<ul style="list-style-type: none"> <li>Review and identify areas for improvement in line with the Business Plan and Marketing Plan. <b>October 2009.</b> (AOF34)</li> </ul>		HOS – Stadium & Hospitality	
<b>2011 - 12</b>	<ul style="list-style-type: none"> <li>Review and identify areas for improvement in line with the Business Plan and Marketing Plan. <b>October 2011.</b> (AOF34)</li> </ul>		Head of Stadium & Hospitality Services	
Risk Assessment	Initial	Medium	Linked Indicators	SH LI10, 15 16 & 21
	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>
---------------------------	---

<b>Key Milestones</b>		<b>Responsible Officer</b>						
<b>2009 - 10</b>	<ul style="list-style-type: none"> <li>Deliver 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 queuing times and helps parental monitoring of actual spend and food consumption <b>Sep 2009.</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 2009.</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 to learn of perceived barriers restricting uptake. Evaluate and produce Action Plan. <b>Dec 2009.</b> (AOF1)</li> </ul>	HOS – Stadium & Hospitality						
<b>2010 - 11</b>	<ul style="list-style-type: none"> <li>Deliver 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 queuing times and helps parental monitoring of actual spend and food consumption <b>Sep 2010</b> (AOF1)</i></li> </ul>	HOS – Stadium & Hospitality						
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	<ul style="list-style-type: none"> <li><i>Extend the cashless payment Smart Card scheme to additional schools, which reduces queuing times and helps parental monitoring of actual spend and food consumption <b>Sep 2011.</b> (AOF1)</i></li> </ul>	HOS – Stadium & Hospitality						
<b>Risk Assessment</b>	<table border="1"> <tr> <td><b>Initial</b></td> <td>Medium</td> </tr> <tr> <td><b>Residual</b></td> <td>Medium</td> </tr> </table>	<b>Initial</b>	Medium	<b>Residual</b>	Medium	<table border="1"> <tr> <td><b>Linked Indicators</b></td> <td>SH LI1, 3, 8a &amp; b, 18, NI 52</td> </tr> </table>	<b>Linked Indicators</b>	SH LI1, 3, 8a & b, 18, NI 52
<b>Initial</b>	Medium							
<b>Residual</b>	Medium							
<b>Linked Indicators</b>	SH LI1, 3, 8a & b, 18, NI 52							

## 5.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2006/07 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
<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	8.52	-	-	-	8	TBC	8.5	9.0	9.5
SH LI16	Increase in the turnover of the Stadium (£m's)	CP6 AOF34	2.221	-	-	-	2.65	TBC	2.70	2.85	3.25
<b><u>SH LI21</u></b>	Council contribution to Stadium operating costs (£100K's)	CP6 AOF34	7.27	-	-	-	9.15	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	Number of catering staff achieving a formal qualification	CP1 AOF1	9	-	-	-	50	TBC	50	50	50
SH LI22a	Food cost per primary school meal (pence)	CP1 AOF1	62.4	-	-	-	70.0	TBC	TBC	TBC	TBC
SH LI22b	Food cost per secondary school meal (pence)	CP1 AOF1	88.9	-	-	-	90.0	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	86	-	-	-	88	TBC	90	92	94
<b><u>SH LI8b</u></b>	% Take up of free school meals to those who are eligible - Secondary Schools	CP1 AOF1	68.8	-	-	-	60	TBC	65	70	75

<sup>1</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2006/07 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
<b><u>SH LI10</u></b>	No. of people accessing stadium facilities (1,000's)	CP1 AOF2	568	-	-	-	628	TBC	660	696	770
SH LI11	Uptake of the Halton Leisure card scheme	CP1 AOF2	208	-	-	-	200	TBC	225	250	300
<b><u>NI 52a</u></b>	Take up of school lunches (%) – primary schools	CP1 AOF1	46	-	-	-	50	TBC	55	57.5	60
<b><u>NI 52b</u></b>	Take up of school lunches (%) – secondary schools	CP1 AOF1	TBC	-	-	-	48	TBC	TBC	TBC	TBC
SH LI18	Average number of healthy food initiatives per school	CP1 AOF1	4	-	-	-	5	TBC	5.5	6.0	6.5

### 5.3 Data Quality Arrangements

Good quality data provides the foundation for managing and improving services, determining and acting upon shared priorities, and accounting for performance to inspecting bodies and the local community.

In recognising this, the Council has developed a Corporate Data Quality Strategy that will provide a mechanism by which the authority can be assured that the quality of its data remains robust and fit for purpose. This strategy, which will remain subject to periodic review, establishes the key dimensions of good quality data and identifies five Key Corporate Objectives namely;

#### Objective 1

To provide assurance to all stakeholders that the quality of data used in decision making and in accounting for and reporting the performance of the authority, either directly or through partnership arrangements, is wholly fit for purpose.

#### Objective 2

That, through a rigorous process of monitoring, review and refinement, the authority's arrangements for securing data quality remain relevant, reliable and robust and that exemplary arrangements for securing data quality are achieved within the medium term

#### Objective 3

That arrangements for securing data quality are widely shared, communicated and understood by all of those with data quality responsibility and that relevant staff are provided with timely and appropriate guidance and support.

#### Objective 4

That all departments, partners and agencies that deliver services on behalf of the Council use complete, accurate and verifiable data which is collected and communicated in an effective and timely manner.

#### Objective 5

That all data used in the calculation of nationally prescribed performance indicators is definition compliant and verifiable and that no such indicators will be amended or qualified as a result of work undertaken by inspecting bodies.

In supporting the delivery of the corporate strategy the department will ensure that appropriate systems and processes are in place to secure the quality of

its data and that such systems are subject to periodic and risk based review. In so doing the department will pay particular attention to the six key dimensions of good quality data i.e. that data is

- **Accurate** For its intended purpose;
- **Valid** By being consistently recorded and used in compliance with predetermined definitions and rules;
- **Reliable** By reflecting stable and consistent data collection processes;
- **Timely** By being made available as soon as possible after the activity or event and in line with organisational requirements;
- **Relevant** For the purpose intended;
- **Complete** In that the monitoring of incomplete, missing or invalid data is avoided.

The Directorate has developed a Performance Management and Data Strategy, which is reviewed and updated on an annual basis. It outlines how the robust Performance and Information Technology management framework operates within the Directorate to provide transparent, accurate and timely services and information

The Strategy underpins the Health & Directorate's commitment to managing and providing IT services and performance information and complements and supports the: -

- Directorate Service Plans
- Corporate Quality Assurance Framework

## 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 – 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 2009 to March 2012**

Executive Board Draft 2009

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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**

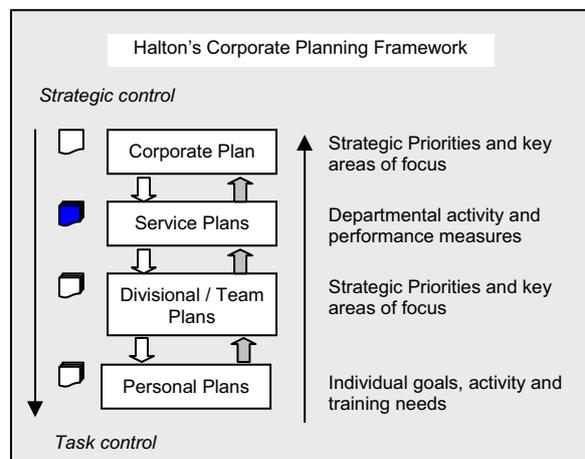
Departmental Service Plans form an integral part of the authority's corporate planning framework, as illustrated opposite.

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;

**Children & Young People in Halton**

Area of Focus 13

Improving the educational attainment of pupils in Halton, by providing effective teaching and school support

Area of Focus 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.

## 2.0 SERVICE PROFILE

### 2.1 Purpose:

The Service 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. The service has the key responsibility for rolling out the 14-19 reforms ready to deliver the 14-19 entitlement from 2013 through the implementation of the local 14-19 Education plan. The department is working alongside the local Learning and Skills Council in preparation for the post 16 transition to Local Authorities in 2010. 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. Other areas of reform include an extended project to stretch A Level and Diploma learners, the next development to the electronic prospectus published in 2007 is the launch of a common application process for 14-19 provision in January 2009. From 2010 the responsibility and funding for the commissioning of post for post 16 provision transfers from the Learning and Skills Council to the Local Authority, 2009/2010

will be the a key transition year for the authority as it prepares for commissioning from September 2010.

**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 (established in Jan 2007, following the recommendations of service Review) the SEN Assessment Team and the Early Years SEN team including the Portage Service. This Service was developed for the support of families of young children with complex SEN/disabilities. The Service has a special focus, to improve the pathways for children of 0-4 years with SEN/disability in identification, assessment, support and capacity building.

The main beneficiaries of The Inclusive Learning Division are pupils with Special Educational Needs, their families and Halton Schools. In addition, pre-school children, parents and carers and providers of early years education; families who need information, advice and support at key times in their children's lives.

The key challenge for The Inclusive Learning 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.

Parent Partnership Service is an independent service that supports parents of pupils with Special Educational Needs, is funded jointly with Warrington by Halton LA through the Inclusive Learning Division.

## 2.2 Key Messages

### Joint Area Review

Children's Services received an excellent report following the Joint Area Review (JAR) of services to children and young people in spring 2008. The JAR graded the performance of children's services in Halton across 5 areas rating performance from 1 - inadequate to 4 – Outstanding and the grades are shown below;

	Local services overall
Safeguarding	4
Looked after children	3
Learning difficulties and/or disabilities	3
Service management	3
Capacity to improve	4

JAR inspectors stated that the partnership approach to improving outcomes for children and young people was key to Halton's success. They commented on the high quality of staff they encountered and were impressed with their calm, committed approach.

The main findings included:

- Safeguarding children in Halton is outstanding, with sustained high performance, including child protection, underpinned by very strong joint working, robust policies and procedures.
- Local services for looked after children are good – children live in safe, stable placements and receive good care. However there are low numbers in education, employment or training or in permanent accommodation.
- The Council and its partners have made rapid progress over the last three years in developing a well-planned inclusion strategy for children and young people with learning difficulties and/or disabilities.
- The local authority and its partners are very responsive to young people's views and opinions.
- Service management is good, with outstanding capacity to drive further improvement. Highly effective leadership provides clear direction.

