



**Children and Young People Policy and
Performance Board**

**Thursday, 22 January 2009 at 5.15 p.m.
Committee Room 1, Runcorn Town Hall**

A handwritten signature in black ink, appearing to read 'David W R', positioned above a faint rectangular stamp.

Chief Executive

BOARD MEMBERSHIP

Councillor Mark Dennett (Chairman)	Labour
Councillor Margaret Horabin (Vice-Chairman)	Labour
Councillor Peter Browne	Conservative
Councillor Philip Drakeley	Conservative
Councillor Frank Fraser	Labour
Councillor Robert Gilligan	Labour
Councillor Trevor Higginson	Liberal Democrat
Councillor Joan Lowe	Labour
Councillor Stan Parker	Labour
Councillor Margaret Ratcliffe	Liberal Democrat
Councillor John Stockton	Labour
Mr Colin Chorley	

*Please contact Lynn Derbyshire on 0151 471 7389 or e-mail
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The next meeting of the Board is on Monday, 23 February 2009

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

Part I

Item No.	Page No.
1. DECLARATIONS OF INTEREST (INCLUDING PARTY WHIP DECLARATIONS)	
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.	
2. SERVICE PLANS 2009-2012	1 - 116
3. LOCAL AREA AGREEMENT PERFORMANCE REPORT	117 - 126

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: Children & Young People PPB

DATE: 22nd January 2009

REPORTING OFFICER: Strategic Director, Children & Young People

SUBJECT: Service Plans 2009-2012

WARDS: Boroughwide

1.0 PURPOSE OF THE REPORT

- 1.1 To provide an update on the service planning in Children's Services for the period 2009-2012

2.0 RECOMMENDATION: That

- (1) The Board scrutinise the draft service plans and provide comments and suggested amendments to inform the further development of plans.

3.0 BACKGROUND

- 3.1 Service Plans are currently being developed for each of the four Departments in the Children and Young People Directorate. PPB input to the service planning process and the priorities for each of the Departments was provided during the Special PPB meeting on 26th November 2008. Recommendations made at the meeting have been incorporated into the draft service plans. It was agreed to hold a further Special PPB towards the end of January to enable scrutiny of the draft plans.
- 3.2 Due to the tight timescales it is not possible to circulate the draft plans with this report. All four draft plans will be circulated by Tuesday 13th January to give elected members the opportunity to consider them prior to the meeting. These draft plans will be subject to quality assurance and considered by Chief Officers Management Team on the 20th January. Any amendments arising from the quality assurance process or from COMT will be tabled at the meeting.

4.0 FINANCIAL IMPLICATIONS

No financial implications identified.

5.0 OTHER IMPLICATIONS

No other implications have been identified.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

The service planning process provides a mechanism for monitoring progress against the Directorate priorities for Children and Young People in Halton.

6.2 Employment, Learning and Skills in Halton

Not applicable.

6.3 A Healthy Halton

Not applicable.

6.4 A Safer Halton

Not applicable.

6.5 Halton's Urban Renewal

Not applicable.

7.0 RISK ANALYSIS

A risk analysis will be completed against each of the Departmental Service Plans.

8.0 EQUALITY AND DIVERSITY ISSUES

The priorities identified in the service plan are targeted at reducing inequalities and ensuring the best outcomes for all children and young people in Halton with a particular focus on vulnerable groups.

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

None



Specialist Services

SERVICE PLAN

April 2009 to March 2012

Draft 2: January 2009

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**

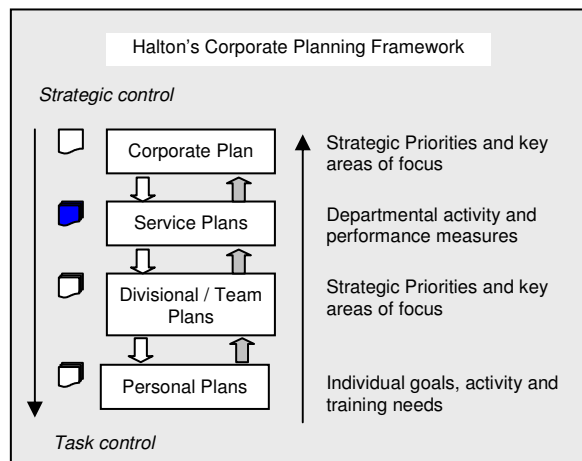
Departmental Service Plans form an integral part of the authority's corporate planning framework, as illustrated opposite.

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.



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. 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.

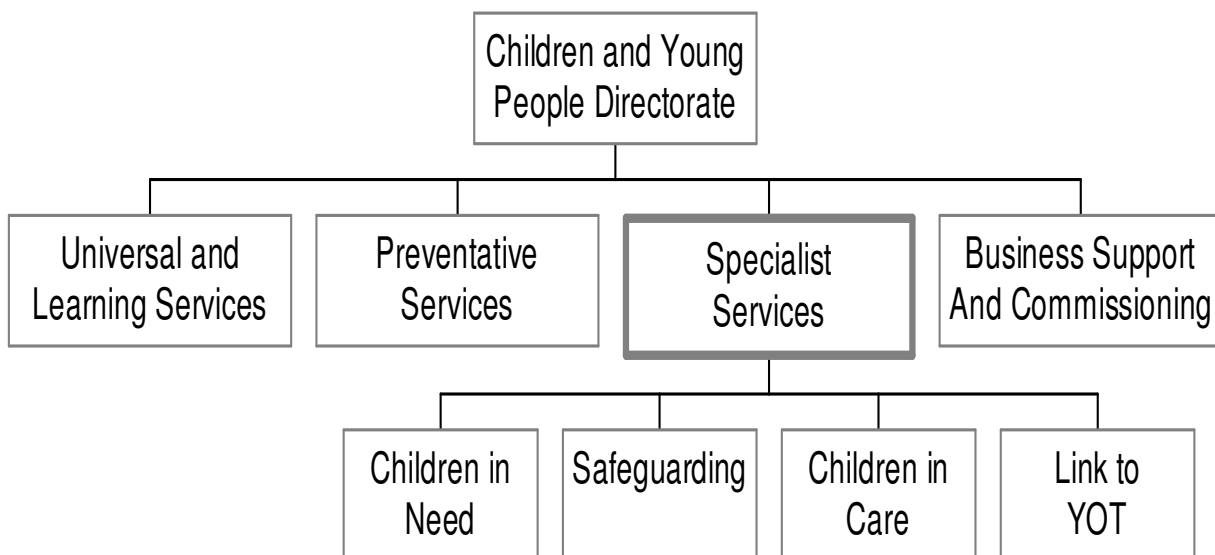
A Halton JAR Improvement Plan has been produced which describes how we, in Halton, are to deliver on the issues noted in the JAR report.

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;

Area for Judgement	Grade Awarded
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

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 21st 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

Deprivation:

The Index of Multiple Deprivation (IMD) for 2007 suggests that deprivation has improved in the Borough. In 2007 the IMD ranked Halton as 30th most deprived Authority in England compared to 21st in the 2004 Index and 16th 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 3rd highest authority in terms of deprivation on Merseyside, behind Knowsley and Liverpool, and 10th highest in the North West. Neighbouring authorities St Helens (47th overall), Wirral (60th) and Sefton (83rd) 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 6th highest proportion of children in poverty in the North West. In 2005 it had the 5th 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 criminality, 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.