A Halton JAR Improvement Plan has been produced which describes how we, in Halton, are to deliver on the issues noted in the JAR report. The key actions identified relating to Universal Services are;

- Improve quality and consistency of annual review reports for children and young people with LDD and ensure that schools are challenged where practice is not good enough.
- Ensure all eligible children and young people with LDD have a transition plan and that this transition plan is of good quality and reviewed regularly

A systematic approach to these processes will be established using good practice in quality assurance and monitoring already in place within Specialist Services. The key mechanism to deliver improvements and ensure that intelligence is available to inform best practice is the development of a Joint Intelligence and Commissioning Unit to provide an integrated support function for the Children's Trust. This is outlined in more detail in Section 2.2.5.

### **Annual Performance Assessment**

Children's services are also subject to an annual performance assessment by Ofsted. The results were released in December 2008 and performance was judged as outstanding across 4 of the 6 outcome areas. The grades are shown below;

<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	4
Making a Positive Contribution	4
Achieving Economic Well-Being	2
Capacity to Improve (Including Service Management)	4

The assessment process identified areas for development against each of the Every Child Matters outcomes. Universal services has lead responsibility for the following areas for development from the APA;

- Performance in English at Key Stage 3 which is below comparator authorities despite improvements.
- Proportion of young people achieving Level 2 and Level 3 qualifications by the age of 19

The school improvement partners provide a mechanism to challenge performance and drive up standards at all levels. Their work is targeted using a performance management framework and will help to progress the areas for development and the priorities identified for Universal Services.

### **2.2.3 Priorities**

The original priorities set out in the Children and Young People's Plan are currently subject to review as the Plan expires at the end of March 2009. The strategic engagement meeting with Government Office North West (GONW) held in December 2008 agreed the following priorities for the Children's Trust in the coming year;

- Reduce health inequalities
- Improve sexual health
- Improve placement choice and quality of care for Children in Care
- Narrow the gap in educational attainment for vulnerable children
- Reduce offending and anti-social behaviour
- Improved learning opportunities 14-19 and participation post 16

These priorities will shape the work of the Children's Trust and also reflect the targets agreed in the Local Area Agreement.

### **2.2.4 Local Area Agreement (LAA)**

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. There are 16 statutory targets relating to educational attainment and attendance and in addition there are 34 mandatory targets based on the National Indicator Set. 9 of the 34 are particularly relevant to Children's Services and include our priority areas Teenage Pregnancy, Health Inequalities, NEET and post-16 attainment. All LAA indicators are included in the service plans and are highlighted in Section 5.2 of the relevant plan by <sup>LAA</sup>

### **2.2.5 Children's Trust Arrangements**

The Children's Trust is the key delivery mechanism for integrated Children's Services in Halton and work towards the priorities set out in Section 2.2.4. The Every Child Matters programme for implementation of the 2004 Children Act provides the basis for partnership working, and section 10 of the Act provides the statutory basis for the establishment of the Trust. In Halton considerable process has been made to establish integrated governance, strategy and service delivery with the Children and Young Peoples plan providing the framework for the work of the Trust.

The key developments that are driving our work in this area are;

- Alignment of PCT service delivery with the Operational Director joining Senior Management Team and services including health visiting, school nursing and midwifery being delivered in partnership through the Children's Centres.

- The development of a Joint Intelligence and Commissioning Unit to provide an integrated support function for the Children's Trust. The Unit will operate across 4 strands; Workforce Development, Commissioning, Intelligence & Data, and Children's Trust Management & Integrated Processes. The Unit will provide the information required to facilitate the deployment of resources and inform planning of integrated services. It will also pull together good practice and drive standards across all agencies up to the highest common denominator.
- Locality working pilot to embed multi-agency preventative services in the community via a core team of professionals with additional support as required from virtual partners'. The common assessment framework (CAF) will be used to facilitate this work and bring a consistent approach to our work with children and their families. This work will be further enhanced with the roll out of the lead professional process.

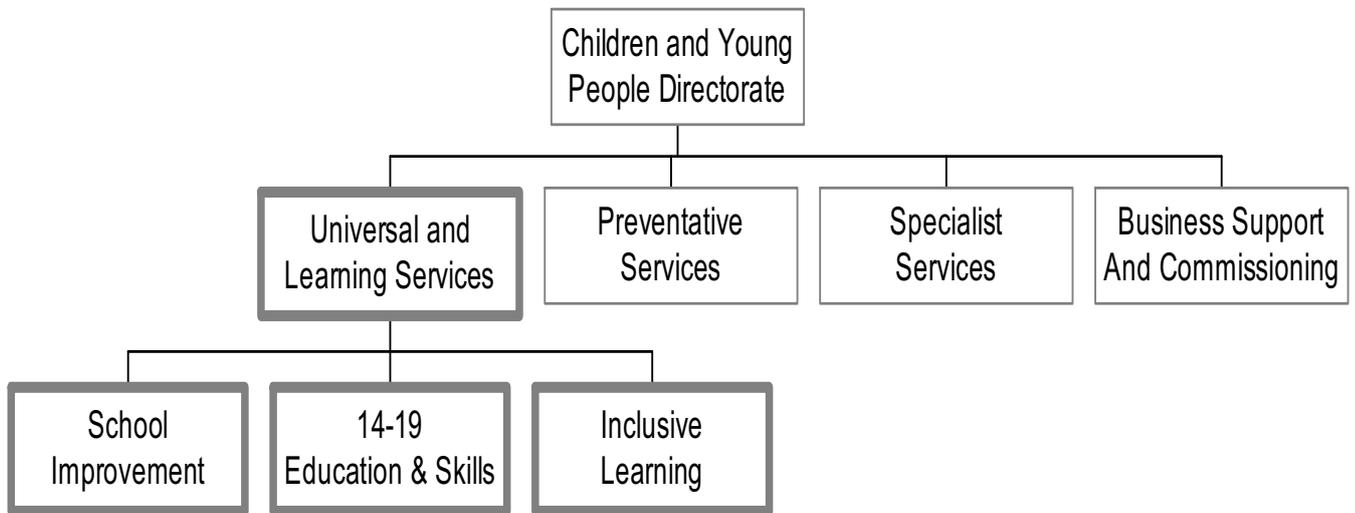
### **2.2.6 Economic Climate**

The current economic climate is starting to impact across our services. In some areas such as work to reduce the numbers of young people not in Education, Employment or Training there is a very direct link. We also need to be aware of the indirect links as there is a well established correlation between deprivation levels and the demand for social care services, poor educational attainment and increasing levels of substance misuse, domestic violence and anti-social behaviour. The impact on all of these areas will be monitored closely and reported through the quarterly monitoring process.

### **2.2.7 Consultation and Participation**

Children and young people are at the heart of all of our activity and we ensure that there is a strong customer focus to all of our work. We are currently participating in the development of a Customer Excellence Model for the authority and as part of that process have audited ourselves using the tool provided by the Cabinet Officer. The Children's Trust have adopted the 'hear by right' standard for engaging with children and young people and we are embedding good practice across the organisation. Details of consultation and participation activity is outlined in Section 3.2 Service Developments.

### 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.

The Plan will have major policy implications across Halton Borough Council and partner agencies, and will stretch beyond children's services. In order to ensure that we are prepared for implementation of the Plan, an audit is being undertaken of the current situation in Halton and actions required to ensure we are ready for the changes which the Children's Plan will require. The findings from the audit will be used to inform strategic planning and act as a basis for the review of the Halton Children and Young People's Plan.

##### **Halton Community Strategy:**

This strategy outlines goals that the Halton Partnership wants to achieve to help build a better future for the Borough. It concentrates on the fresh challenges, priorities and achievements planned over the next four years to help improve the

quality of life for people in Halton. The Halton Strategic Partnership Board was formed in 2001 and is the Local Strategic Partnership for the area. It brings together Halton's main service providers and agencies from the public, private, community and voluntary sectors.

A Community Strategy was drawn up for Halton to provide a framework in which the many different organisations and groups of the Partnership can work together. The strategy sets out a plan to tackle five priority areas to improve quality of life in Halton, which are

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

### **Halton Children's Trust**

The Children's Trust 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 Children's Trust 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.

The Children's Trust was developed from **The Children and Young People's Alliance** Board following a review, and structural changes have been made to strengthen local arrangements and accountabilities.

### **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 and Young People's Strategic Planning arrangements and the Halton Children and 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 those arrangements

### **Economic**

There are some additional potential demands placed upon services due to the current economic climate which are referenced in Section 2.2.6. This section provides contextual information about the general economic position of the borough.

### **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.

### **Child Poverty:**

The Government has set itself a challenging target to half the number of children in poverty by 2010-11, and end child poverty by the year 2020. Halton has an open ended target to reduce child poverty by 40%, and so far has managed a 10% reduction.

- The 2007 population estimate for children (0-15 year olds) is 24,200
- 27% (6,825) of children live within households defined as living in poverty in Halton (2007).
- This figure has fallen since 2004 when 30.2% of children lived in poverty.
- In 2007 Halton has the 6<sup>th</sup> highest proportion of children in poverty in the North West. In 2005 it had the 5<sup>th</sup> highest
- The 2007 Index of Multiple Deprivation identified 17 lower super output areas that fell within the top 10% most deprived areas nationally for income affecting children. These 17 areas contain a quarter of Halton's child population.

### **Employment:**

There are 54,000 employee jobs in Halton (2006). Halton residents who are full time workers (not necessarily working in Halton) currently have an average earning of £462.2 per week. This compares to the North West figure of £512.9. People who are full time workers in Halton (not necessarily living in Halton) have an average weekly earning of £520.7 per week. This figure is in fact higher than the North West average of £515.2. This demonstrates the gap between the jobs within the borough and the skills within the borough.