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.

Consultations were also undertaken with groups of children from 2 – 19 years which included the Halton Member of UK Youth Parliament and the Youth Cabinet, the Halton Youth Bank, nearly all school councils, looked after children, care leavers, young people with learning and/or physical disability, lesbian gay bisexual and transgender young people, young carers, and homeless young people. A resource pack of consultation materials was issued to group leaders that facilitated the active participation of this wide range of ages and abilities. A total of 260 children contributed through group discussions and exercises. The consultation captured their views on whether the aims and targets of the Plan were making any difference in their lives, and what they thought the priorities should be for the coming year.

The Participation strategy includes the adoption by the Alliance of the Hear by Right standards for the involvement and participation of young people within organisations and services for them. From October 2006 to April 2007 there was a thorough piloting of Hear by Right using eight very different organisations working with various ages both within and outside the council. From this pilot a three year development and action plan has been produced, a “Haltonised” version of the standards has been produced which better suits our needs and the full age range; 0-19, and a Participation Team set up to support these changes. In November 2007 four Hear by Right Champions were agreed from within the borough, an elected member from the cabinet, Chief Executive of the Council, Director of Children’s Service and Member off Youth Parliament. They publicise the value of involving children and young people and challenge reluctance of organisations and individuals to do so. Over 50 Halton organisations and council departments/services are expected to sign up to the three year plan by March 2008 with at least 30 of them completing the first year targets for involvement.

Halton Parent and 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.

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 Appendix 2.

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				

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.

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 21st 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 1st April 2008, and included within it are improvement targets for the Borough of Halton to which both the Council and its partners will contribute.

The LAA contains 86 key targets addressing all of the priority issues identified in both the Community Strategy, and the Council's Corporate Plan. Of the 86 key targets, 34 are mandatory and also included are the 12 LPSA targets to which the Council signed up.

Many of the objectives contained within the current service plans are designed to support the achievement of LAA targets. A full version of Halton's LAA can be viewed on the Halton Strategic Partnership Website at [http://www.haltonpartnership.net/site/images/stories//laa final \(march 2007\).pdf](http://www.haltonpartnership.net/site/images/stories//laa%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

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	14 - To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood
ECM Outcome & CYP Plan Priority	Achieve Economic Well Being; CYPP BH3, SS4, EA3, MPC1, AEW2

Service Objective:	SS1: Improve Education and Employment Opportunities for Care Leavers					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Appoint a designated officer to manage care leaver employment by September 2009 • Introduce 10 apprenticeships for care leavers by March 2010 • Develop the role of the Education Support Service/CSW (EET) to support the needs of care leavers by March 2010 • Introduce a bursary for care leavers going on to higher education by September 2009 • Re-develop the Council's employment scheme for care leavers by March 2010 					
Key Milestone(s) (10/11)	<ul style="list-style-type: none"> • 10 care leaver apprentices in place by September 2010 • Increased work placement opportunities identified for children in care and care leavers within the Council and partner agencies by March 2011 • Address sustainability issues for funding opportunities by March 2011 					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> • 10 care leaver apprentices in place by March 2012 • 5 care leavers in permanent employment with the Council or partners by March 2012 • Improved range of, and access to education and training opportunities for care leavers by March 2012 					
Risk Assessment	Initial		Responsible Officer	DM CIC	Linked Indicators	
	Residual					

Objective SS2

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	14 - To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood
ECM Outcome & CYP Plan Priority	Stay Safe; CYPP SS4

Service Objective:	SS2: Increase Placement Choice and Quality of Care for Children in Care					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Implement Placement Strategy by September 2009 • Recruit Principal Manager and 4 members of staff to the adoption and fostering services by September 2009 • Recruit an additional 8 carers by March 2010 • Continue to engage with the Regional Commissioning programme to improve knowledge, quality and competitiveness of local, private provision by March 2010 • Implement and monitor CWDC development standards for foster carers by March 2010 					
Key Milestone(s) (10/11)	<ul style="list-style-type: none"> • Recruit an additional 10 carers by March 2011 • Implement revised minimum standards for children's homes and fostering by June 2010 • Develop additional support services for foster carers by March 2011 					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> • Recruit an additional 10 carers by March 2012 • Review and develop the foster care training programme by March 2012 • Register 6 carers for NVQ qualification by March 2012 					
Risk Assessment	Initial		Responsible Officer	DM CIC	Linked Indicators	
	Residual					

Objective SS3

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	19 - To ensure a safe environment for children where they are supported and protected from abuse and neglect
ECM Outcome & CYP Plan Priority	Stay Safe; CYPP SS1, SS2, SS3

Service Objective:	SS3: To maintain effective Safeguarding processes
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • To fully establish a Safeguarding Unit in order to co-ordinate, support and scrutinise safeguarding activity by March 2010 • Implementation of a systematic approach to learning arising from Serious Case Reviews by March 2010 • Ensure that all agencies are briefed on the management of allegations made against adults who work with children by March 2010. • Review and update the practice evidence, neglect protocol ensuring there are interagency minimum standards by March 2010 • All Children in Care Reviews are completed within statutory timescales in the year to March 2010. • All Children subject to a CP Plan are reviewed within statutory reviews in the year to March 2010.
Key Milestone(s) (10/11)	<ul style="list-style-type: none"> • All Children in Care Reviews are completed within statutory timescales in the year to March 2011 • All Children subject to a CP Plan are reviewed within statutory reviews in the year to March 2011 • All Children in Need Reviews are completed within agreed timescales in the year to March 2011.
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> • All Children in Care Reviews are completed within statutory timescales in the year to March 2011 • All Children subject to a CP Plan are reviewed within statutory reviews in the year to March 2011 • All Children in Need Reviews are completed within agreed timescales in the year to March 2011.

Risk Assessment	Initial		Responsible Officer	DM Safeguarding	Linked Indicators	
	Residual					

Objective SS4

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	19 - To ensure a safe environment for children where they are supported and protected from abuse and neglect
ECM Outcome & CYP Plan Priority	Stay Safe; CYPP SS2, SS3

Service Objective:	SS4: To provide effective and efficient services to Children in Need
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Implement Carefirst 6i and Care Assess as part of compliance with the Integrated Children's System by October 2009 • Integrate family support across 2, 3a and 3b of Halton's levels of need framework by September 2010 • 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 • Reduce by 10% the number of children in need identified as having needs at level 3b and 4 of the levels of need framework by March 2010 • Complete the multi-agency Locality Working pilot by September 2009 • Introduce a system for independently reviewing children in need plans at levels 3b by December 2009
Key Milestone(s) (10/11)	<ul style="list-style-type: none"> • Reduce by 10% the number of children in need identified as having needs at level 3b and 4 of the levels of need framework by March 2011 • Increase by 15% the number of children having their needs identified and met via the CAF process by 2011
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> • Reduce by 10% the number of children in need identified as having needs at level 3b and 4 of the levels of need framework by March 2012 • Increase by 15% the number of children having their needs identified and met via the CAF process by

	2012					
Risk Assessment	Initial		Responsible Officer	DM CIN	Linked Indicators	
	Residual					

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

Ref ¹	Description	Corp. Plan Priority	Halton 2007 / 8 Actual	2007 / 08 Quartiles ² (All England)			Halton 2008 / 09 Target	Halton 2008 / 09 Actual	Halton Targets		
				Top	Middle	Bottom			09 / 10	10 / 11	11 / 12
Corporate											
Cost / Efficiency											
Fair Access											
SS LI1	% of CiC achieving at or above the level forecast using FFT data										
SS LI3	% of referrals with neglect as the primary factor										
NI148	Care leavers in employment, education or training										
Quality											
NI147	Care leavers in suitable accommodation										

¹ Key Indicators are identified by an **underlined reference in bold type**.

² No quartile data is available for local performance indicators. BVPI's will be replaced by the National Indicator Data Set (NIS) from April 2008

Service Delivery											
NI59	Initial Assessments completed within 7 working days										
NI60	Core Assessments completed within 35 working days										
NI62	Stability of placements of CiC: number of moves										
NI63	Stability of placements of CiC: length of placement										
NI64	Child Protection plans lasting 2 or more years										
NI65	Children subject to a CP Plan for a second or subsequent time										
NI66	Children in Care cases reviewed within timescales										
NI67	Child Protection cases reviewed within timescales										
NI68	Referrals to children's social care going on to initial assessment										
NI101	Children in Care achieving at least 5 A*-C GCSE										

<u>NI111</u>	First time entrants to the Youth Justice System										
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5.3 Data Quality Arrangements

Corporate text to be added

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

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.



Universal and Learning Services

SERVICE PLAN

April 2009 to March 2012

Draft 2: January 2009

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**

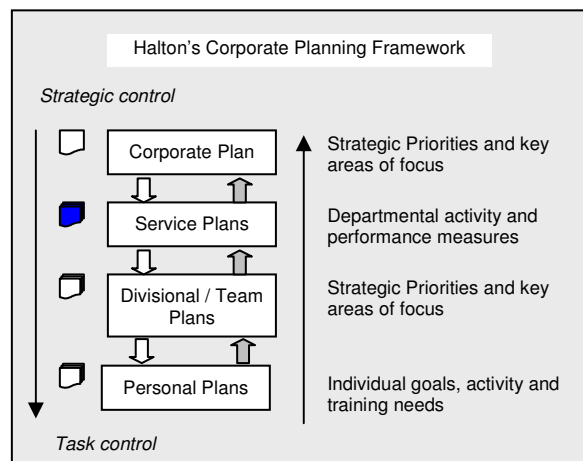
Departmental Service Plans form an integral part of the authority's corporate planning framework, as illustrated opposite.

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.



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. 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.

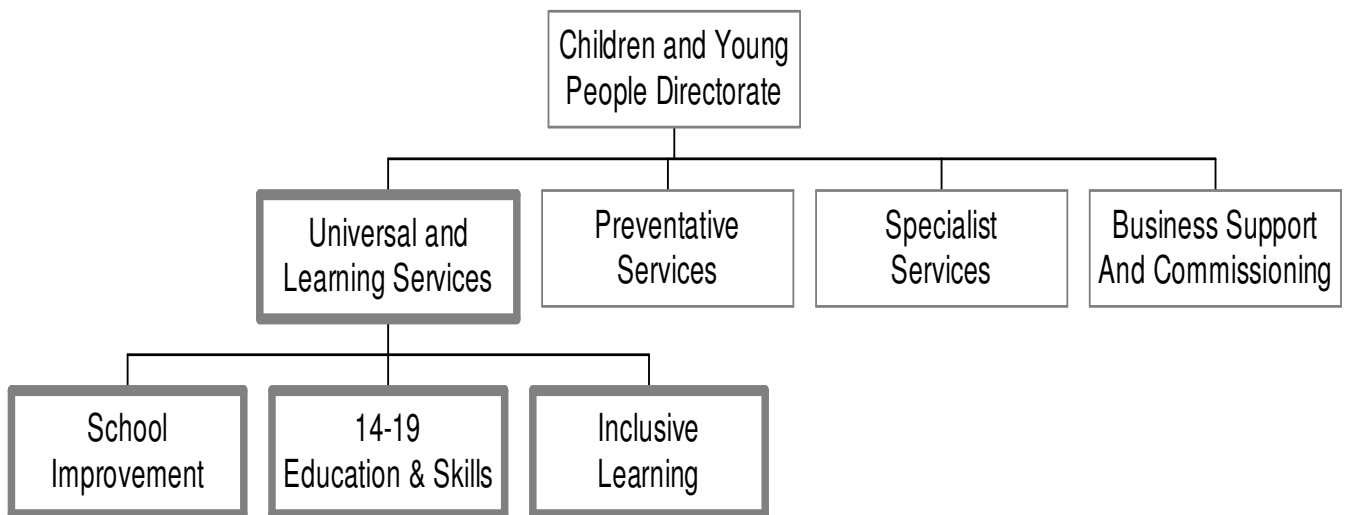
A Halton JAR Improvement Plan has been produced which describes how we, in Halton, are to deliver on the issues noted in the JAR report.

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;

Area for Judgement	Grade Awarded
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

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 21st 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

Deprivation:

The Index of Multiple Deprivation (IMD) for 2007 suggests that deprivation has improved in the Borough. In 2007 the IMD ranked Halton as 30th most deprived Authority in England compared to 21st in the 2004 Index and 16th 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 3rd highest authority in terms of deprivation on Merseyside, behind Knowsley and Liverpool, and 10th highest in the North West. Neighbouring authorities St Helens (47th overall), Wirral (60th) and Sefton (83rd) 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 6th highest proportion of children in poverty in the North West. In 2005 it had the 5th 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

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.

Consultations were also undertaken with groups of children from 2 – 19 years which included the Halton Member of UK Youth Parliament and the Youth Cabinet, the Halton Youth Bank, nearly all school councils, looked after children, care leavers, young people with learning and/or physical disability, lesbian gay bisexual and transgender young people, young carers, and homeless young people. A resource pack of consultation materials was issued to group leaders that facilitated the active participation of this wide range of ages and abilities. A total of 260 children contributed through group discussions and exercises. The consultation captured their views on whether the aims and targets of the Plan were making any difference in their lives, and what they thought the priorities should be for the coming year.

The Participation strategy includes the adoption by the Alliance of the Hear by Right standards for the involvement and participation of young people within organisations and services for them. From October 2006 to April 2007 there was a thorough piloting of Hear by Right using eight very different organisations working with various ages both within and outside the council. From this pilot a three year development and action plan has been produced, a “Haltonised” version of the standards has been produced which better suits our needs and the full age range; 0-19, and a Participation Team set up to support these changes. In November 2007 four Hear by Right Champions were agreed from within the borough, an elected member from the cabinet, Chief Executive of the Council, Director of Children’s Service and Member of Youth Parliament. They publicise the value of involving children and young people and challenge reluctance of organisations and individuals to do so. Over 50 Halton organisations and council departments/services are expected to sign up to the three year plan by March 2008 with at least 30 of them completing the first year targets for involvement.

Halton Parent and 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.

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 Appendix 2.

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.