- 63% of Halton's population are of working age, this is an estimated 75,300 (2007). This is a slight drop from 75,600 in 2006.
- There are 54,400 employee jobs in Halton (2006). This is a slight drop from the 2005 figure of 54,600.
- The current Job Seekers Allowance claim rate is 3.2% (July 2008). The JSA rate has consistently been above the North West rate.
- Full time workers from Halton have an average earning of £462.2 per week (2007).
- The largest employment occupation for Halton residents is elementary occupations. Elementary sector job listings are wide ranging and encompass many disciplines including: farm workers, storeman, warehouse assistant,

hotel porter, postal workers, waiters, traffic wardens and bar staff etc.

- The “out of work” benefit claim rate for the worst performing neighbourhoods in Halton was 30.8% (May 07 – Feb 08).
- The largest proportion of “out of work” benefit claims are for incapacity benefits.
- Over 50% of incapacity benefit claims are classed as long term claims (Feb 2008).
- The percentage of working age with level 2 qualifications or above is 57.4%.

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.

## **Social**

### **Demographic changes:**

The mid-2006 population of Halton stood at 119,500 (rounded to the nearest 100 people). This is up from the mid-2005 population of 119,200. Halton has a larger number of people in the 5-24 age categories than the national average, and a lower proportion of population over age 65+. However Halton’s proportion of over 50s is increasing at one of the highest rates at 4% higher than the national average.

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.

Despite a small increase in the proportion of non-white population between 2001 and 2006 from 1.2 to 1.85 %, other areas have increased by a greater amount as Halton’s rank has changed from 301 to 334 in Great Britain.

### **Health:**

The health of people in Halton is generally worse than the England average, including breastfeeding initiation, the estimated percentage of adults who are obese and hospital stays related to alcohol. Some indicators are not significantly different from, or are better than, the England average, such as the rate of road injuries and deaths, which is similar to the England average.

There are health inequalities by gender, level of deprivation and ethnicity. For example, people from the most deprived areas have between 6 and 8 years shorter life expectancy than those from the least deprived areas. Over the last ten years, the death rate from all causes has decreased. However the early death rate from heart disease is above the England average.

There are a number of indicators which are among the worst in the country, including life expectancy for women, which is third worst in England and the early death rate from cancer, which is the worst in England. The teenage conception rate is significantly worse than the England average.

### **Technological**

#### **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 commencing in February 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 within Halton is available for testing and has been built on the Children and Young People's Database. In 2007 the DCSF announced the decision for the implementation of a national eCAF solution, in which implementation will commence in 2009 for opting Local Authorities and will be operational across England in approximately 2010. Halton is currently in the decision making process as to whether to pursue the local or national eCAF solution. A business case will be documented to support such decisions.

#### **Integrated Children's System**

Halton currently has an in-house ICS System but is in the process of moving to CareAssess. We have implemented 27 electronic forms these are fully, live across all 9 Halton Children's Social Care front line teams. We will be developing and implementing all phases of ICS in CareAssess including Phase 1c, and will have a fully implemented ICS System within CareAssess in line with the anticipated DCSF deadline of October 2009

#### **14 to 19 Online Prospectus & Common Application Process (CAP)**

Halton has implemented a searchable Online Prospectus of 14-19 learning opportunities available within the borough and also opportunities across greater Merseyside. The online prospectus was launched to Year 11 learners in November 2007 where pupils attended an opportunities event for a hands-on demo of the prospectus. In October 2008 Halton launched an online post-16 application system; also known as the Common Application Process (CAP). The CAP is an integral part of the online prospectus, allowing young people to browse for courses and apply online directly to a provider.

#### **Halton Virtual Learning Platform**

As outlined in the DCFS e-strategy a key objective is for every school learner in England to have access to a personalised online learning space (Learning Platform) with the potential to support e-portfolios. A phased roll out of the Learning Platform is currently taking place, with all schools receiving training by

September 2009. Halton's Learning Platform is currently being developed and promoted within the Authority, with a number of collaborative projects beginning to take place.

### **Building Schools for the Future**

Key to the success of BSF is the integration of learning and teaching, physical environment/buildings, infrastructure and technologies. Our vision is for an ICT enabled learning community, which covers not just the students and teachers but also extends the provision of learning across to the community, and therefore builds on our current ICT strategy. Through BSF, ICT will transform the way that education is delivered in Halton ensuring it is a real tool for the delivery of education and is embedded across all schools.

### **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.

**Children's Trusts:** Section 10 of the Children Act provides the statutory basis for Children's Trusts (the duty to cooperate). Revised Children's Trust guidance on the 'duty to cooperate' was published on 18 November 2008. The 'relevant partners' currently under the 'duty to cooperate' are: district councils, the police, the probation board, the youth offending team, the Strategic Health Authority and Primary Care Trusts, Connexions partnerships, and the Learning and Skills Council. The relevant partners are placed under a 'duty to cooperate in the making of arrangements to improve well-being' and have a power to pool budgets and share other resources.

The Government will also introduce new legislation to ensure that multi-agency Children's Trust Boards are operating in every local authority area. Under the new law, for the first time, every local authority will be required by law to have a Children's Trust Board with responsibility for improving the safety and well-being of all children and young people in the area. Each Board will be asked to publish an annual review of progress against their Children and Young People's Plan so that safeguarding remains a priority. It will soon be a legal requirement for Children's Trust Boards to work together to agree and deliver a Children & Young People's Plan. The legislation will strengthen co-ordination of services at a local level and improve accountability by:

- Requiring LA's, Primary Care Trusts, schools, colleges, health services and others to work closely together to jointly own local children's plans

- Putting effective early intervention for children at risk central to those plans
- Requiring individual members to be held to account for delivering their agreed part of the shared plan

**Childcare Act 2006:** From 1 April 2008 local authorities have had a statutory duty under Section 6 of the Childcare Act 2006 to secure sufficient childcare to enable parents to work, or to undertake education and training leading to work. To fulfill this duty, local authorities need to facilitate and shape local childcare markets which are responsive to parents' needs and provide sufficient high-quality, accessible and sustainable childcare.

As a preparatory step towards meeting the Sufficiency Duty fully, Section 11 of the Childcare Act, requires local authorities to undertake a Childcare Sufficiency Assessment. The assessment is a measurement of the nature and extent of the need for, and supply of, childcare within each local area. Local authorities have to repeat the full assessment process at least every three years, and should keep their assessments under review in the meantime. Section 13 of the Act, which came into force on 1 October 2007, placed a further duty on local authorities to provide information, advice and training to childcare providers.

**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 Act 2008** received Royal Assent on 13 November 2008. The Children and Young Persons Act 2008 will reform the statutory framework for the care system, to ensure that children and young people receive high quality care and support and to drive improvements in the delivery of services focused on the needs of the child. Key areas of focus within the Act include improving placement stability, educational experience and attainment and the transparency and quality of care planning, and ensuring that young people are not forced out of care before they are ready, by giving them a greater say over moves to independent living and ensuring they retain support and guidance as long as they need it.

The Children and Young Persons Act enacts proposals detailed in the White Paper "Care Matters: Time for Change" which was published in June 2007, and will have a far-reaching impact on the way services to children and young people are delivered.

**Education and Skills Act** has now received Royal Assent, and means that all young people will be required to continue in education or training post-16. This is a historic Act, raising the minimum age at which a young person can leave learning for the first time since 1972.

The participation age is being raised in two stages, to 17 from 2013 and to 18 from 2015. The first cohort to benefit from these changes began Year 7 this September.

This is not about raising the school-leaving age — young people will not be required to stay in school and will be able to participate in a range of ways, through full-time education, an apprenticeship, or part-time education/training if they are employed full-time.

The DCSF aims to ensure that:

- there is a suitable, worthwhile post-16 learning opportunity for every young person — including Diplomas, general qualifications, Apprenticeships, and accredited training as part of a job
- young people get the support they need to access these opportunities — including good quality information, advice and guidance; financial support; and support for young people facing additional barriers
- every 16 and 17-year-old participates — either in full time education, in an Apprenticeship, or part-time (about a day a week) if working or volunteering for 20 hours a week or more.

A culture of high expectations of young people is crucial to this and other agendas — and raising aspirations of all young people will be particularly important, so that they are thinking about their futures and post-16 options as early as possible.

**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 is a local 14-19 Education implementation plan which will 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. Other areas of reform include an extended project to stretch A Level and Diploma learners, the next development to the electronic prospectus published in 2007 is the launch of a common application process for 14-19 provision in January 2009. From 2010 the responsibility and funding for the commissioning of post for post 16 provision transfers from the Learning and Skills Council to the Local Authority, 2009/2010 will be the a key transition year for the authority as it prepares for commissioning from September 2010.

## **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 joined 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**

**Buildings Schools for the Future**

The Building Schools for the Future (BSF) programme will be a catalyst for change building on the strengths of the schools. It is an exciting and invigorating programme with a clear focus on ensuring every student achieves their potential. The BSF programme has a combined emphasis on capital investment, innovative technology as well as a clear focus on learning methodologies and pedagogy.

Through BSF investment Halton will enhance learning opportunities for all young people and the community and be able to offer wider and more relevant curriculum opportunities that prepare learners for the future and facilities to support staff development and innovative practice. Halton will ensure that new and inspirational school designs deliver the vision for 21st century learning with spaces which promote and support learning, in conjunction with innovative timetabling methodologies which reduce pupil movement around the school and enable a stronger focus on standards and achievement. School buildings will be designed to provide access to flexible personalised learning that draws on school specialisms, providing young people with the opportunities to develop and achieve in ways that match their learning styles and interests. Secondary school buildings will be designed and equipped to support extended school provision for students and the wider community making it a hub for the community it serves.

There will be a clear focus on personalised learning, so that every pupil fully achieves their potential, strongly supported by a fully integrated ICT infrastructure and fully embedded ICT facilities via a managed service. The increased

relevance of the personalised curriculum will bring about consequent improvements in attendance and behaviour. We will use the BSF programme to re-evaluate existing practices and develop change management and transformational strategies and embed them into our day-to-day management of schools.

The authority will be aligning its 14-19 strategy by providing additional post-16 provision to enhance participation in learning beyond age 16, reduce travel costs, support vulnerable pupils and address the numbers of students not in education, employment or training (NEET). The authority will build upon existing collaborative arrangements and strengthen and develop new consortium plans with clearly defined specialisms and vocational learning provision.