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 21st 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 1st April 2008, and included within it are improvement targets for the Borough of Halton to which both the Council and its partners will contribute.

The LAA contains 86 key targets addressing all of the priority issues identified in both the Community Strategy, and the Council's Corporate Plan. Of the 86 key targets, 34 are mandatory and also included are the 12 LPSA targets to which the Council signed up.

Many of the objectives contained within the current service plans are designed to support the achievement of LAA targets. A full version of Halton's LAA can be viewed on the Halton Strategic Partnership Website at [http://www.haltonpartnership.net/site/images/stories//laa final \(march 2007\).pdf](http://www.haltonpartnership.net/site/images/stories//laa%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

Corporate Priority:	Halton's Children and Young People				
Key Area Of Focus:	13 - Improving the educational attainment of pupils in Halton, by providing effective teaching and school support				
ECM Outcome & CYP Plan Priority	Enjoy and Achieve; CYPP EA3				
Service Objective:	ULS 1: To Narrow the Gap in Educational Outcomes for Vulnerable Groups				
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Increase the number of children accessing targeted support within mainstream schools by March 2010, by reinvesting the savings gained by the reduction in statutory assessments achieved through capacity building in the mainstream sector. • Provide targeted interventions from Educational Welfare Service to further improve the attendance of children who are in need of safeguarding by March 2010 • Increase the number of EAL children accessing support from the resource base at St Chad's Specialist Language college by March 2010 • Education support service to develop curriculum based group activities for Children in Care by September 2009 				
Key Milestone(s) (10/11)	<ul style="list-style-type: none"> • Further increase the number of children accessing targeted support within mainstream schools by March 2010, by reinvesting the savings gained by the reduction in statutory assessments achieved through capacity building in the mainstream sector • Provided targeted interventions from Educational Welfare Service to further improve the attendance of children who are in need of safeguarding by March 2009 • Further increase the number of EAL children accessing support from the resource base at St Chad's 				
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> • Increase in the number of pupils whose needs can be met without a statement of special educational needs in mainstream schools by March 2012 • Increase in pupils with complex needs accessing mainstream opportunities through the restructured resource bases in mainstream schools to ensure a more efficient use of SEN resources by March 2012 				
Risk Assessment	Initial		Responsible Officer	DM Inclusive Learning	Linked Indicators
	Residual				

Objective ULS2

Corporate Priority:	Halton's Children and Young People				
Key Area Of Focus:	13 - Improving the educational attainment of pupils in Halton, by providing effective teaching and school support				
ECM Outcome & CYP Plan Priority	Enjoy and Achieve; CYPP EA1				
Service Objective:	ULS 2: To Improve Educational Outcomes for all Children at Foundation Level				
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • 80% schools to have been involved in the CLLD project by March 2010 • 90% schools to be graded good or above by March 2010 • 20 settings to have achieved I can accreditation by March 2010 				
Key Milestone(s) (10/11)	<ul style="list-style-type: none"> • PVI and school working effectively together to improve performance by March 2011 • Continued upward trajectory of % pupils attaining 78 + and narrowing of the gap with lowest 20% by March 2011 				
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> • 100% of schools engaged in CLLD project by March 2012 • 30 settings to have achieved I Can accreditation by March 2012 • Strategy for categorisation of settings to be in place by March 2012 • Continued upward trajectory of % of pupils attaining 78+ in EYFSP and narrowing of the gap of the lowest 20% by March 2012 (EYOD) 				
Risk Assessment	Initial		Responsible Officer	SSEO	Linked Indicators
	Residual				

Objective ULS3

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	13 - Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
ECM Outcome & CYP Plan Priority	Enjoy and Achieve; CYPP EA1

Service Objective:	ULS 3: To Improve Educational Outcomes for all Children at Primary Level				
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Review and evaluate alerts and triggers system by March 2010 100% of schools set targets at FFT D by March 2010 To further reduce the number of schools at risk of formal categorisation by 20% March 2010 				
Key Milestone(s) (10/11)	<ul style="list-style-type: none"> 100% of schools set targets above floor target by March 2011 100% of schools are categorised according to the Halton Schools Concern Policy as satisfactory or above by March 2011 100% of schools set targets at FFT D by March 2011 				
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> 100% of schools set targets at FFT D by March 2012 (with an increasing number of schools setting targets that would place them in the top 10% of schools for overall CVA) 100% of schools achieve above 50% (combined English and maths level 4+) by July 2011 100% of schools categorised as A or B in line with Halton's Strategy for Support and Intervention by March 2012 No school's in OFSTED categories (notice to improve or special measures) 				
Risk Assessment	Initial		Responsible Officer		Linked Indicators
	Residual				

Objective ULS4

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	13 - Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
ECM Outcome & CYP Plan Priority	Enjoy and Achieve; CYPP EA1

Service Objective:	ULS 4: To Improve Educational Outcomes for all Children at Secondary Level					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • 75% of schools will be following Social, Emotional Aspects of Learning Programmes by March 2010 • Reduce by 50% the number of schools identified as in need of targeted intervention March 2010 • Review and evaluate alerts and triggers system by March 2010 • 100% of schools set targets at FFT D by March 2010 • To further reduce the number of schools by 20% at risk of formal categorisation by March 2010 					
Key Milestone(s) (10/11)	<ul style="list-style-type: none"> • 100% of schools following Social, Emotional Aspects of Learning Programmes by March 2011 • Reduce the number of schools identified as in need of targeted intervention so no schools are identified by March 2011 • 100% of schools set targets above floor target by March 2011 • 100% of schools are categorised according to the Halton Schools Concern Policy as satisfactory or above by March 2011 • 100% of schools set targets at FFT D by March 2011 					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> • Afl is embedded in all schools in Halton by March 2012 • We have no 'gaining ground' schools at March 2012 • SEAL is embedded in all schools by March 2012 • There are no National Challenge schools at March 2012 					
Risk Assessment	Initial		Responsible Officer		Linked Indicators	
	Residual					

Objective ULS5

Corporate Priority:	Halton's Children and Young People
Key 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.
ECM Outcome & CYP Plan Priority	Achieve Economic Well Being; CYPP AEW1

Service Objective:	ULS 5: To Improve Outcomes Post-16					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • From emerging LSC/LA transitional arrangements Pilot a demand led commissioning process for local provision based on need by March 2010 • Collaboratively deliver a further 5 diplomas at level 2&3 by March 2010. 					
Key Milestone(s) (10/11)	<ul style="list-style-type: none"> • Fully implement a demand led commissioning process for local provision based on need, quality of provision and funding agreement by March 2011 • Collaboratively deliver a further 2 diplomas at level 2&3 by March 2011 					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> • Increase the commissioning of local provision based on need, quality of provision and funding by March 2012 • Collaboratively deliver a further 2 diplomas at level 2&3 by March 2012 					
Risk Assessment	Initial		Responsible Officer	DM 14-19	Linked Indicators	
	Residual					

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

Ref ¹	Description	Corp. Plan Priority	Halton 2007 / 8 Actual	2007 / 08 Quartiles ² (All England)			Halton 2008 / 09 Target	Halton 2008 / 09 Actual	Halton Targets		
				Top	Middle	Bottom			09 / 10	10 / 11	11 / 12
Corporate											
Cost / Efficiency											
Fair Access											
ULS LI1	Number of requests for support moderated by the Early Intervention Panel to meet children's needs earlier										
Quality											
Service Delivery											
NI72	Early Years Foundation Stage attainment										

¹ Key Indicators are identified by an **underlined reference in bold type**.