### **National Challenge:**

The National Challenge is a Government initiative to support schools with the lowest GCSE results nationally, so that by 2011 in every secondary school at least 30% of students will achieve five GCSEs at A\*-C including English and mathematics. The National Challenge will focus greater attention, help and resources on schools that are currently below this benchmark.

A significant investment has been made available to support National Challenge schools over the next three years. The additional financial support available from the Government to help schools and local authorities meet the National Challenge by 2011 is designed to provide additional resources for the school to target specific interventions and improvements to support improved outcomes.

Each National Challenge School is supported by a National Challenge Adviser who will take on and extend the role of the existing School Improvement Partner. The Local Authority, working with the Department for Children, Schools and Families, has identified the appropriate package of support that will most effectively improve results in each National Challenge school.

By 2011 the Government expects every school will be above the threshold of at least 30% five or more good GCSEs including English and mathematics. If there are schools still stuck below the target, our expectation is that they will close or be replaced by an Academy or National Challenge Trust.

### **Gaining Ground**

The 'Gaining Ground' strategy will target schools who are currently coasting and failing to fulfil the potential of their pupils. It will focus greater attention, help and resources to kick start a drive for improvement in these schools. To create a world class education system the Government want to ensure all schools, whatever their circumstances, are supporting every one of their pupils to help them fulfil their potential.

School improvement must run through the whole system, as every child has the right to a good education, and this strategy will bring a new focus on progression. The Government are putting in place a package of support worth up to £40 million to bring about improvements in coasting schools. Local Authorities are asked to identify their coasting schools, taking into account local factors and individual circumstances, and to commission the right support in each case. Coasting schools are schools whose intake does not fulfil their earlier promise and who could achieve more, where pupils are coming into the school having done well in

primary school, then losing momentum and failing to make progress. It is often the most disadvantaged children or pupils with SEN who get left behind and are then likely to become disengaged from their education. But there are also coasting schools which are letting down their most able pupils and not stretching and challenging them enough. Coasting schools often have respectable overall GCSE results which conceal this poor progress.

**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 reported on progress against the targets in the original Plan, and this set the key priorities and activities for 2007-09.

The Children and Young People's Plan also sets out a clear local strategy for child safety arrangements, and sets the framework for the operation of the Local Safeguarding Children Board which leads work on safeguarding children.

**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.

During October/November 2008 Halton Youth Voice organised Voice Weekends for young people aged 11-19. 98 young people took part in consultation activities around children's rights, understanding democracy and equality & diversity issues.

From January - December 2008 Sexual Health consultations were held with young people aged 12-23. Approximately 100 young people took part in consultation regarding the shape and future of young peoples sexual health services in Halton.

There are also plans within CYPD to set up apprenticeship/internship type positions for a small number of young people as a means of further promoting the ideas of active participation and partnership in decision making.

Halton Borough Council and Connexions supported this years '11 MILLION Takeover Day' - where 14 young people from Halton, took over from their adult counterparts in Senior Management roles. This was held on the 7 November 2008 to coincide with the climax of The National Youth Agency's Youth Work Week 2008.

One young person went to a meeting with Gerald Meehan, Director of Children's Services, and assisted in delivering a presentation, then chaired a meeting in the afternoon

2 of Halton's children in care were Operational Directors for the day. Both attended meetings and actively participated, and came up with lots of ideas that the Operational Directors are considering implementing. They also accompanied the Gerald Meehan to take part in a video conferencing link to America, which was arranged by Research in Practice.

Another young person undertook a one to one with a member of staff with their consent, and attended various health meetings. This young person along with 2 others also helped plan a consultation event for children and young people with additional needs.

At the close of the day a meeting was held to sum up what was good and bad about the day, and one of the ideas is being developed further to see if it can be achieved in relation to formalising how the voices and views of YP can be heard more regularly within the senior management team. The group have met since then so Senior Management Team can report on progress.

All are eager to take part again next year and are hoping it will be an even greater success. Managers reported that it was one of the best days in work they have had for a long time, and the young people involved all reported how much they enjoyed it, how hard the jobs were and how much there is to do.

**Halton Parent and Carers** continues its development. Parents across Halton are encouraged and supported to participate effectively. All existing Parent Forums and Groups in Children's Centres have been visited with the view of recruiting new members. The structure of the group has been discussed at length and they have agreed not to have a chairperson or other officials at this stage; but to work as a group and the CDO to facilitate and co-ordinate. Numbers of parent's attending have improved significantly and there are currently 15 members. Training has been organised for parents in Child Protection, Committee Skills and Baby Welcome Award with a view to becoming Community Parents.

On the 6th February 2009 Halton Parent and Carers will be hosting a celebration event, which will be an opportunity for parents to gain a clear insight into the work of services and organisations providing support to families in Halton. A Working Group of parents has been formed and will be involved in the planning, organising and running of the day. It is hoped to engage families who are seen to be "hard-to-reach" and those who do not access children's centres. The Event will ensure that parents and carers have an understanding of the breadth of services available and will enable them to respond to consultation on the development of services more effectively.

### **3.3 Efficiency Improvements:**

The Council has commissioned KPMG to assist the authority in developing a long term efficiency programme given the financial challenges it will be facing over the next three years. KPMG will be working with the Council to identify ways of

making cashable efficiencies in such a way to ensure that service reductions are avoided.

Six work streams have been identified where as a consequence of doing the business differently the Council would be able to meet the challenge of achieving cashable efficiency savings but also maintaining and enhancing service standards. These areas are:

- The potential to reduce overheads through a rationalisation of current management structures.
- To improve the Council's approach to the provision of its administrative support services.
- To take the opportunity to refine the balance between corporate and directorate roles in a number of core areas and improve resource deployment.
- Review the Council's third party spend and develop its procurement expertise.
- To deliver a programme of option assessments to determine the most suitable form of delivery for all services.
- To use the opportunities provided by technology and the Council's infrastructure to make services more efficient.

Individual projects are being developed to address each of these areas to run over the next three to four years.

Internal efficiency reviews have been undertaken within Universal Services with regard to administrative support, inclusion services and school improvement. As posts become vacant a constant review is undertaken as to the need for reappointment.

### **3.4 National Regional and Sub-regional Focus: All DM's**

#### **Progression ready (including 1 to 1 tuition)**

There is a growing national emphasis upon targeting for progression and this is reflected in the changes to statutory targets for 2009, with the introduction of 2 levels of progress targets in English and mathematics. As a result our work with schools will increasingly focus upon ensuring that staff have the skills and understanding required to assess, track and monitor pupil progress and this will include the development of Assessment for Learning (AfL) practice including the use of Assessing Pupil Progress materials to secure teacher assessment levels. A Borough wide AfL strategy has been developed to support development in this area.

From Spring 2009 Standards Fund allocations include funding for 1 to 1 tuition. This funding has been allocated to provide additional tuition for pupils who have entered key stage below age related expectations, pupils who are falling behind trajectory during the latter stages of a key stage and children in care who would particularly benefit from this support. The aim is to ensure that pupils leave primary school prepared for the transition to secondary education. The second tranche of funding will include provision for pupils in key stages 3 and 4.

### **EYFS / EYOD (Early Years Outcomes Duty)**

The Early Years Outcomes provision in sections 1 – 4 of the Childcare Act 2006 place a duty on local authorities to improve the 5 Every Child Matters outcomes of all young children in their area between the ages 0 – 5 and to reduce inequalities between them, through integrated childhood services. This requirement came into force in April 2008. The development and delivery of Halton's EYOD action plan will require collaboration across services including the PCT if we are to be successful in narrowing the gap of the lowest achieving 20% of children.

### **PCP – Primary Strategy for Change**

The national Primary Strategy for Change is a 14 year programme that has the potential to transform learning across the primary sector. It will incorporate a borough wide strategy for learning targeted at further raising standards in Halton. The focus will be upon ensuring that teaching and learning in Halton is of the highest standard and this will directly influence the work of colleagues in ULS. As well as providing support and challenge for schools in relation to quality provision we will also be seeking opportunities to ensure that capital build and remodelling programmes take account of pedagogical needs in order to ensure that teaching and learning areas allow for increased personalisation.

### **Succession Planning**

As nationally, the recruitment of senior leaders in schools is a growing issue. In order to address difficulties in recruitment a succession planning strategy is being developed to include Halton's Leadership Development Programme. This work is supported by the Leadership Hub, a group of serving Headteachers (cross phase). The programme aims to provide appropriate CPD for our future leaders, starting with our NQT programme, providing support for middle leaders and aspiring Heads (NPQH) and providing induction for new and recently appointed head teachers. Additional capacity will be provided through partnership working with The Heath High School a newly designated Leadership Partner School (LPS). The plan is to ensure effective working across the LA, developing locally NCSL initiatives and working with the LPS to ensure effective leadership development across Halton.

## **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.

Children and Young People has an Equality and Diversity group that includes partner agencies and leads on all E&D issues for the Children’s Trust. There is a systematic programme in place for the completion and review of Equality Impact Assessments and the quality assurance of EIA’s is carried out by the E&D group. There are close links with the corporate equalities agenda and Children’s Services played a significant role in the successful IDEA peer review to confirm Halton’s assessment of Level 3 of the Local Government Equality Standard.

A lot of work has been undertaken to profile the key groups subject to inequalities in Halton and these relate to deprivation and locality rather than the more traditional equalities strands. The Directorate has developed an Equalities Strategy and action plan using the learning from EIA’s and the profiling of our population. The high priority actions identified from this process are outlined in section 5.

### 3.6 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 within this plan. As such their implementation will be monitored through the Quarterly Departmental Service Plan Monitoring Report process.

### **3.7 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	14-19	SEN	
2009-10	45	19	26	Number of FTE's
2010-11	45	19	26	

An integrated workforce strategy for the new Children's Trust and was implemented from April 2008. The strategy sets out a framework for integrating the children's workforce to enable progress towards the priorities set in the Children and Young People's Plan. Integrating staff from different professional backgrounds to provide a seamless service to children and young people brings with it a number of challenges.

A review of the Strategy is to be carried out with the implementation of the Children's Workforce Development Council's 'One Children's Workforce Tool'. This will be done in conjunction with the development of the Joint Intelligence and Commissioning Unit (JICU) to provide an integrated support function to the Children's Trust. There are four key strands to the JICU of which Workforce Development is one.

There are also some specific Human Resource issues for the Children and Young People's Directorate. A recruitment and retention strategy is in place for the Directorate and there are action plans for specific hotspot areas such as social care and the education psychology service. This has been supported by a staff survey, which built on a successful pilot in Specialist Services, to provide a good picture of the views of the workforce and a number of actions have been taken in response to the findings. The staff survey is now an annual event with twice yearly briefing sessions for all staff to feedback on the findings and the action that have been taken as a result.

### 4.3 ICT Requirements

The ICT Development Plan looks forward to developments over 3 years 2007-2010. The most significant developments centre around the continuing developments to the Halton Children and Young People's Database, the Social Care system - Care First 6, the Integrated Children System (ICS), increasing amount of tracking data and the need to provide comprehensive analysis and reports. We also have on going developments with the Halton Virtual Learning Platform and its move to becoming the Halton Managed Learning Environment and the ICT developments to support BSF - Building Schools for the Future

### **CYP Database**

Tribal Software Solutions are developing a new web based version known as Synergy Gateway which has been purchased by Halton as an 'Early Adopter' primarily to host the Tribal E CAF module and provide full integration to Contact Point. This also allows web based access to core pupil information and will be developed to replace existing modules allowing wider and more flexible access opportunities. An implementation plan needs to be developed and put into place in line with module development rolling out to users as appropriate.

### **JNA Connect - Children Centre MIS**

JNA- Connect is a flexible database allowing develop its components depending on the service provider's engagement or to tie in with local or national requirements. Tribal Group is currently working on developing JNA- Connect and the CYP Database to enable both systems to exchange information on the regular basis. Locally, the initiative of working with Halton Health Visiting Service has progressed - all nationally required health information will be gathered and held on person record. After the trial period, all the processes around data collection and collation will be revised in order to provide more structured data sharing protocols.

### **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 and ringfenced funding provision. Our vision is for an ICT enabled learning community, which covers not just the students and teachers but also extends the provision of learning across to the community, and therefore builds on our current ICT strategy. Through BSF, ICT will transform the way that education is delivered in Halton ensuring it is a real tool for the delivery of education and is embedded across all schools.

## **4.4 Accommodation and Property Requirements**

A comprehensive review of future accommodation needs of the Directorate will be undertaken. Opportunities will be explored to increase flexible working for staff and where appropriate deploy staff to deliver services locally.

Through the Building Schools for the Future Programme and Primary Capital Strategy, along with the investment available for Early Years, Children's Centres, Play and provision for young people it is aimed to transform the learning environment for all Children and Young People within the Borough and provide 21<sup>st</sup> century learning environments 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 2009–12, 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%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

### 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> (Objective cross-referenced to other CYPD plans PS1, PS3, PS5, PS6, PS7, BSC1, SS1, SS3, SS4)					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>• Complete a comprehensive review of all Early Years provision within the borough by March 2010</li> <li>• Reinvest the savings gained by the reduction in statutory assessments achieved through capacity building in the mainstream sector by March 2010</li> <li>• Complete the review of LDD provision and support by March 2010</li> <li>• Further develop support service for EAL children from the resource base at St Chad's Specialist Language college by March 2010</li> <li>• Education support service to develop curriculum based group activities for Children in Care by March 2010</li> </ul>					
<b>Key Milestone(s) (10/11)</b>	<ul style="list-style-type: none"> <li>• Review effectiveness of capacity building in the mainstream sector in light of reinvestment by March 2011</li> <li>• Evaluate the provision for LDD young people in the light of reorganisation by March 2011</li> </ul>					
<b>Key Milestone(s) (11/12)</b>	<ul style="list-style-type: none"> <li>• Review and revise Inclusion Strategy March 2012</li> <li>• Ensure pupils with complex needs access mainstream opportunities through the restructured resource bases in mainstream schools to ensure a more efficient use of SEN resources by March 2012</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	12	<b>Responsible Officer</b>	DM's Inclusive Learning and Complex Needs	<b>Linked Indicators</b>	ULS LI1, NI92, NI101, NI104, NI105
	<b>Residual</b>	6				

## 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; CYPP EA1</b>					
<b>Service Objective:</b>	<b>ULS 2: To Improve Educational Outcomes for all Children at Foundation Level</b> (Objective cross-referenced to other CYPD plans PS3, PS5, PS6, PS7, BSC1)					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>• Communication Language and Literacy Development (CLDD) project implemented to improve standards of literacy at Foundation Stage by March 2010</li> <li>• Review and evaluate Early Years Outcome Duty project to provide a consistent framework for Early Years provision by March 2010</li> <li>• Develop a quality assurance system to ensure consistency of Early Years Provision by March 2010</li> <li>• Deliver the ICAN project across a broader range of settings by March 2010</li> </ul>					
<b>Key Milestone(s) (10/11)</b>	<ul style="list-style-type: none"> <li>• PVI and school working effectively together to improve performance by March 2011</li> <li>• Review and evaluate quality assurance system for Early Years Provision by March 2011</li> <li>• Review and evaluate the impact of the CLLD project and implement findings by March 2011</li> </ul>					
<b>Key Milestone(s) (11/12)</b>	<ul style="list-style-type: none"> <li>• Strategy for categorisation of settings to be in place by March 2012</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	12	<b>Responsible Officer</b>	SSEO	<b>Linked Indicators</b>	ULS LI2, ULS LI3, ULS LI4, NI72, NI92
	<b>Residual</b>	6				

### 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> (Objective cross-referenced to other CYPD plans PS3, PS5, PS6, PS7, BSC1, SS1)					
<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>Work with schools via the SIP process to ensure they set challenging targets by January 2010</li> <li>Implement systems for managing schools at risk of formal categorisation by March 2010</li> <li>Engage schools in literacy and numeracy projects to improve standards by March 2010</li> </ul>					
<b>Key Milestone(s) (10/11)</b>	<ul style="list-style-type: none"> <li>Review and implement target setting and monitoring arrangements by March 2011</li> <li>Review and evaluate systems for managing schools at risk of formal categorisation by March 2011</li> </ul>					
<b>Key Milestone(s) (11/12)</b>	<ul style="list-style-type: none"> <li>Review and evaluate the impact of literacy and numeracy projects in schools by March 2012</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	8	<b>Responsible Officer</b>	SSEO	<b>Linked Indicators</b>	ULS LI4, ULS LI5, NI73, NI93, NI94, NI104
	<b>Residual</b>	4				

## 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> (Objective cross-referenced to other CYPD plans PS3, PS5, PS6, PS7, BSC1, SS1)					
<b>Key Milestone(s) (09/10)</b>	<ul style="list-style-type: none"> <li>• Deliver Social, Emotional Aspects of Learning Programmes to targeted schools by March 2010</li> <li>• Implement plan for schools identified as in need of targeted intervention by March 2010</li> <li>• Review and evaluate alerts and triggers system by March 2010</li> <li>• Work with schools via the SIP process to ensure they set challenging targets by January 2010</li> <li>• Implement systems for managing schools at risk of formal categorisation by March 2010</li> </ul>					
<b>Key Milestone(s) (10/11)</b>	<ul style="list-style-type: none"> <li>• Review Social, Emotional Aspects of Learning Programmes by March 2011</li> <li>• Review and implement target setting and monitoring arrangements by March 2011</li> <li>•</li> </ul>					
<b>Key Milestone(s) (11/12)</b>	<ul style="list-style-type: none"> <li>• Afl is embedded in all schools in Halton by March 2012</li> <li>• SEAL is embedded in all schools by March 2012</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	8	<b>Responsible Officer</b>	SSEO	<b>Linked Indicators</b>	ULS LI5, NI75, NI83, NI97, NI98
	<b>Residual</b>	4				

**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 Improve Outcomes Post-16</b> (Objective cross-referenced to other CYPD plans PS3, PS5, PS6, PS7, BSC1, SS1)					
<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 range of needs led diplomas at levels 1,2&amp;3 by March 2010</li> <li>Map the range and quality of post-16 provision in the borough by March 2010</li> </ul>					
<b>Key Milestone(s) (10/11)</b>	<ul style="list-style-type: none"> <li>Review and implement learning from pilot to inform local provision by March 2011</li> <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>Expand the range of available diplomas at levels 1,2&amp;3 as identified by national guidance by March 2011</li> <li>Commission a range of quality post-16 provision in Halton to reduce the numbers of young people accessing provision outside the borough by March 2011</li> </ul>					
<b>Key Milestone(s) (11/12)</b>	<ul style="list-style-type: none"> <li>Further expand the range of available diplomas at level 2&amp;3 as identified by national guidance by March 2012</li> <li>Review the impact of commissioning arrangements for local provision based on need and quality by March 2012</li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	16	<b>Responsible Officer</b>	DM 14-19	<b>Linked Indicators</b>	NI80
	<b>Residual</b>	8				

## 5.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/8 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
<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>											
ULS LI1	Number of requests for support moderated by the Early Intervention Panel to meet children's needs earlier	AOF15 CP3; CYPP EA3	40				45		49	53	58
<b>Quality</b>											
ULS LI2	% of Early Years settings graded good or better by Ofsted	AOF13 CP3; CYPP EA1	New Indicator				N/A		70%	75%	80%
ULS LI3	% of settings achieving enhanced ICAN accreditation	AOF13 CP3; CYPP EA1	New Indicator				N/A		5	7	10
<b>Service Delivery</b>											
ULS LI4	% of schools involved in the CLLD project	AOF13 CP3; CYPP EA1	New Indicator				N/A		80%	85%	90%