² No quartile data is available for local performance indicators. BVPI's will be replaced by the National Indicator Data Set (NIS) from April 2008

NI73	Proportion achieving L4+ at KS2 in English & Maths (Threshold)										
NI75	Proportion achieving 5 A*-C GCSE including English & Maths (Threshold)										
NI80	% of young people achieving Level 3 qualification by 19										
NI83	Proportion achieving L5+ at KS3 in Science										
NI92	Achievement Gap at Early Years Foundation Stage										
NI93	Proportion progressing by two levels at KS2 in English										
NI94	Proportion progressing by two levels at KS2 in Maths										
NI97	Proportion progressing by two levels at KS4 in English										
NI98	Proportion progressing by two levels at KS4 in Maths										
NI104	SEN/Non-SEN achievement gap at KS2 English and Maths (Threshold)										
NI105	SEN/Non-SEN achievement gap at GCSE 5A*-C including English and Maths (Threshold)										

5.3 Data Quality Arrangements

Corporate text to be added

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

Halton Corporate Plan (2006 – 2011) – Council Priorities and Key Areas of Focus.

A Healthy Halton

1	Improving the future health prospects of Halton residents, particularly children, through the encouragement of an improved dietary intake and the availability of nutritionally balanced meals within schools and other Council establishments.
2	Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.
3	Delivering programmes of education to improve the health of Halton residents.
4	Helping people to manage the effects of ill health, disability and disadvantage.
5	Actively managing the environmental factors that are detrimental to good health.
6	Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.
7	Providing services and facilities to maintain existing good health and well-being.

Halton's Urban Renewal

8	Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business.
9	Maintaining and developing local transport networks that meet the needs of resident's, businesses and visitors to Halton.
10	Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.
11	Maintaining levels of affordable housing provision within Halton that provides for quality and choice and meets the needs and aspirations of existing and potential residents.
12	Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.

Children & Young People in Halton

13	Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
14	To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood.
15	To deliver effective services to children and families by making best use of available resources
16	To provide transport facilities that meets the needs of children & young people in Halton accessing education and training.
17	Provide an effective transition for young people from school to employment, through opportunities for work related learning, and post 16 education, voluntary and community work.
18	To reduce the conception rate amongst women under 18 by providing awareness, education and relevant support
19	To ensure a safe environment for children where they are supported and protected from abuse and neglect

Employment, Learning & Skills in Halton

20	To increase self-confidence and social inclusion by providing opportunities to adults to engage in basic skills learning.
21	To improve access to employment by providing opportunities to enhance employability skills and knowledge
22	Working with employers to identify and secure opportunities for the unemployed.
23	To provide transport facilities that meets the needs of those people in Halton accessing employment and training.
24	To sustain current employment levels by providing practical and financial advice and assistance to those from disadvantaged groups
25	To increase employment opportunities and business start ups in Halton, by developing an enterprise culture

A Safer Halton	
26	Actively encouraging socially responsible behaviour by engaging with Halton's young people and by providing opportunities for them to access and take part in affordable leisure time activities.
27	Reducing the physical effects of anti-social and criminal behaviour
28	Providing and maintaining a highways and footpath network that is safe, accessible, and meets the needs and expectations of those living, working or visiting in Halton.
29	Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.
30	Improving the social and physical well-being of those groups most at risk within the community

Corporate Effectiveness & Efficient Service Delivery	
31	Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.
32	Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access.
33	Ensuring that we are properly structured organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.
34	Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders
35	Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.
36	Ensuring that the Council's land and property portfolio is managed efficiently
37	Ensuring that Council buildings are safe and accessible, meet the needs of service users and the organisation, and comply with legislative requirements
38	Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery.
39	Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information
40	Ensuring that the Council has the right people with the right skills and who are informed and motivated and provided with opportunities for personal development and engagement.



Business Support and Commissioning

SERVICE PLAN

April 2009 to March 2012

Draft 4: January 2009

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**

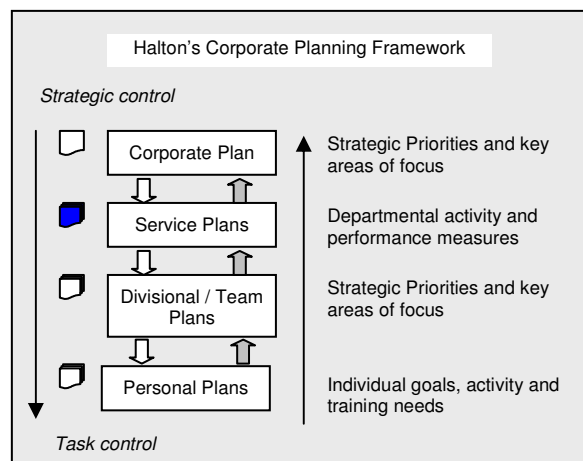
Departmental Service Plans form an integral part of the authority's corporate planning framework, as illustrated opposite.

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.



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

Joint Area Review

Children's Services received an excellent report following the Joint Area Review (JAR) of services to children and young people. 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.

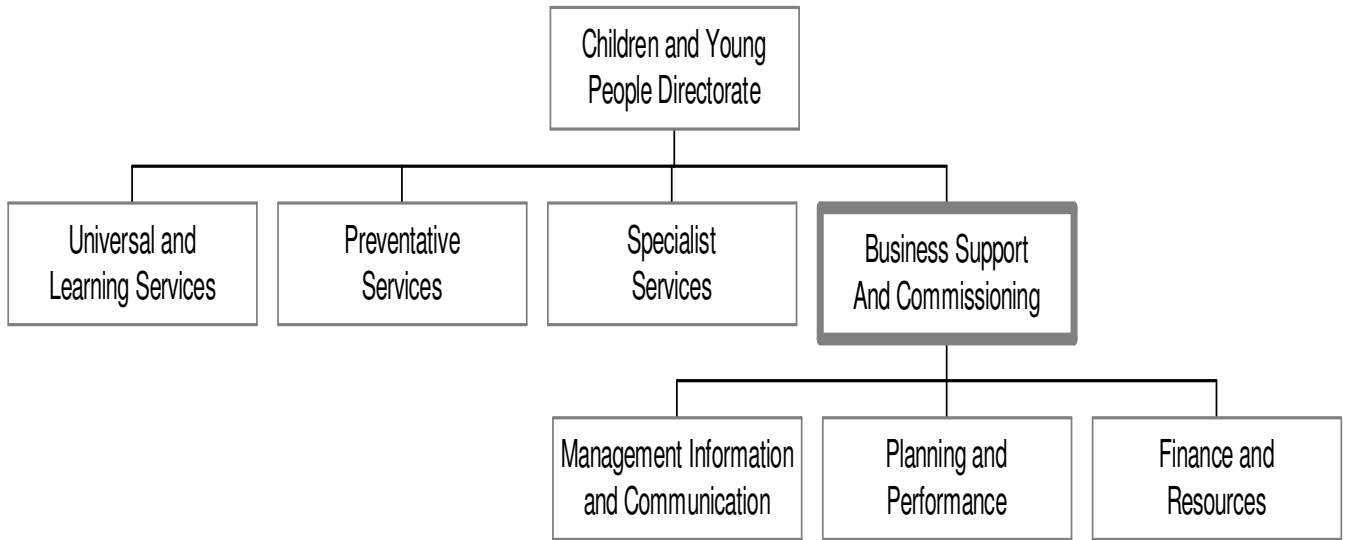
A Halton JAR Improvement Plan has been produced which describes how we, in Halton, are to deliver on the issues noted in the JAR report.