<sup>1</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/8 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
ULS LI5	% of schools setting targets at FFT D	AOF13 CP3; CYPP EA1	New Indicator				N/A		75%	90%	100%
NI72	Early Years Foundation Stage attainment	AOF13 CP3; CYPP EA1	43.9%				44.8%		48%	49%	50%
NI73	Proportion achieving L4+ at KS2 in English & Maths (Threshold)	AOF13 CP3; CYPP EA1	71.7%				N/A		77%	77%	78%
NI75	Proportion achieving 5 A*-C GCSE including English & Maths (Threshold)	AOF13 CP3; CYPP EA1	41.4%				N/A		71%	74%	76%
NI80	% of young people achieving Level 3 qualification by 19	AOF17 CP3; CYPP AEW1	34%				38.9%		40.5%	42.2%	44%
NI83	Proportion achieving L5+ at KS3 in Science	AOF13 CP3; CYPP EA1	68%				74%		76%	80%	81%
NI92	Achievement Gap at Early Years Foundation Stage	AOF13 CP3; CYPP EA3	33.8%				31.7%		30.7%	30.3%	29.8%
NI93	Proportion progressing by two levels at KS2 in English	AOF1 CP3; CYPP EA3	63.1%				N/A		89%	89%	90%

Ref <sup>1</sup>	Description	Corp. Plan Priority	Halton 2007/8 Actual	2007/8 Quartiles (All England)			Halton 2008/9 Target	Halton 2008/9 Actual	Halton Targets		
				Top	Middle	Bottom			09/10	10/11	11/12
NI94	Proportion progressing by two levels at KS2 in Maths	AOF13 CP3; CYPP EA3	61.4%				N/A		87%	87%	88%
NI97	Proportion progressing by two levels at KS4 in English	AOF13 CP3; CYPP EA3	59%				N/A		64%	73%	75%
NI98	Proportion progressing by two levels at KS4 in Maths	AOF13 CP3; CYPP EA3	26%				N/A		30%	32%	33%
NI104	SEN/Non-SEN achievement gap at KS2 English and Maths (Threshold)	AOF13 CP3; CYPP EA3	New National Indicator				Baseline to be established		TBA	TBA	TBA
NI105	SEN/Non-SEN achievement gap at GCSE 5A*-C including English and Maths (Threshold)	AOF13 CP3; CYPP EA3	New National Indicator				Baseline to be established		TBA	TBA	TBA

### 5.3 Data Quality Arrangements

Good quality data provides the foundation for managing and improving services, determining and acting upon shared priorities, and accounting for performance to inspecting bodies and the local community.

In recognising this, the Council has developed a Corporate Data Quality Strategy that will provide a mechanism by which the authority can be assured that the quality of its data remains robust and fit for purpose. This strategy, which will remain subject to periodic review, establishes the key dimensions of good quality data and identifies five Key Corporate Objectives namely;

#### Objective 1

To provide assurance to all stakeholders that the quality of data used in decision making and in accounting for and reporting the performance of the authority, either directly or through partnership arrangements, is wholly fit for purpose.

#### Objective 2

That, through a rigorous process of monitoring, review and refinement, the authority's arrangements for securing data quality remain relevant, reliable and robust and that exemplary arrangements for securing data quality are achieved within the medium term

#### Objective 3

That arrangements for securing data quality are widely shared, communicated and understood by all of those with data quality responsibility and that relevant staff are provided with timely and appropriate guidance and support.

#### Objective 4

That all departments, partners and agencies that deliver services on behalf of the Council use complete, accurate and verifiable data which is collected and communicated in an effective and timely manner.

#### Objective 5

That all data used in the calculation of nationally prescribed performance indicators is definition compliant and verifiable and that no such indicators will be amended or qualified as a result of work undertaken by inspecting bodies.

In supporting the delivery of the corporate strategy the department will ensure that appropriate systems and processes are in place to secure the quality of its data and

that such systems are subject to periodic and risk based review. In so doing the department will pay particular attention to the six key dimensions of good quality data i.e. that data is

- **Accurate** For its intended purpose;
- **Valid** By being consistently recorded and used in compliance with predetermined definitions and rules;
- **Reliable** By reflecting stable and consistent data collection processes;
- **Timely** By being made available as soon as possible after the activity or event and in line with organisational requirements;
- **Relevant** For the purpose intended;
- **Complete** In that the monitoring of incomplete, missing or invalid data is avoided.

Children and Young People Directorate (CYP) views the collection, analysis and reporting of data and information as a co-operative enterprise between schools, partners and the Council, from which all parties will benefit. We always aim to continue to improve the arrangements for managing and exchanging information between the Council and schools and partners to ensure that they are coherent, explicit and well managed.

The Schools/Council Management Information Strategy was recently introduced. It sets out the key principles and practical steps to ensure we have clarity about the use of data and the access to information. The DCSF have stated, and the Authority agrees that, well managed information about schools and individual pupils will contribute to supporting school self-evaluation and the raising of standards in schools by making improvements to the way information about pupils, personnel and schools is defined, collected, analysed, stored and used

## 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 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

Building Bridges Strategy for Children and Young People with Disabilities

Children in Care Strategy

14-19 Strategy

NEET Strategy

Emotional Health and Well-being Strategy

Children in Need Strategy

Teenage Pregnancy Strategy

Young Person's Substance Misuse Plan

Business Continuity Plan

## Appendix 1 – High Risks and Associated Mitigation Measures

Key Objective Ref	Initial Risks identified	Risk Treatment Measures
<b>ULS1</b>	Educational outcomes for all Vulnerable Groups are significantly lower than their peers. This has a major impact on the long-term outcomes for these children and young people. Traditional services have not managed to narrow the gap so a change in approach is required.	Vulnerable children to be supported in mainstream education to give them the best opportunities to achieve. Good practice from the Education Support Services for Children in Care to be rolled out to other Vulnerable Groups. Improved tracking of vulnerable children and early identification of those at risk of underperformance.
<b>ULS2</b>	Standards of communication, language and literacy development (CLLD) identified as an issue at Foundation Stage  Lack of consistency in standards across early years settings	CLLD project rolled out in an increasing number of settings to ensure consistency and drive up standards.  Implementation of the Early Years Outcome Duty to provide a consistent framework Development of quality assurance systems to evaluate quality of provision
<b>ULS5</b>	Lack of quality provision post-16	Piloting demand lead commissioning of post-16 provision Roll out of specialist diplomas Mapping the range of post-16 provision in Halton

## Appendix 2 – Equality Impact Assessments – High Priority Actions

Strategy/Policy/Service	Impact Assessment (High/Low/None)	Proposed Action(s)	Timetable			Officer Responsible
			2009/10	2010/11	2011/12	
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**

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

<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

<b>A Safer Halton</b>	
<b>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>27</b>	Reducing the physical effects of anti-social and criminal behaviour
<b>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>29</b>	Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.
<b>30</b>	Improving the social and physical well-being of those groups most at risk within the community

<b>Corporate Effectiveness &amp; Efficient Service Delivery</b>	
<b>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>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>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>34</b>	Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders
<b>35</b>	Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.
<b>36</b>	Ensuring that the Council's land and property portfolio is managed efficiently
<b>37</b>	Ensuring that Council buildings are safe and accessible, meet the needs of service users and the organisation, and comply with legislative requirements
<b>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>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.

**REPORT TO:** Executive Board  
**DATE:** 12 February 2009  
**REPORTING OFFICER:** Strategic Director – Health & Community  
**SUBJECT:** Public Art  
**WARD(S)** Borough-wide

**1.0 PURPOSE OF THE REPORT**

1.1 To seek endorsement of a Public Art Strategy for Halton

**2.0 RECOMMENDATION**

**That the Executive Board:**

- i) **comment on the proposed Strategy identified at Appendix 1;**
- ii) **endorse the Strategy for Halton.**

**3.0 SUPPORTING INFORMATION**

3.1 The Employment, Learning and Skills PPB recognised the value of Public Art at a meeting in November 2008 and supported the proposal to develop a strategic approach for its development in Halton.

3.2 The Arts Council agreed to fund consultants to help develop an approach to Public Art in Halton.

3.3 Their brief was to produce a practical, working document, which concentrated on planning issues, recognising opportunities for the short to medium term. The attached document therefore focuses more on tangible projects which can be delivered.

**4.0 WHAT IS PUBLIC ART?**

4.1 National Public Art Think-Tank definition of public art is:

*“The practice of public art is diverse - the term conflates activities that include art, craft and design within the public realm. The spectrum of artistic practice represented by the term encompasses art commissioned as a response to the specifics of the public realm, craft commissioned as part of the designed environment and process based practice that does not rely on the production of an art object”.*

4.2 The National Think Tank defines artists working within public art more specifically as:

- Members of design teams, working collaboratively and contributing to the use and form of developments through research and reflection and propositions in relation to context
- Working to creatively engage with communities in order to explore and articulate issues of significance
- Working as commentators and provocateurs producing either permanent, temporary or process based public art

4.3 As regards to the wider benefits to the community, the National Think Tank sees these as:

- Generating pride in an area
- Increasing sense of ownership
- Developing cultural identity
- Changing an image
- Engaging with local communities
- Creating distinction, character and identity
- Contributing to quality of life, through good design and high quality surroundings

4.4 The Arts Council England hold similar aspirations, and also believe passionately that the role of art and artists should be ever more integral to that process – and in particular need not be slavish to the social and regeneration agendas, but could deliver against their aims and target audience, whilst proactively enhancing, exploring, engaging, challenging and provoking both ‘people’ and ‘place’ in an ongoing process.

## 5.0 **POLICY IMPLICATIONS**

5.1 The intention is for the Public Arts Strategy to be formally adopted by the Council.

## 6.0 **FINANCIAL IMPLICATIONS**

6.1 The action plan costs will be contained within existing budgets.

## 7.0 **OTHER IMPLICATIONS**

7.1 The strategy suggests the creation of a post to kick-start the development of Public Art. It is proposed that this post sits in the Planning Department within the Environment Directorate. The Arts Council have indicated that they will fund a part-time post for 2 years. As such there is no financial risk to the Council. All other actions and opportunities are dependent on funding being identified, but at no extra cost to the Council.

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

**8.1 Children & Young People in Halton**

Public Art through workshops and involvement offer the opportunity to acquire and develop many skills.

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

Opportunities will be developed for Halton's Cultural Industries, and employment opportunities for local artists/designers.

**8.3 A Healthy Halton**

None identified

**8.4 A Safer Halton**

None identified

**8.5 Halton's Urban Renewal**

Public Art will make a strong contribution to the continued regeneration of the Borough, and will attract visitors into Borough.