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;

Area for Judgement	Grade Awarded
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

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 21st 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

Deprivation:

The Index of Multiple Deprivation (IMD) for 2007 suggests that deprivation has improved in the Borough. In 2007 the IMD ranked Halton as 30th most deprived Authority in England compared to 21st in the 2004 Index and 16th 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 3rd highest authority in terms of deprivation on Merseyside, behind Knowsley and Liverpool, and 10th highest in the North West. Neighbouring authorities St Helens (47th overall), Wirral (60th) and Sefton (83rd) 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 6th highest proportion of children in poverty in the North West. In 2005 it had the 5th 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 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.

Consultations were also undertaken with groups of children from 2 – 19 years which included the Halton Member of UK Youth Parliament and the Youth Cabinet, the Halton Youth Bank, nearly all school councils, looked after children, care leavers, young people with learning and/or physical disability, lesbian gay bisexual and transgender young people, young carers, and homeless young people. A resource pack of consultation materials was issued to group leaders that facilitated the active participation of this wide range of ages and abilities. A total of 260 children contributed through group discussions and exercises. The consultation captured their views on whether the aims and targets of the Plan were making any difference in their lives, and what they thought the priorities should be for the coming year.

The Participation strategy includes the adoption by the Alliance of the Hear by Right standards for the involvement and participation of young people within organisations and services for them. From October 2006 to April 2007 there was a thorough piloting of Hear by Right using eight very different organisations working with various ages both within and outside the council. From this pilot a three year development and action plan has been produced, a "Haltonised" version of the standards has been produced which better suits our needs and the full age range; 0-19, and a Participation Team set up to support these changes. In November 2007 four Hear by Right Champions were agreed from within the borough, an elected member from the cabinet, Chief Executive of the Council, Director of Children's Service and Member off Youth Parliament. They publicise the value of involving children and young people and challenge reluctance of organisations and individuals to do so. Over 50 Halton organisations and council departments/services are expected to sign up to the three year plan by March 2008 with at least 30 of them completing the first year targets for involvement.

Halton Parent and 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.

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 Appendix 2.

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.

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 21st 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 1st April 2008, and included within it are improvement targets for the Borough of Halton to which both the Council and its partners will contribute.

The LAA contains 86 key targets addressing all of the priority issues identified in both the Community Strategy, and the Council's Corporate Plan. Of the 86 key targets, 34 are mandatory and also included are the 12 LPSA targets to which the Council signed up.

Many of the objectives contained within the current service plans are designed to support the achievement of LAA targets. A full version of Halton's LAA can be viewed on the Halton Strategic Partnership Website at [http://www.haltonpartnership.net/site/images/stories//laa final \(march 2007\).pdf](http://www.haltonpartnership.net/site/images/stories//laa%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

Strategic Priority:	Halton's Children and Young People				
Area Of Focus:	15 - To deliver effective services to children and families by making best use of available resources				
Outcome & CYP Priority	Enjoy and Achieve/Service Management; CYPP SM5				
Objective:	BSC1: To transform the Learning Community				
Milestone(s) (09/10)	<ul style="list-style-type: none"> • Complete outline business case for BSF by May 2009 • Commence Competitive Dialogue by July 2009 • Develop the plan for Phase 3 Children's Centre Capital and Child Care Capital by March 2010 • Gain approval to commence the process of Primary School Re-Organisation by March 2010 				
Milestone(s) (10/11)	<ul style="list-style-type: none"> • Agreed milestones in BSF Strategy to be achieved by March 2011 • Agreed milestones in Phase 3 Children's Centre development to be achieved by March 2011 • Agreed milestones in Primary Capital strategy to be achieved by March 2011 				
Milestone(s) (11/12)	<ul style="list-style-type: none"> • Agreed milestones in BSF Strategy to be achieved by March 2012 • Agreed milestones in Primary Capital strategy to be achieved by March 2012 				
Assessment	Initial		Responsible Officer	OD Business Support and Commissioning	Linked Indicators
	Residual				

Objective BPR2

Strategic Priority:	Corporate Effectiveness and Business Efficiency
Area Of Focus:	34 - Attracting and managing financial resources effectively and maintaining transparent financial probity and prudence and accountability to our stakeholders
Outcome & CYP Priority	Service Management; CYPP SM1

Objective:	BPR2: To Manage Resources Effectively					
Milestone(s) (09/10)	<ul style="list-style-type: none"> Review of Directorate funding including schools in line with the efficiencies agenda by March 2010 Medium Term Financial Plan to be finalised for the Directorate by March 2010 Identify opportunities for income generation through traded services across the Directorate by March 2010. Establish a process to benchmarking costs of services by March 2010 Key milestones for ICT projects to be achieved by March 2010 					
Milestone(s) (10/11)	<ul style="list-style-type: none"> Implement review of Directorate funding including schools in line with the efficiencies agenda by March 2011 Develop and implement a grant exit strategy for end of 3 year grant settlements by March 2011 Key milestones for ICT projects to be achieved by March 2011 Establish a procurement strategy of the Children's Trust and Schools by March 2011 					
Milestone(s) (11/12)	<ul style="list-style-type: none"> Jointly commissioning services against priorities using the Joint Planning and Commissioning Framework by June 2011 Key milestones for ICT projects to be achieved by March 2012 Implement a procurement strategy of the Children's Trust and Schools by March 2012 					
Assessment	Initial		Responsible Officer	OD Business Support and Commissioning	Linked Indicators	
	Residual					

Objective BPR3

Strategic Priority:	Corporate Effectiveness and Business Efficiency				
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				
Outcome & CYP Priority	Service Management; CYPP SM3				
Objective:	BSC3: To Develop an Integrated Children's Workforce				
Milestone(s) (09/10)	<ul style="list-style-type: none"> • Submission of 'One Children's Workforce' project report to CWDC by June 2009 • Complete second pilot of population centric model building on the learning from IYSS by March 2010 • Establish a thorough baseline position of Workforce data for the Children's Trust by March 2010 • Establish Workforce Development strand of JICU by March 2010 				
Milestone(s) (10/11)	<ul style="list-style-type: none"> • Achieve milestones set out in Integrated Workforce Strategy by March 2011 • Apply population centric model to two further service areas by March 2011 • Review the Workforce Development strand of JICU by March 2011 				
Milestone(s) (11/12)	<ul style="list-style-type: none"> • Achieve milestones set out in Integrated Workforce Strategy by March 2012 • Review the Recruitment and Retention Strategy for the Trust by March 2012 				
Assessment	Initial		Responsible Officer	OD Business Support and Commissioning	Linked Indicators
	Residual				

Objective BSC4

Strategic Priority:	Corporate Effectiveness and Business Efficiency				
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				
Outcome & CYP Priority	Service Management				
Objective:	BSC4: To develop Joint Intelligence and Commissioning to inform the work of CYPD Children's Trust				

stone(s) (09/10)	<ul style="list-style-type: none"> To establish JICU and implement the four key strands through actual or virtual teams by March 2009 To establish the Service Delivery Partnerships of the Children's Trust by September 2009 Develop integrated systems for intelligent use of data by March 2010 Increase the value of services commissioned through the Joint Planning and Commissioning Framework by 25% by March 2010 					
stone(s) (10/11)	<ul style="list-style-type: none"> To review the impact against an agreed framework of the JICU on outcomes for children and young people by March 2011 To review the impact against an agreed framework of Service Delivery Partnerships on outcomes for children and young people by March 2011 Increase the value of services commissioned through the Joint Planning and Commissioning Framework by a further 25% by March 2011 					
stone(s) (11/12)	<ul style="list-style-type: none"> To implement the findings of the review of JICU by September 2011 To implement the findings of the review of Service Delivery Partnerships by September 2011 Increase the value of services commissioned through the Joint Planning and Commissioning Framework by a further 25% by March 2012 					
Assessment	Initial		Responsible Officer	OD Business Support and Commissioning	Linked Indicators	
	Residual					

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

Ref ¹	Description	Corp. Plan Priority	Halton 2007 / 8 Actual	2007 / 08 Quartiles ² (All England)			Halton 2008 / 09 Target
				Top	Middle	Bottom	
Corporate							
	Staff Turnover Rate						
Cost / Efficiency							
	% of days lost to sickness absence						
	% of schools with surplus budget						
	% increase in the value of services commissioned using Joint Planning & Commissioning Framework						
Fair Access							
	% of Milestones within BSF project achieved						
	% of Schools using the Virtual Learning Planning						
Quality							
Service Delivery							
	Number of CAF's completed						

5.3 Data Quality Arrangements

Corporate text to be added

¹ Key Indicators are identified by an **underlined reference in bold type**.

² No quartile data is available for local performance indicators. BVPI's will be replaced by the National Indicator Data Set (NIS) from April 2008

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

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.

REPORT TO: Children and Young People's Policy And Performance Board

DATE: 22nd January 2009

REPORTING OFFICER: Strategic Director Corporate and Policy

SUBJECT: Local Area Agreement Performance Report

WARDS: Borough-wide

1. PURPOSE OF REPORT

To report on progress towards meeting Local Area Agreement targets at the end of the first six months of the Agreement.

2. RECOMMENDATION THAT:

- i. The report is noted.
- ii. The Board considers whether it requires any further information on the actions being taken to deliver the LAA targets.

3. SUPPORTING INFORMATION

The revised Local Area Agreement (LAA) was signed off by the Secretary of State in June 2008. The purpose of the LAA is to agree a set of targets for Halton with government and local partners. Named partners have a duty to co-operate in striving to achieve these targets. There are 34 indicators in the LAA, plus a further 16 statutory education and early years targets. The agreement covers the period April 2008 to March 2011.

A report on progress over the first 6 months of the Agreement is attached at Appendix 1, covering those indicators which fall within the responsibilities of this particular Policy and Performance Board.

Given that the Agreement was only signed in June, this first progress report reflects a very early stage in the Agreement's life. In reading the report members should bear in mind that:

1. As all the national indicators are built into service plan monitoring, the information in the appendix has already been before the Board. The intention of this report is pick out the LAA indicators from the different service plans so that it is possible to see a clearer picture of progress overall.

2. It was not possible to set targets for all of the chosen indicators in June for lack of baseline information. For example, the first Places Survey is only just taking place so there was no background against which to set targets for indicators that are reliant on that survey.
3. Some indicators are only reported annually, so in those cases no progress report is yet available.
4. The first annual education attainment targets are set for the school year 2008/09 which will not be reported until mid 2009.

4. LAA REVIEW AND REFRESH

A process has just begun to “Review and refresh” the LAA with government office. The main purpose is:

1. To fill in the gaps – by February 2009 information should be available to fill in the missing baselines and targets.
2. To update baselines and targets for a small number of indicators following changes to definitions.
3. To consider if there are significant changes in context which make it necessary to amend targets even at this early stage (for example, the impact of the recession).

5. CONCLUSION

This is an early stage in the progress of the Local Area Agreement, but it is an opportunity to take stock of current progress and to check that appropriate delivery plans are in place.

6. POLICY IMPLICATIONS

The Local Area Agreement acts as a delivery plan for the sustainable community strategy and as such is central to our policy framework.

7. OTHER IMPLICATIONS

Achievement of our Local Area Agreement targets has direct implications for our comprehensive area assessment. Further consideration of any areas of under-performance may give rise to other implications for the Council and its partners.

8. IMPLICATIONS FOR THE COUNCIL’S PRIORITIES

This report deals directly with progress and delivering one of our five priorities.

9. RISK ANALYSIS

The key risk is failure to improve the quality of life for residents of Halton in accordance with the objectives of our community strategy. This risk can be mitigated by regular reporting of performance, and reviewing the action being taken where under-performance occurs.

10. EQUALITY AND DIVERSITY ISSUES



One of the guiding principles of the LAA is to reduce inequalities in Halton.

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



Document:

Local Area Agreement 2008. Place of inspection 2nd floor Municipal Building.
Contact officer – Rob McKenzie (0151 471 7416)



LAA PERFORMANCE REPORTS CHILDREN AND YOUNG PEOPLE (APRIL 08 - SEPTEMBER 2008)

Target Ref	Indicator Description	Baseline (2007/08 unless specified otherwise)	Current performance (30.09.08)	Target 2008/09	Traffic Light	Commentary
NI 53	Prevalence of breastfeeding at 6-8 weeks from birth (* Indicative figures- this data will be refreshed in 2009/10 -Quarter 4 2008/9 will form baseline for 2009/10)	15.5%	12.1%	18%*		Performance based on Q1 and Q2, 2008/09. Quarter 4 data will form baseline for 2009/10.
NI 53	Completeness of data capture 6-8 weeks	0%	100%	85%		Optimum data capture has been achieved in both Q1 and Q2. This will enable an accurate baseline to be set – see above.
NI 72	Early Years Foundation Stage Attainment	43.9%	-	44.8%	-	Data will not available to report this indicator until quarter 4 of 2008/09
NI 73	Proportion achieving L4+ at KS2 in both English and Maths	71.7%	75.8%	N/A	-	This is a new National Indicator, and a target was not set for the 2007/08 cohort due to the point in the year at which the indicator was introduced. However data is available for the previous year and excellent progress has been achieved from 71% last year, to 75.8% this year.
NI 74	Proportion achieving L5+ at KS3 in both English and Maths	62%	63.6%	N/A	-	This is a new National Indicator, and a target was not set for the 2007/08 cohort due to the point in the year at which the indicator was introduced. Data is however data is available for the previous year and progress has been made to lift achievement from 62% last year, to 63.6% this year