**9.0 RISK ANALYSIS**

9.1 In not moving forward, external funding from Arts Council would be lost.

**10.0 EQUALITY AND DIVERSITY ISSUES**

10.1 Any public art work to be commissioned will be advertised in national arts journals. Any community based public art projects will include opportunities For participation by community groups, schools and members of the Public.

**11.0 REASON (S) FOR DECISION**

11.1 To develop a strategic and informed approach to public art work in Halton.

**12.0 ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

12.1 Not adopt a strategic approach but continue to add piecemeal pieces of public art work across the Borough.

13.0 **IMPLEMENTATION DATE**

13.1 Dependent on drawing up a brief for the post with the partners involved and then advertising.

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

None.



# ART IN PUBLIC PLACES: A STRATEGY FOR HALTON



### Why have a Public Art Strategy?

Halton Borough Council has, over a number of years, developed a range of public artworks across the Borough (many of which engaged local communities in the development) but to date the work has been piecemeal and opportunistic, due to the lack of a coherent planned approach, a shared overall vision or a specialist to lead on this area of work.

Public artwork overlaps into urban design, community participation and regeneration. It can help generate pride in an area, increase a sense of place, and contribute to quality of life and with various major regeneration programmes ongoing, there are real opportunities to implement something creative and sustainable.

### The Background

With support from Arts Council North West, consultants were appointed to demonstrate how an Art in Public Places approach could be complementary to good urban design and community engagement and to identify the opportunities for projects across the Borough.

The work focuses on placing public art within the planning and regeneration development processes.

### SPECIFIC PROJECT SUGGESTIONS

The identification of specific live projects at an early-enough stage of development (and with amenable stakeholders) is seen as very important in the establishment of any integrated public art strategy across Halton. This section maps a number of key areas for consideration and investigations, and then looks at the central consolidation through marketing of a number of pilots acting as a multiple focus. Given the time constraints, this project list should not be seen as exhaustive however.

### Initial Pilot Cluster

Generally, the use of a rolling programme of artist placements and design team collaborations can be used throughout Halton's regeneration portfolio, with the individual areas developing their own particular piloted approach to suit particular development plans and client and community needs. To initiate this, it is suggested that the current programmes either side of the river at Widnes Waterfront and Castlefields provide an ideal joint marketing opportunity. Following on from these, other projects would be Halton Lea and Runcorn Old Town, both of who already have public art referred to in their draft SPD's, and are likely to reference in any future public art Guidance Note.

### Windows on the Waterfront

Complimenting these pre-existing 'live' projects, is a future relationship to other major programmes developed on the back of the 'Windows on the Waterfront' initiative from the Mersey Waterfront Regional Park - which has identified 11 key Mersey locations – or 'windows' as focal points for future development and investments. As part of this, the focus of the new Mersey Crossing (planned for completion in 2014) provides the ultimate flagship, and further makes the case for the development of a consolidated waterside strategy. Current identified opportunities within this developing Regional Park strategy include:

- Pride in our Promenades – Enhancing and extending public access along promenades
- Coastal Places, Open Spaces – Environmental improvements, interpretation, arts and access projects.
- Promoting the Place & Engaging People – Community engagement, marketing and communications, including 'Peoples' Panels' who will debate issues affecting their local waterfront area.
- Linking the Waterfront – Access and public transport links within the Regional Park Zone,

linking the 11 waterfront 'windc  
Northwest.

her and surrounding parts of the

- Mersey Way - Another long-term proposal is to create a continuous multi-user trail, making the entire 135km coastline fully accessible to the public by 2020.

Consolidating these in the medium to long term should be a major signed-up priority. There is clearly the need for some form of joined-up partnership or protocol operating between the different pilots - linking through to one centralised marketing and evaluation profile and identity, as well as the development of a growing artist network and training programme to draw upon. An enhanced role for a Halton wide Public Art Steering Group, although some form of additional facilitation would be required – be it consultancy in the short term and a new post in the longer term.

### **Mersey Crossing Gateways**

As well as projects directly related to both the old and new bridges themselves (such as public art lighting for example), allied to the wider Mersey Crossing project are a number of potential gateway sites – either associated directly with the bridges, or linked to the new and improved rail and road network that runs up to them. Potential locations, and preliminary gateway project ideas are as follows:

- Widnes Loops Junction gateway
- Mersey Crossing Visitor Centre – suggested off Widnes Loops Junction and located at South Widnes / Spike Island
- Tolling Plaza at Ditton Interchange
- Fiddlers Ferry Power Station public art lighting
- Landmark to south eastern tip of Wigg Island / Wigg Island Bridge
- Gateway to Astmoor Junction
- Gateway to Silver Jubilee South Junction / Runcorn Railway Station
- Central Gateway adjacent to Weston Link
- Major Southern Gateway to River Weaver / M56 Junction 12 (and possible collaborative project with Weaver Regional Park)

### **Widnes & West / South Bank**

In addition to key gateways, with regards to overall regeneration projects, on the Widnes side of the Mersey, it is suggested that the Mersey Waterfront consideration should include the Wards of Hale, Ditton, Riverside & Halton View. Key projects currently picked up in Action Plans here include:

#### **Halebanks**

Halebanks is currently an isolated residential area adjoining a mixed quality employment area, home to a variety of small businesses. There is a need for regeneration within the Area particularly in relation to the redevelopment of vacant and derelict sites, improving housing in the area, providing community facilities and improving the overall living and working environment. Halebanks opportunities include:

- Real opportunities for eco-village feel
- Lead artist placements in any masterplan teams to explore sustainable communities plan.
- Short-term creative reuse of Ditton Station / Long term creative industries or community part-use of redeveloped station building
- Environmental arts projects within woodland and greenway walkways and cycleway
- Other public transport related commissions and residencies

### **Southern Widnes**

Southern Widnes is the old Victorian I where an unhealthy mixture of heavy industry and poor quality housing has largely disappeared. The UDP directs large-scale retail and leisure development to the Town Centres and allocated sites. Therefore, any retail, food and drink or leisure provision within this Action Area should be to serve the local community only, in the interests of sustainability. The Action Plan concludes that is an area in need of investment in its social and physical environments. Southern Widnes opportunities include:

- Exploration of participatory and live-arts festivals, built around community engagement and tourism investment is needed.
- Water-based recreation explored in some way – perhaps water taxis along the Sankey to view the bridge and/or Houseboat pavilion design Competition
- That the design for a new railway station could provide both a design collaboration opportunity as well as possible community hub base – including creative industries.
- That the location of Spike Island provides the best location for a Mersey Crossing viewing station or visitor centre – with perhaps the opportunities of an international design competition being explored.
- Public realm projects exploring linkages along the waterfront and into Widnes core – and the Transpennine Trail.

### **Widnes Waterfront**

The declining employment area used to be a major location for the chemical industry in Widnes, leaving behind a legacy of contaminated land. The nature and design of new development should take advantage of the waterside location beside the St. Helens (Sankey) Canal and Mersey Estuary. The Action Plan concludes that a significant improvement should be made to the waterside environment. Widnes Waterfront opportunities include:

- The large and wide band of vacant land and the disused chemical tip, adjacent to the Mersey Estuary provide opportunities to explore a truly international environmental commission.
- The Tanhouse Lane intersection with the new greenway and riverside boulevard provide potential gateway points.
- The actual crossing of the Sankey Canal and Fright Line from Tanhouse Lane, provide a major design opportunity for some form of bridge crossing. Other crossing points also exist elsewhere.
- The development of a linear programme along Riverside Park – with immediate linkage to Spike Island, but beyond that linking into the Transpennine Trail, the Pride in our Promenades initiative and (in the long term) the planned Mersey Way.
- Collaborations with local businesses resident or relocating to the area.
- Artist residencies creating links to past and into Widnes town centre.
- Initial Landmark commission.

### **Runcorn & East / North Bank**

On the Runcorn side of the Mersey, it is suggested that the Mersey Waterside considerations should includes the Wards of Heath, Mersey and Castlefields / Norton Priory and Daresbury. Key projects previously picked up in Action Plans here include:

### **Castlefields / Norton Priory**

The Castlefields Regeneration Programme has been chosen as one of RENEW Northwest's five Exemplar Learning Projects for 2007. The Castlefields Partnership consists of Halton Borough Council, Liverpool Housing Trust, CDS Housing, Northwest Development Agency, The Housing Corporation and national regeneration agency, English Partnerships. The partnership is committed to working together to achieve lasting, sustainable improvements to Castlefields. This 3-year action plan includes over 50 projects. Within this, current Castlefields / Norton Priory opportunities include:

- New opened cycleway/pedestrian link through Castlefields.
- Phoenix Park, Youth Activity Park and drop-in centre
- Consultation events, including Party in the Park event, with environmental artists helping map opportunities.
- A commissioning project for treatment to 2 subways
- An arts competition for the refurbishment to new footbridge
- Artist placements within the redevelopment of existing Village Centre by McColl architects
- The developed strategy being passed on to developers coming into the area.

### **Runcorn & Weston Docklands**

Whilst Runcorn Docks continues as a freight handling facility, other parts of the area have been in decline due to increased carriage of goods by road. The legacy of previous uses includes large worn out buildings with few services, and large areas of derelict land. Provision is made for the commercial dock to continue and where possible enhanced; however should this not be commercially possible other compatible uses would be considered. Runcorn & Weston Docklands opportunities include:

- On an area of land adjoining the Dukesfield housing area there is an opportunity for building a new education building for Halton College. Alternatively this area would suit waterside housing.
- Advantage should be taken of the location of the Weaver Navigation within the area, both commercially and as a leisure and tourism facility – with possible collaborative links between the Mersey Waterfront and Weaver Valley Regional Parks.
- Public art interventions or architectural competitions built around the focus on Bridgewater House and the former Bridgewater Locks.

### **Runcorn Old Town Canal Quarter**

Architects Allford Hall Monaghan Morris (AHMM) have been selected by Urban Splash and Halton Borough Council to develop the £30m proposals for the four-hectare Canal Quarter site, which will transform Runcorn Old Town. AHMM have been working up proposals for the site, which has included further consultation with local people, to prepare a planning submission for an exciting mix of bars, shops, apartments and offices.