APPENDIX

Target Ref	Indicator Description	Baseline (2007/08 unless specified otherwise)	Current performance (30.09.08)	Target 2008/09	Traffic Light	Commentary
NI 75	Proportion achieving 5 A*-C GCSE including English and Maths	41.1%	49.2%	44%		Major improvement to 49.2% (from 41% in 06/07 academic year), and well in excess of the target for the year of 44%.
NI 83	Proportion achieving L5+ at KS3 in Science	68%	69.5%	74%		Progress made from last year (when 67% was achieved) but short of the challenging target set for the year. Target was 74% with 69.5% achieved.
NI 87	Secondary School persistent absence rate	7.2% 2006/07 school year.	-	9% (half days missed)	-	Validated data will be available in early 2009. Indicator will be reported in Q4 2008/09.
NI 92	Achievement Gap at Early Years Foundation Stage	33.8% (LA % gap between median and bottom 20%)	-	31.7%	-	Data will not available to report this indicator until quarter 4 of 2008/09
NI 93	Proportion progressing by two levels at KS2 in English	63.1% Calculated from matched data in CYP Database. This data may not be 100% accurate.	-	N/A	-	Data will not available to report this indicator until quarter 4 of 2008/09
NI 94	Proportion progressing by two levels at KS2 in Maths	61,4% Calculated from matched data in CYP Database. This data may not be 100% accurate.	-	N/A	-	Data will not available to report this indicator until quarter 4 of 2008/09


APPENDIX

Target Ref	Indicator Description	Baseline (2007/08 unless specified otherwise)	Current performance (30.09.08)	Target 2008/09	Traffic Light	Commentary
NI 95	Proportion progressing by two levels at KS3 in English	18% (267 out of 1479)	-	N/A	-	Data will not available to report this indicator until quarter 4 of 2008/09
NI 96	Proportion progressing by two levels at KS3 in Maths	51% (755 out of 1491)	-	N/A	-	Data will not available to report this indicator until quarter 4 of 2008/09
NI 97	Proportion progressing by two levels at KS4 in English	59% (KS3 to KS4 – 885 out of 1505)	-	N/A	-	Data will not available to report this indicator until quarter 4 of 2008/09
NI 98	Proportion progressing by two levels at KS4 in Maths	26% (395 out of 1525)	-	N/A	-	Data will not available to report this indicator until quarter 4 of 2008/09
NI 99	Proportion of CiC achieving Level 4 at KS2 in English	100% (6 out of 6)	50%	50%		There were only 4 children in the KS2 cohort, 2 girls and 2 boys. Both girls achieved L4 in English (50%) and this was in line with expectations. However, one of the boys did not take his SATs as he has an MLD statement and was disapplied. The remaining boy achieved L3, and this was in line with his progression through 2 levels
NI 100	Proportion of CiC achieving Level 4 at KS2 in Maths	83% (5 out of 6)	25%	50%		There were only 4 children in the KS2 cohort, 2 girls and 2 boys. Only one girl achieved L4 in Maths (25%). One of the boys did not take his SATs as he has an MLD statement and was disapplied. The remaining boy achieved L3, and this was in line with his 2 level progression. However, the remaining girl did not achieve her 2 level progression nor Level 4. During the last

APPENDIX

Target Ref	Indicator Description	Baseline (2007/08 unless specified otherwise)	Current performance (30.09.08)	Target 2008/09	Traffic Light	Commentary
						academic year an educational psychology assessment did identify that she has difficulty within the mathematical area of learning, additional support has now been put in place to assist her with this and with her transition to secondary school.
NI 101	Proportion of CiC achieving 5 A*-C GCSE	12.5% (1 out of 8)	18%	18.75%		There were 17 young people in the cohort, 9 boys and 8 girls. Of this group 8 young people had a statement of SEN, with a further 3 being at School Action level and 2 being at School Action Plus level on the SEN Code of Practice. 18% of the cohort achieved at least 5 A* - C GCSEs including English and Maths. This was broadly in line with expectations for the cohort and 2 young people achieved higher results than expected.
NI 56	Obesity among primary school age children in Year 6	22.4%	-	21.3%	-	Data covering the 07/08 academic year will be reported in quarter 4 of 08/09.
Line 6	Total number of primary school age children in Year 6 recorded as obese for their age in the past school year. *	269	-	260	-	Data covering the 07/08 academic year will be reported in quarter 4 of 08/09.
Line 7	Total number of primary school age children in Year 6 with height and weight recorded in the past school year.	1200	-	1220	-	Data covering the 07/08 academic year will be reported in quarter 4 of 08/09.


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Target Ref	Indicator Description	Baseline (2007/08 unless specified otherwise)	Current performance (30.09.08)	Target 2008/09	Traffic Light	Commentary
Line 8	Total number of primary school age children in Year 6.	1410	-	1430	-	Data covering the 07/08 academic year will be reported in quarter 4 of 08/09.
Line 9	Percentage of children in Year 6 with height and weight recorded who are obese. *	22.4	-	21.3	-	Data covering the 07/08 academic year will be reported in quarter 4 of 08/09.
Line 10	Percentage of children in Year 6 with height and weight recorded.	85	-	85	-	Data covering the 07/08 academic year will be reported in quarter 4 of 08/09.
NI 63	Stability of placements of looked after children	69%	74%	73%		Good progress made in first half of year. Performance is at target.

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Target Ref	Indicator Description	Baseline (2007/08 unless specified otherwise)	Current performance (30.09.08)	Target 2008/09	Traffic Light	Commentary
NI 80	Achievement of a Level 3 qualification by the age of 19	34% (2006/07)	-	38.9%	-	Data will be published in February 2009 and will be reported in Q4 of 08/09.
NI 111	First time entrants to the Youth Justice System aged 10-17 C3	722 (2005/06)	-	710	-	When first published in early 2008, targets for this indicator were discretionary. The way in which the indicator is calculated has since been revised, and a new baseline is being established. An action plan is in place, however final targets are yet to be agreed.
			Local data has been used to set baseline and proxy targets for 08-09. To be refreshed at review in March 2009.			
NI 112	Under 18 conception rate	48%	-	-27%	-	Data will be available to report this indicator in quarter 4. The National Support Team for teenage pregnancy visited Halton on the 22 nd September to review Halton's Teenage Pregnancy Strategy. Feedback from the team and recommendations made by the team are to be reviewed alongside the Halton Teenage Pregnancy Plan.

APPENDIX

Target Ref	Indicator Description	Baseline (2007/08 unless specified otherwise)				Current performance (30.09.08)
NI 115	Substance misuse by young people C4	New National Indicator Target to be set in March 2009 when baseline data available from 2008 TellUs Survey				N/A
NI 116	Proportion of children in poverty	27%	-	26%	-	This data is provided by DWP and is scheduled to be available in January 2009.
NI 117 WNF Reward Indicator	16-18 year old not in education, training or employment	11.5%	12.85%	9.9%		<p>The NEET percentage is currently slightly higher than this point last year with 12.85% compared with 12.42% at end September 2007. However the actual number of 16 to 18 year olds NEET is slightly lower in September 2008 than in September 2007.</p> <p>NEET Strategy group is now in place with a NEET Action Plan agreed. WNF will be available from April 2009 to provide 100 additional apprenticeships across Halton over the following 2 years. Preparatory work is now beginning and this will include an employer engagement programme to attract employers to supply work placements for NEET young people.</p>