### **Links to Other Strategic Live Projects**

Taking this further, such potential artist commissioning should be built around actual 'live' capital projects, currently planned (or aspired to) as part of the wider regeneration, and collaborating with selected (and amenable) design teams. Projects need to be engaged as early as possible (but ideally pre-planning) and include:

- Building Schools for the Future programme (Wave 6) - indicative capital investment estimated to be in the region of £90m to £100m, with Halton likely to replace or refurbish its secondary school provision. These currently include the 8 secondary schools, 3 special schools offering secondary provision and 2 Pupil Referral units offering secondary provision.

### **Other Generic Areas of Opportunity**

Many projects that link into the overall Strategic Frameworks could be engaged either directly or indirectly through a collaborative arts approach. Typical core themes, include:

- River footpath / cycleway / countryside linkages – possible links to Sustrans and their 'Art in the Travelling Landscape' community programme.
- Related projects built around the notions of 'Exercise, Exploration and Fresh Air' – Exploratory projects to get out on the streets, parks and greenways to investigate and engage with the surroundings and community.

- Green Space Projects – Neigh and park art projects and strategic linkage explore with stakeholders Cabe Space and Groundworks.
- Project links to Halton parks holding the prestigious Civic Trusts 'Green Flag Award' - Rock Park, Wigg Island Community Park, Runcorn Hill Park and Local Nature Reserve, Victoria Park, Hough Green Park and Pickerings Pasture Local Nature Reserve.
- Public Transport / Bus Operators – development of artist placements alongside transport providers.
- Housing & Street Layouts – Artist residency projects to work with design teams to investigate the physical design of the streetscape.
- Live and participatory arts commissions within identified Halton wards to develop their aspiration as a cultural and leisure amenity with evening activities.
- Safe and Secure Neighbourhoods – Links to Street Warden Scheme and Neighbourhood Police schemes – collaborative artist residencies and linkage, with particular emphasis on engaging anti social behaviour and health / drugs issues
- Links to local businesses - collaborations and residencies to embed the programme and create buy-in.
- Education & Training programmes - through both Artist and Creative Industry educational programmes but also CPD for professionals.
- Business Development programmes allied to Creative Industries.
- Community / adult learning generally
- Public Realm Design awareness programmes – linked through collaborative residencies to designated Design Teams, Stakeholders and community groups
- General programmes built around issues to do with Sense of Place, Local history and Memory – but with very much a forward-looking project focus of aspiration.

### **Artists Taking The Lead**

The London Organising Committee for the Olympic and Paralympic Games has announced a formal role for the funded arts sector in a Cultural Olympiad. As such, all four Arts Council's will be asked to support something called 'Artists Taking the Lead', through which artists will be challenged to lead a celebration of the excellence, diversity, innovation and internationalism of the arts across the UK. As a part of this, twelve artists' commissions – presumably public art in some form - will be "responding to and celebrating our local and national cultural life in each of the nine English regions and in Northern Ireland, Scotland and Wales" and will create "great art in iconic and unexpected places". Each commission will encourage collaboration across art forms, aspire to a legacy beyond 2012, and have the creative energy of children, young people and communities at its heart.

With this in mind, 8 Creative Programmers have already been appointed so far by DCMS for the Cultural Olympiad – including one for the North West.

### **ACTION PLAN**

#### **Specific Project Suggestions**

Immediate project recommendations could look to particularly to engage with existing Partnership Stakeholders (either collaboratively, or as part of a joined-up cluster) through a series of centrally marketed pilot projects.

In the short term, these pilots should concentrate around Widnes waterfront and Castlefields; in the medium term around Runcorn Old Town and Halton Lea; and in the longer term around other Action Areas as identified above – but with particular emphasis being towards the Mersey Crossing, and all the connective networks of transportation and Borough profile that can be planned-in around that between now and 2016.

### **SHORT TO MEDIUM TERM SUGGESTIONS**

Short to medium term programme suggestions are highlighted in this section.

Of course there is a strong argument for a project-based approach to public art commissioning but whilst this provides an interesting diversity of project approaches, it also acts as a divide and rule mechanism to maintain the piece-meal approach to commissioning.

What is needed is a consolidated joined-up approach that both identifies the need to bridge a number of issues – be they project and stakeholder collaboration, new creative and learning networks, or indeed increased linkage between Runcorn and Widnes – with the Mersey Crossing as the flagship to that.

### **Generic Recommendations**

Integral to any *Art in Public Places* strategy for Halton should be a fundamental sign-up to the aspirational development of the core principles of welcoming:

- Development of exemplar Public Art cluster projects with diverse artists, partners and communities
- A joined up approach to ‘bridge’ Halton and focus on creative programmes to readdress the Waterfront and Widnes / Runcorn relationship.
- Centralised Advocacy and Marketing strategies and budgets
- Innovation, Risk, Experimentation
- Critical Debate and Advocacy Processes
- Appropriate and Robust Processes
- Skills and Capacity building between artists, clients and professionals
- Research and Development - including paid design time for artists and other creatives
- Embedded documentation and evaluation programmes

### **Proposed Short Term Actions 2009 - 2010**

It is suggested that to kick off the Guidance Note and a related marketing and advocacy profile is developed for the two separately funded public art clusters of Widnes Waterfront and Castlefields. As such, critically it will be the need to influence future brief development and to establish in the minds of the client body, the value that the role of artists can provide. In the medium term, projects such as Runcorn Old Town and Halton Lea should be targeted, along with other ones as identified in Section 11. In simple terms, the most practical way this can be achieved is by:

- Detailed debate and engagement with all stakeholders.
- Setting up a wider Working Group cluster, based on existing exemplar projects and partners.
- Expansion of the terms of the Public Art Steering Group.
- Initiating a wider facilitated creative forum or workshop with invited stakeholders, practitioners and community representation.
- Establishment of agreed core Partnership Aims and Objectives to Public Art – that are adopted in a Public Art Guidance Note.
- Commission a further detailed Delivery Action Plan either in-house or by consultant commission – informed by the Steering Group.
- Creation of funding pots to enable both a centralised public art advocacy and marketing strategy, and to create initial project feasibility.
- Resulting from the Action Plan, set aside portion of existing budget for the Steering group to help agree seed-funding feasibilities of new residency programmes with identified stakeholders.
- Marketing & Evaluation budgeted for, established and programmed
- Regular funding bids budgeted for, established and programmed

### **Proposed Medium Term Actions 2009 - 2011**

In the Medium-Term the emphasis should begin to embed more strategic and sustainable practices. Following successful stakeholder discussions and funding bids, it should be possible to begin to grow the range of the commissioning and residency programme, whilst still keeping the funding and delivery of these within their individual project frameworks. To augment that however, is the need for a centralised fund to act as a hub for these public art project clusters, and enables it to buy-in stakeholders, cross boundaries, seed-fund new feasibility and jointly market and evaluate ongoing projects. As such, suggested outputs are:

- The creation of a curatorial and/or project manager role in support of the Arts Development Officer, Planning or Regeneration Teams.
- Continued quarterly facilitation of the Public Art Steering Group
- Establishment of a wider Public Art forum that includes all interested stakeholders.
- Continuation of recurring Network Events and Workshops - to enable participants to understand and develop awareness of the diverse stakeholder influences on their organisations. Presentations and facilitation would include artists, as well as wider design teams.
- Top up to the funding pot to enable small public art feasibility development.
- Establishment of a Section 106 / % For Art or new Planning Tariff drawdowns to feed into the non-project fund.
- Negotiation of Stakeholder Service Level Agreement to secure further Public Art investment.
- Establishment of a formal public art policy through SPD or other means following consultation.
- Using ongoing management of projects, begin to investigate potential new stakeholders and other funding streams to develop new project feasibilities.
- Set up a regular on-line bulletin or website be commissioned to which Stakeholder organisations are invited to contribute any issues they wish to disseminate and debate.
- Continue to seed-fund feasibilities for new programmes
- Build on marketing budget and look to produce a joined-up marketing programme of publications and new media – including a regular on-line bulletin or website commissioned. Stakeholder organisations to be invited to contribute any issues they wish to disseminate and debate information and list opportunities.
- Evaluate existing and new programmes using the new Ixia Open Space Evaluation Toolkit (with nominated Officers trained to use this system).
- Following successful stakeholder discussions and funding bids begin to grow the range and scope of the commissioning programme.

### **Long- term Suggestions - 2011 - 2016**

Looking to the longer-term sustainability of any integrated public art programme within Halton, this section sets out some of the ultimate programmes that could be possible up to the end of the UDP in 2016.

### **Suggested Programme Considerations**

In the Long-Term, start to feed-back the (hopefully) ongoing programme of arts engagement activity, such as:

- Final delivery of a major permanent public art commission and related festivals programme allied to the completion of the Mersey Crossing, Mersey Way and Mersey Waterfront Regional Park – envisaged in 2015.
- Development of a self-sustaining and ongoing public art programme and cluster-based delivery strategy as part of a wider Art in Public Places in Halton.
- Creation and funding of a permanent public art delivery model or agency – including permanent posts.
- Establishment of a Section 106, new Planning Tariff and Service Level Agreement and other grant and stakeholder revenue and project streams.
- Provision of support and advocacy for Stakeholders to understand and manage creative

opportunities in Halton more fu

- Establishment of Action Learning and Community Engagement programmes to enable Stakeholders to continue to learn from one another using a process that promotes sustainability and “cross-fertilisation” of creative ideas and experiences.
- Support and ongoing use of empirical research and evaluation in public art.
- Support the development and delivery of short, tailored CPD programmes for artists and providers.
- Continuation, improvement and additional programmes to short and medium term.

### **Long Term Legacy**

In many ways, the commissioning, action research and advocacy carried out in years 2009 to 2011, as well as any support consultancies or posts created to help facilitate it, will determine the potential scope and sustainability of any long-term programme.

There is no doubt that stand-alone project funding for public art programmes are generally easier to achieve than more elaborate long-term funds for centralised support – and needing complex in-house officer or agency support. That is not to say it is impossible, merely that a strong argument has to be made to potential funding stakeholder, and that it needs to be backed up by clear evaluated data that needs to be collected right from the start.